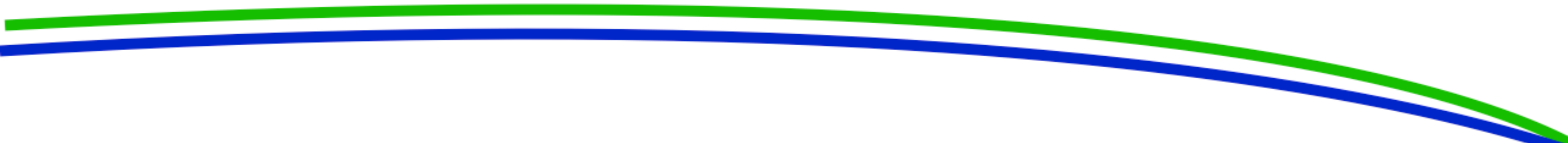
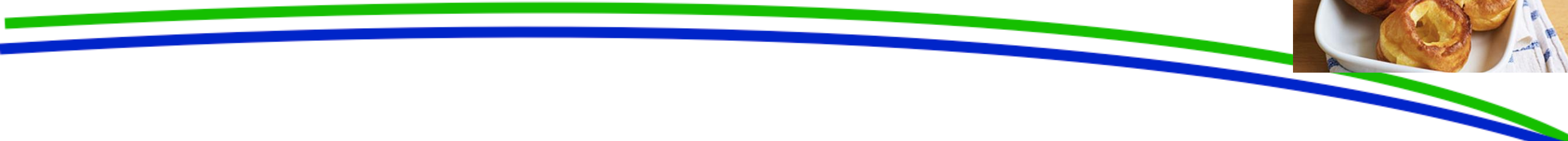


SHARPEN Project 2017

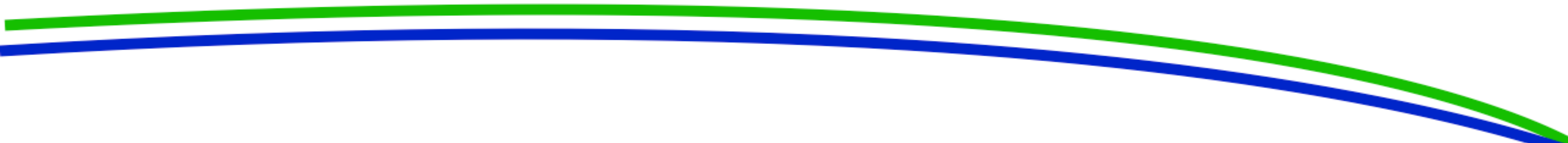
University of Huddersfield





Objectives

- Introduction to HRM
- Kirkwood Hospice
- Overview of SME's for West Yorkshire
- Resourcing and Recruitment
- Employer Branding, Retention and Ownership
- Questions



Introduction to HRM

- HR architecture
 - HR system
 - practices
 - delivery model



- key notions about the effect of HRM on company performance (Katou & Budhwar, 2006):
 1. Universalist Approach
 2. Contingency Approach
 3. Configurational Approach

Current HRM themes

- Corporate social responsibility (CSR)
- Globalisation
- Digitalisation
- Demographic change
- contextual model of HRM



“The only vital value an enterprise has is the experience, skills, innovativeness and insights of its people.”

*Leif Edvinsson, Swedish [Intellectual Capital](#) guru in *Corporate Longitude* (2002)*



Kirkwood

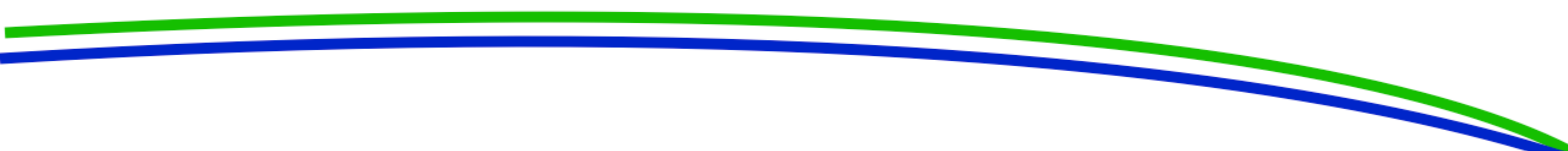
The Hospice for Kirklees

Mission

- ❖ to provide free specialist care to suffering adults based in Kirklees
- ❖ to support the family members, friends and carers during the illness and after death.

Values

- ❖ Respectful and Inclusive
- ❖ Passionate and Determined
- ❖ Open and Honest
- ❖ Kind and Compassionate
- ❖ Forward-thinking
- ❖ We strive for Quality and Excellence





Kirkwood

The Hospice for Kirklees

- approx. 190 members full and part-time
- 800 volunteers
- Raise money through different events: midnight memory walk, fashion shows, coffee morning, colour life
- 21 shops located across Kirklees
- Kirkwood Hospice eBay store
- Kirkwood Lottery
- 48 'business buddies' (provides vital support for the hospice)





Kirkwood
The Hospice for Kirklees

Strategic Plan 2015-2018 *'Let that Moment Be Now'*

- Recognition of workforce related issues
- Investment into current technologies & their development
 - > “improve the way we care for people”
- importance of workforce and services development to meet local needs
 - > “education programs to develop knowledge of Palliative and End of Life Care across the local community”



Business in West Yorkshire

Business Types

Size	Employees	No.	%
Micro	0-9	71,000	87.5
Small	10-49	12,500	10
Medium	50-249	3,000	2
Large	250+	455	0.5

Employment

Economically Active – 75.9%
Students – 8%
Carers – 8%
Unemployed – 6%
Other – 2%

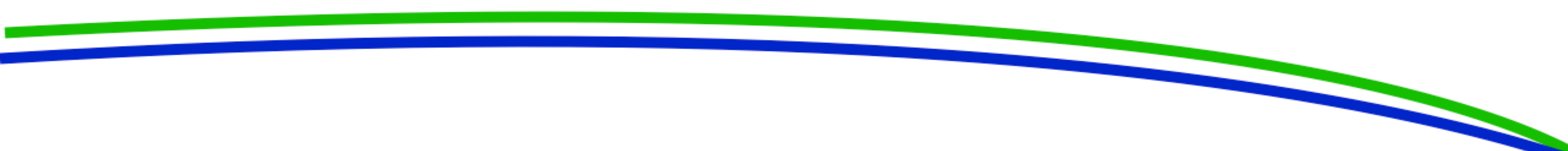
Strategic Resourcing & Workforce Planning

- **Strategic resourcing**= structured approach towards attracting the right people for the organisation
-> put into practice at management or employee level (Taylor 2014).



- **Workforce planning** = core process of HRM
 - shaped by organisational strategy
 - “right number of people with the right skills, in the right place at the right time” (CIPD, 2010)

-> examples: Succession planning, flexible working, demand/supply forecasting, skills audit/gap analysis, talent management



The Components of Strategic Employee Resourcing for Kirkwood Hospice

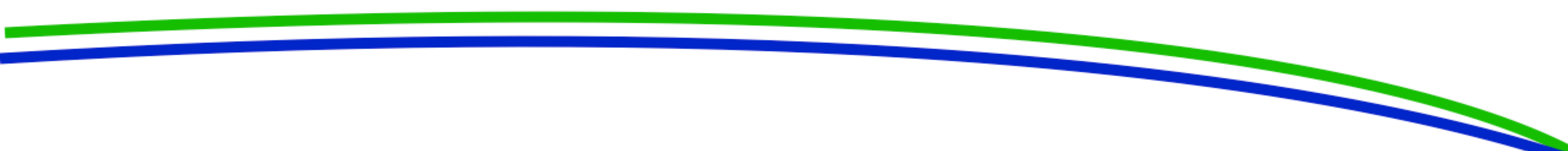


Alternative Recruitment Methods for Kirkwood Hospice

Job Fairs, Social Media, Own Website,
High Street Charity Shops, Retirement Support Groups



There is evidence that suggests a connection between informal recruitment, staff retention and performance (Barber 1989)



Recruitment and Selection

Strategic resourcing might be where an organisation has developed and put into practice plans that take care of long term objectives (Taylor 2014).

- Adoption of The Classic Trio (Mark Cook 2009).
- More ad-hoc than strategic due to cost restraints?
- Psychometric testing designed in-house
- Robust process for reference checking
- The use of dedicated Job Vacancy Boards in charity shops



50% of UK employers use Social Media as a recruitment tool (CIPD 2013).

Employer Branding



The employer of choice in Huddersfield

Branding needs to start with a clear point on what the organisation is about (Taylor 2014).

Talent Management

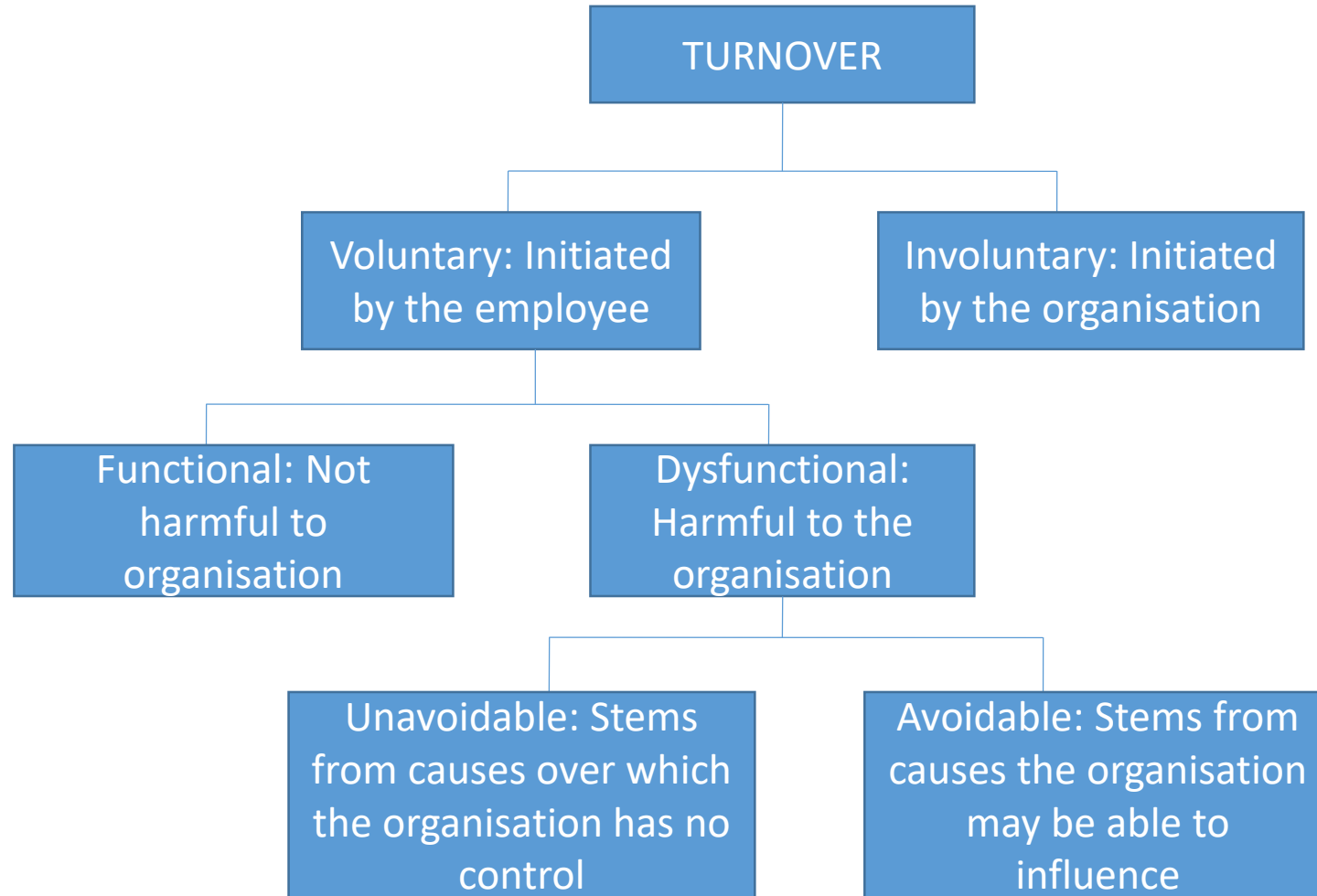
Best Practice Model of Recruitment

- Targeted advertising campaign
- Use of techniques that have a high predictive value
- Focus on attributes to do the job
- Maintain good reputation – employer branding



Adopting a defender strategy protects current market share (Miles and Snow 1978)

Employee Turnover



Allen, D, G. (2008)



Retention Planning at



Kirkwood
The Hospice for Kirklees

Costs incurred from employee turnover:

- Recruiting replacements
- Induction costs
- Training costs
- Leaving costs
- Time spent by HR & managers



Griffeth and Horn (2001) identify areas to consider in retention strategy:

- 1) Realistic job previews
- 2) Job enrichment
- 3) Induction practices
- 4) Employee selection
- 5) Reward Practices
- 6) Managing inter-role conflict

Employee Ownership

= business is at least significantly owned by its employees

- Currently 4% of UK GDP pa. -> increasing

Structure:

- 3 types:
 - direct: majority of shares held by staff individually
 - indirect: collective share holding, mostly through employee trust
 - combined: shareholding through both individual and collective means
- 2 parts: tangible ownership -> monetary involvement
intangible ownership -> responsibility to both community and company

Advantages:

- higher productivity & innovation
- increased resilience to turbulent econ. environment



Employee Ownership

Field of application

- Business succession or expansion

- SMEs

- Public services institutions with community interest/social enterprise

- **Concerns:** - Intrapreneurship

-> employees act economically in order to generate corporate profit

- Skill shortages

-> competitive labour markets & demographic change

- Corporate structure

-> do legal & financial structure and business model fit an EO?

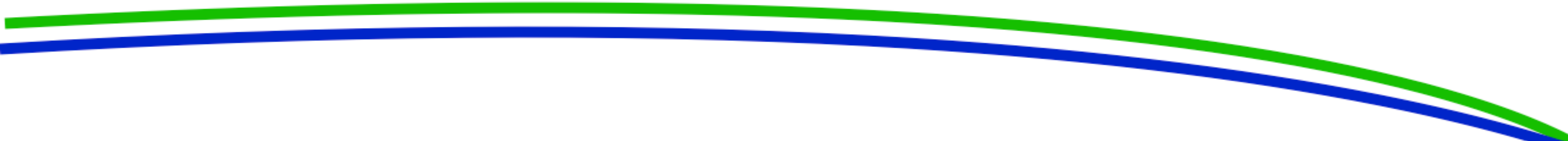
- Succession Planning

-> especially in SMEs

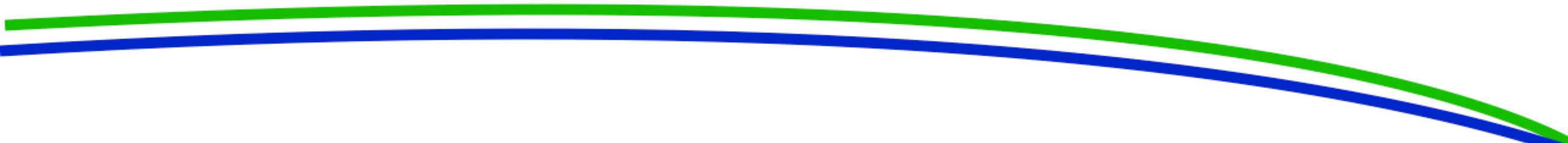


Kirkwood
The Hospice for Kirklees

Recap

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Any Questions



References

- Allen, D, G. (2008) *Retaining talent: A guide to analysing and managing employee turnover*. SHRM Foundation. (pp 1-43)

