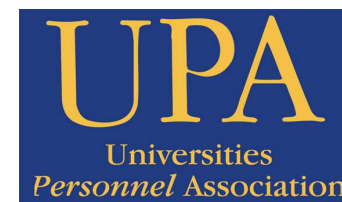


# Peter Deer



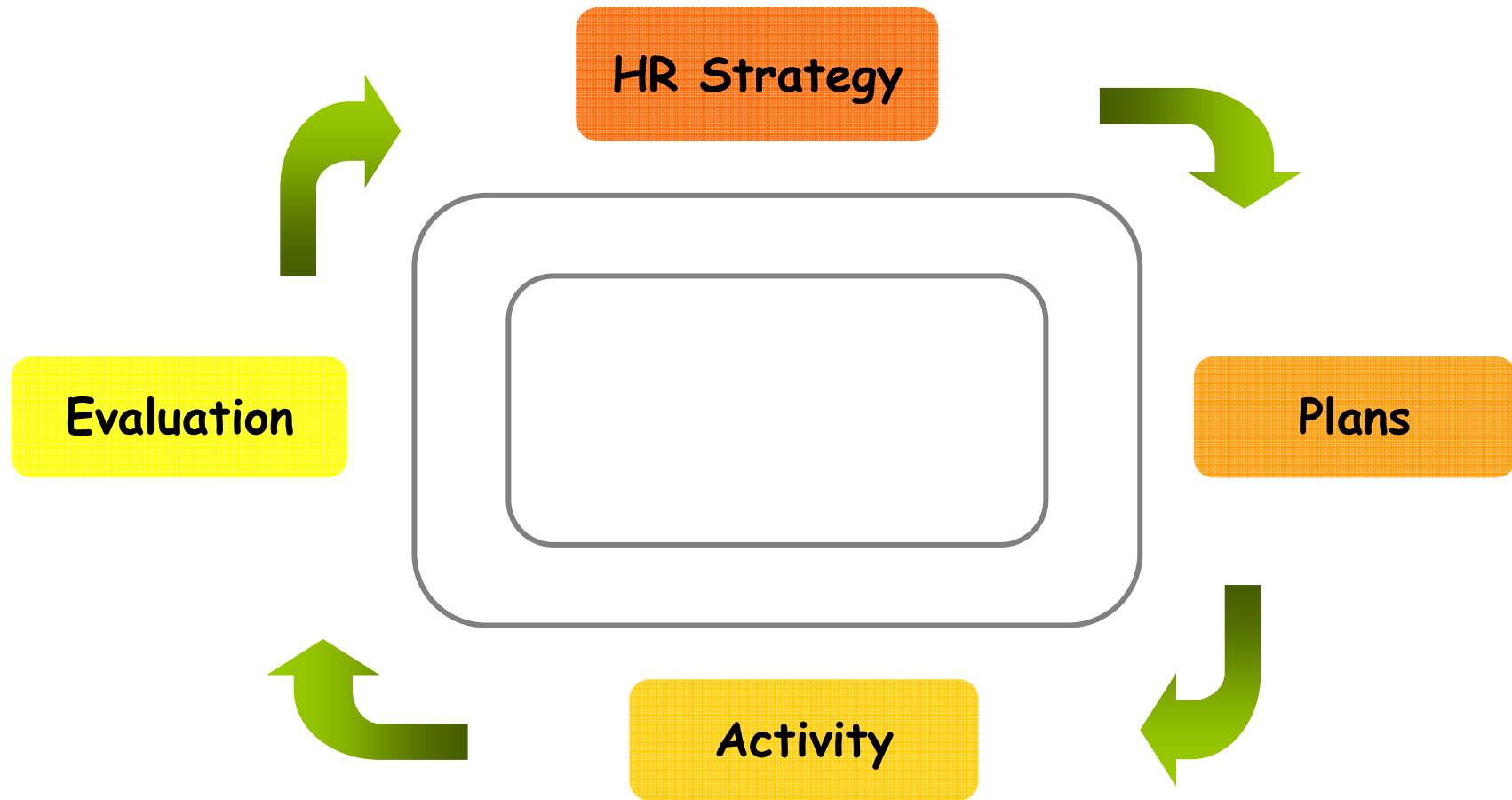
**Theme:**  
**Getting the organisation right**

**Session:**  
**The HR function –**  
**Fit for purpose?**

# Fit for Purpose

- Organisation of the HR function and how may be affected by the relationship with key stakeholders
- HR strategy and the institution
- Models for organising the HR function
- Accountability and evaluating the performance of HR and HRM

# Function and form



# What does HR do?

- Contribution to the achievement of the strategic objectives of the University
- Compliance/change agent
- Consultancy (problem solving)
- Administration and service delivery

# Cambridge HR

**Personnel Administration**

**CHRIS (Info system)**

**Pay & Grading**

**Equality & Diversity**

**Payroll**

**Pensions**

**Personnel Consultancy**

**Occupational Health**

**Employee Assistance**

**Recruitment**

**Staff Development**

# Stakeholders

- HR practitioners
- Line managers
- Employees
- Funding bodies
- Government
- University - the institution

# **How can HR Strategy better fit with that of the institution?**

- Align with needs of institution
- Fit with other institutional strategies
- Proper management/administration of the institution
- Aspirational
- Deliverable
- Evaluated

# The organisation of HR

- Diverse range of functions and activities
- Requirements of multiple stakeholders
- HR strategy
- Effective and efficient service delivery

# Organisation of HR - models

- Outsource (liaison)
- Small central unit (policy/compliance)
- Small centre + devolved functions
- Comprehensive central function (UoC)
- Some other place on continuum

*In-house*

*External providers*

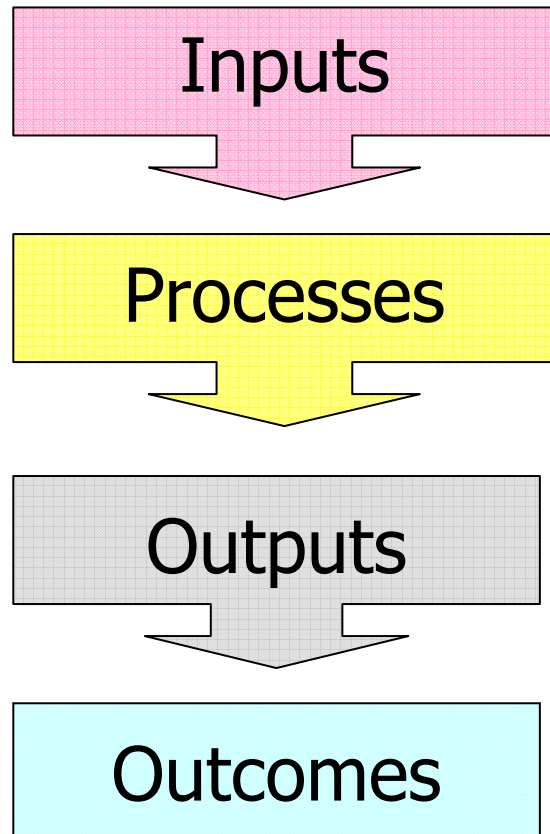
*Large central function – Smaller centre, more devolved – Small central unit - Outsourced*



# Evaluation and fitness for purpose

- Accountability
- Professional interest
- Tried methods
- Self assessment tool for people management (SAT) and benchmarking
- Issues

# Self assessment tool



## *Dimensions:*

- Remuneration and fair employment
- Recruitment and retention
- Size and composition of workforce
- Staff development and skills fit
- Leadership and change management
- Health, welfare and safety
- People management and organisational performance

2. Processes	Importance to HR strategy			Progress made so far			<b>Examples of possible sources of evidence</b> Evidence to verify and validate assessment: <ul style="list-style-type: none"> <li>• policies exist in all key areas (recruitment and selection)</li> <li>• benchmarking data on costs</li> <li>• time to fill posts – from advert to offer</li> <li>• turnover data by department, type and age</li> <li>• evidence of regular surveying of staff views</li> </ul>
	<i>High</i>	<i>Med.</i>	<i>Low</i>	<i>Signifi- cant</i>	<i>Moder- ate</i>	<i>Limited</i>	
<b>The institution undertakes/has undertaken:</b>							
a. Recruitment and selection guided by clear policies and procedures							
b. Exit interviews with staff who leave							
c. Skills audits of future workforce needs							
d. Monitoring and evaluation of:							
–the service provided on staff recruitment (e.g. managers' views on recruitment practice) on a regular basis							
–staff turnover							
–staff views on employment							

# Benchmarking

- Some 80 UK HE institutions
- Collaboration between UPA and major consultancy
- Two annual reports
- Within HE and across sectors

# Conclusions

**Questions?**