

# Human Resource Management

Delivered by:  
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Facilitated by:  
CramdenTECH Ltd.



Rialtas  
na hÉireann  
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of Ireland

Tionscadal Éireann  
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The European Agricultural Fund  
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# Agenda

- ▶ Identifying Human Resource Needs
- ▶ Recruiting staff and attracting volunteers
- ▶ Meeting employment law obligations
- ▶ Motivating, supervising, appraising and managing staff
- ▶ Developing staff capabilities
- ▶ Managing Work Placement participants

# Identifying HR Needs

- ▶ Work Plan
- ▶ Strategic Plan & Operational Plan
- ▶ Business Plan
- ▶ Replacement
- ▶ Capacity Building
- ▶ Response to new challenges and business developments
- ▶ HR implications: what mix of staff and volunteers is required to deliver quality services?

# Staff and Volunteering Options

- ▶ Sub-contractors and suppliers
- ▶ Employees
- ▶ Work placement participants: CE, TÚS, RSS
- ▶ Interns
- ▶ Volunteers

*Implications?*

E.g. Control and reliability; Cost and quality

# HR Challenges

## Hosting a Work Placement Participant and Interns:

- Annual Work Plan: purpose of placement
- Role Descriptor: tasks and desired skillset
- Relationships:
  - . Procedure for liaising with LDC/College over difficulties
  - . Progression opportunities
  - . Working role and responsibilities
  - . Assigning work, feedback, supervision
  - . Working environment

# Recruitment

The side of Employment Law starts with recruitment.

*Don't hire a problem!*

- ▶ Develop a job profile - description & specification
- ▶ Determine recruitment method(s) to be used
- ▶ Conduct preliminary screening of applicants
- ▶ Conduct employment interview(s)
- ▶ Conduct employment test (where relevant)
- ▶ Conduct reference checks
- ▶ Make selection decision

# Interviews

- ▶ Review the job profile
- ▶ Prepare a structured set of questions
- ▶ Review the applicant's information
- ▶ Put the interviewee at ease
- ▶ Ask questions and listen carefully
- ▶ Close by telling the applicant the next steps in the process
- ▶ Write the evaluation immediately

# Employee Performance

- ▶ Employee Performance:
  - Competence (recruit & train)
  - Commitment (motivate & reward)
  - Confidence (provide feedback & empower)
- ▶ Develop performance within a supportive workplace culture



# Factors Affecting Performance

- ▶ Goal setting improves performance
- ▶ Feedback at regular intervals helps
- ▶ What you reward gets done
- ▶ Reward schedule affects performance
- ▶ Committed staff increases customer satisfaction

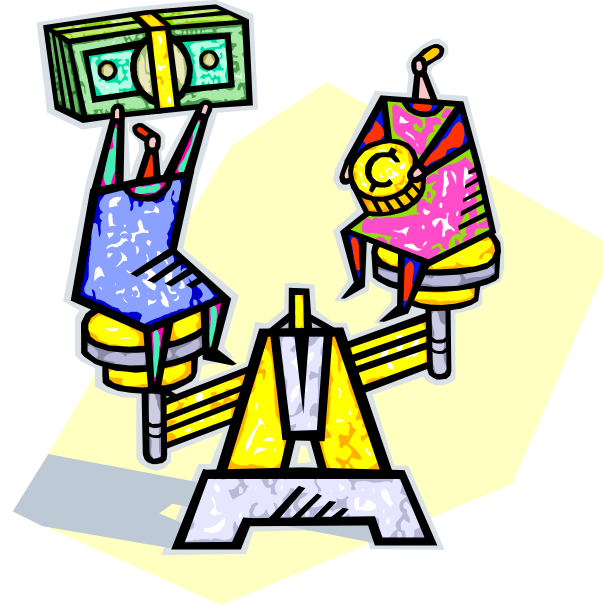
# Factors Affecting Performance

- ▶ People will only apply effort when they believe that effort will produce results
- ▶ A person likes to feel that he/she is a positive/good person
- ▶ Most people will follow others and typically want to feel part of a group
- ▶ Envisioning success helps to improve success

# Motivating and Rewarding Staff

## Equity Theory of Motivation

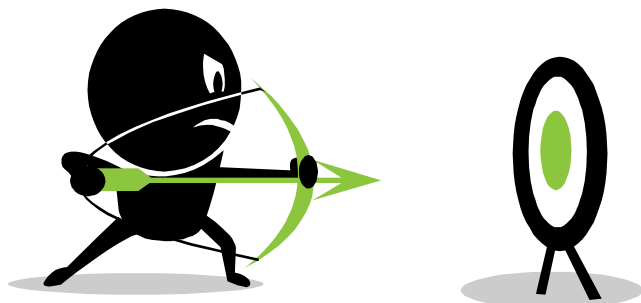
- ▶ Comparison other
- ▶ Weighing up inputs versus outputs



# Motivating and Rewarding Staff

## Goal-setting Theory of Motivation

- ▶ Employees are motivated by clear goals and appropriate feedback: clarity, challenge, commitment, feedback, task complexity



# Role of Performance Reviews

- ▶ Monitor, evaluate and approve the employee's performance
- ▶ Give specific feedback to employees
- ▶ Facilitate communication and mutual understanding
- ▶ Discuss difficulties and sources of conflict
- ▶ Help the employee manage the workload
- ▶ Identify training needs
- ▶ Plan and set targets for the work

# Staff Development

- ▶ Employee training profiles
- ▶ Training needs assessments
- ▶ Succession planning
- ▶ Individual career interests and experience

# Avoiding Unfair Dismissal Claims

## Essential Policies and Procedures

- ▶ Equal Opportunity Policy
- ▶ Recruitment practices
- ▶ Interview procedures
- ▶ Grievance policy
- ▶ Policy and procedures on harassment
- ▶ Anti-Bullying Policy
- ▶ Performance Reviews and Appraisals
- ▶ Relevant Company Records

# Custom and Practice

If a disciplinary issue arises that could lead to dismissal, three points needed to be considered around the dismissal issue:

1. What is in the employee's contract?
2. What is the relevant legal requirement?
3. What is taking place in reality?



# Review

- ▶ What are the implications for your social enterprise concept arising from the topics covered this evening?
- ▶ Is there anything that you have identified that may impede your progress?
- ▶ Facilitator contact details:  
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