

Priti Baheti
Assistant Professor
BADM

Role of Human Resource Manager & its Relevance in Employee development

Abstract

The goal of a human resource manager is to strengthen the employer-employee relationship. This goal is supported by a variety of functions within the human resources department and throughout the organization. In a small business, the human resource manager may have a great degree of latitude, as well as the time to devote to employee interaction with a small workforce. Both of these are key elements of an effective human resources leader, although she must accomplish a number of functions to achieve this goal.

This paper throws the light on human resource manager, having two basic functions: overseeing department functions and managing employees. For this reason, a human resources manager must be well-versed in each of the human resources disciplines – compensation and benefits, training and development, employee relations, and recruitment and selection. Core competencies HR managers have are solid communication skills and decision-making capabilities based on analytical skills and critical thought processes.

Role of Human Resource Manager

The human resources manager suggests to the management as how to strategically manage people as business resources. This includes managing recruiting and hiring employees, coordinating employee benefits and suggesting employee training and development strategies. In this way, HR professionals are consultants, not workers in an isolated business function; they advise managers on many issues related to employees and how they help the organization achieve its goals.

Primary Responsibilities of a Human Resource Manager

1) Strategic Functional Responsibilities

Human resource managers have strategic and functional responsibilities for all of the HR disciplines. A human resource manager has the expertise of an HR generalist combined with general business and management skills. In large organizations, a human resource manager reports to the human resource director or a C-level human resource executive. In smaller companies, some HR managers perform all of the department's functions or work with an HR assistant or generalist that handles administrative matters. Regardless of the size of department or the company, a human resource manager should have the skills to perform every HR function, if necessary.

2) Compensation and Benefits

Human resource managers provide guidance and direction to compensation and benefits specialists. Within this discipline, human resources managers develop strategic compensation plans, align performance management systems with compensation structure and monitor negotiations for group health care benefits. Examples of human resource manager responsibilities include monitoring Family and Medical Leave Act compliance and adherence to confidentiality provisions for employee medical files. Human resource managers for small companies might also conduct open enrollment for employees' annual elections pertaining to health care coverage.

3) Training and Development

Employee training and development includes new hire orientation, leadership training and professional development seminars and workshops. Human resource managers oversee needs assessments to determine when training is necessary and the type of training necessary to improve performance and productivity. Human resource managers responsible for conducting needs assessment have a hands-on role in evaluating overall employee performance to decide if the workforce would benefit from additional training and orientation. They examine employee performance records to identify areas where employees could improve through job skills training or employee development, such as seminars or workshops on leadership techniques. They also play an integral role in implementing employee development strategy and succession planning based on training and professional development. Human resource managers responsible for succession planning use their knowledge of employee development, training and future business needs to devise career tracks for employees who demonstrate the aptitude and desire for upward mobility.

4) Employee Relations

Although the employee relations specialist is responsible for investigating and resolving workplace issues, the human resource manager has ultimate responsibility for preserving the employer-employee relationship through designing an effective employee relations strategy. An effective employee relations strategy contains specific steps for ensuring the overall well-being of employees. It also ensures that employees have a safe working environment, free from discrimination and harassment. Human resource managers for small businesses conduct workplace investigations and resolve employee complaints. Human resource managers may also be the primary contact for legal counsel in risk mitigation activities and litigation pertaining to employee relations matters. An example of risk mitigation handled by a human resource manager includes examining current workplace policies and providing training to employees and managers on those policies to minimize the frequency of employee complaints due to misinterpretation or misunderstanding of company policies.

5) *Recruitment and Selection*

Human resource managers develop strategic solutions to meet workforce demands and labor force trends. An employment manager actually oversees the recruitment and selection processes; however, an HR manager is primarily responsible for decisions related to corporate branding as it relates to recruiting and retaining talented employees. For example, a human resource manager in a health care firm might use her knowledge about nursing shortages to develop a strategy for employee retention, or for maintaining the current staffing levels. The strategy might include developing an incentive program for nurses or providing nurses with cross-training so they can become certified in different specialties to become more valuable to the organization. Corporate branding as it relates to recruitment and retention means promoting the company as an employer of choice. Human resource managers responsible for this usually look at the recruitment and selection process, as well as compensation and benefits to find ways to appeal to highly qualified applicants.

6) *Recruiting Employees*

One of the main responsibilities for HR professionals is recruiting new employees. HR professionals search for new employees by posting job listings, attending career fairs and visiting colleges and universities. They interview applicants about their experience and inform them about job openings. HR professionals must contact references and perform background checks on applicants. After an applicant is hired, the HR person conducts an employee orientation providing information about benefits and working conditions.

7) *Maintaining Policies and HR Records*

HR professionals maintain employment policies within an organization relating to discrimination, personnel rules and programs. They must be knowledgeable about human resources laws and government regulations on a national level. HR executives are typically responsible for meeting with other executive staff to discuss updates to these policies. After these policies are set, they inform staff about any changes. HR professionals also maintain and keep records on all employees. They use HR software to process and file paperwork on job applicants and employees.

Administering Compensation and Company Programs

After meeting with executive staff, HR professionals handle compensation and benefits for all staff. They are responsible for setting the salary for a particular position and organizing benefits such as healthcare and pensions. They also create new benefits for employees such as gym memberships and discounts at retail shops for employees. HR professionals arrange company activities for staff such as organizing a softball team or sponsoring a picnic.

8) *Handling Employee Concerns*

When employees have problems with supervisors or other co-workers, they can arrange a meeting with their HR department. HR professionals often become referees between employees to handle common workplace disputes. Many executive HR staff meet with other executives to act as an advocate for employees and discuss any major concerns taking place within the company. They also handle a variety of employment concerns including firing and disciplining staff. HR professionals are responsible for answering questions relating to salary, benefits and workplace rules within a company.

Managers/Supervisors play a crucial role in employee development:

1)Managers motivated to participate in training programs and employee development activities.

Managers need to make their employees realize the importance of employee development activities and how such initiatives would benefit them and organization in the long run. Managers play an essential role in motivating employees to enhance their skills with time and acquire new learnings. Work becomes monotonous when employees do the same type of work every day. Managers or supervisors must ensure their team members do something new each day. Make your employees realize that their job is not to come in the morning, mark their attendance, leave on time and receive their paychecks. An organization's success is dependent on an employee's ability to create new concepts and come up with innovative ideas. An employee would be able to think out of the box only when he constantly upgrades his knowledge and abilities and know what is happening around him. An employee with a closed mind can hardly contribute much towards his/her organization.

2)Managers ought to sit with their team members to find out where they are lacking and what all new skills they need to acquire for an increased productivity. Manager need to provide the right guidance to team members. They give them correct feedbacks. Remember, a manager can give correct feedback only when he knows what his employees are upto? Performance monitoring is essential. They also review the work of employees at the end of every month. Suggest them new courses, websites, study materials which help them enhance their skills and knowledge.

3)Managers encourage employees to register for online or distance learning courses to acquaint themselves with new knowledge. As a team leader, managers give the extra push to employees to participate in employee development activities.

“Respect other's ideas. Let people come out with new ideas.”is mainly practiced by managers for efficient development. Information sharing helps in development of employees. They encourage discussions on an open forum where employees can share their views on various topics and gain from each other's knowledge. A manager can moderate such discussions. They ensure employees do participate in the discussions rather than sitting blank.

4)Managers ought to design relevant employee development activities as per needs and requirements of employees.. Managers must act as mentors for employees. Create an

environment in your organization where each employee feels motivated to learn something new each day. They act as a good leader to them. Manager also participates in various training programs. They set an example for your team members.

5)Managers ensure to allocate enough resources for trainings (in house or outsourced), team building activities, seminars, conferences, WebEx sessions or any other employee development initiatives. Manager provide ample opportunities to their team members to develop and polish themselves. They give some time to employees so that they can participate in employee development initiatives. If managers are always after their lives for results; they would never bother to participate in trainings or self development activities. A manager himself needs to believe in employee development activities for him to convince and motivate his employees to participate with an open mind.

Conclusion

An efficient human resources manager can provide any organization with structure and the ability to meet business needs through managing company's most valuable resources -- its employees. There are several HR disciplines, or areas, but HR practitioners in each discipline may perform more than one of the more than major essential functions. In small businesses without a dedicated HR department, it's possible to achieve the same level of efficiency and workforce management through outsourcing HR functions or joining a professional employer organization