

People Management and Development

Purpose

People Management and Development is a compulsory core for all candidates, whether on the Professional Development Scheme or seeking entry via competence routes. It is the spine of the entire Professional Development Scheme and CIPD Standards.

Its purpose is to cover the essential knowledge and understanding which is then developed and extended in the other generic Standards. To achieve this purpose People Management and Development:

- covers all key elements of personnel and development in the main generic areas of resourcing, development, relations and reward
- provides sufficient knowledge and understanding for all personnel and development specialists to:
 - give informed advice and solutions at workplace and establishment level
 - contribute to improvements in organisational performance
 - undertake basic human resources processes across the board.

It is also designed so that practitioners develop the essential ability to:

- understand how their work is integrated with that of other personnel and development specialists, line managers, consultants and other stakeholders
- gain the commitment of other stakeholders to their recommendations, advice and solutions
- demonstrate the way in which these recommendations, advice and solutions can add value for the organisation.

This People Management and Development Standard:

- aims to develop core knowledge and skills in each of the generic areas of personnel and development, so the response and approach to people management and development issues is integrated, effective and professional
- is a springboard for further learning and continuing professional development – not an end in itself; it is axiomatic that personnel and development practitioners have a professional responsibility to engage in CPD
- is indicative rather than exhaustive; practitioners must keep up to date with developments in the field and changes in the law and international activities, and develop their knowledge and understanding of policy and practice
- sees change management as a core issue – to be considered in relation to each subject rather than treated as a stand-alone topic.

As with all Professional Development Scheme Standards, the notion of the thinking performer informs the performance indicators and indicative content. To be successful, interventions must be relevant to the circumstances, be seen to contribute to organisational goals and performance, have to make a contribution to the development of professional expertise and be presented accurately and effectively.

Performance indicators

1 Shaping the management and development agenda

Operational indicators

Practitioners must be able to:

- 1 Implement appropriate people management and development policies that maximise the contribution of people to organisational objectives and wider societal needs.
- 2 Supply accurate and timely advice on the rights and obligations of employers and employees arising from the contract of employment and associated legislation, bearing in mind conflicts of interest and issues of confidentiality.

Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 The implications for the effective management and development of people that arise from the changing nature of work and employment.
- 2 The context within which people management and development takes place in terms of government actions, legal requirements and wider societal needs.
- 3 The relationship between employing organisations and the economic and institutional frameworks within which they operate.

Indicative content

- 1 The changing nature of work and employment: the contribution of people to organisational objectives; conflict and co-operation, commitment, loyalty and identity; changing organisational forms, flexibility and the reshaping of work.
- 2 Legal and political frameworks for people management and development: the role of the state and employment law in shaping the agenda for people management and development, common law, national and European legislation; government departments and agencies and their relationship with employing organisations; employment tribunals, ACAS and other relevant bodies.
- 3 Economic and institutional frameworks for people management and development: national, sectoral and local patterns of labour supply; initiatives in training, learning and skills; trade unions and employers' organisations; labour market and employment data in Britain and at an international level.

2 The contribution of people management and development expertise

Operational indicators

Practitioners must be able to:

- 1 Access, use and interpret data from a range of internal and published sources in preparing and presenting reports.
- 2 Contribute effectively to the planning, design and implementation of projects.
- 3 Manipulate people management and development databases, and provide advice on how to interpret the information and results they produce.
- 4 Demonstrate an ethical approach to people management and development.

Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 The role of research and change management skills in organisations.
- 2 The role of information technology in supporting people management and development.
- 3 The nature and importance of ethics, professionalism, equal opportunities and managing diversity.

Indicative content

- 1 Research and change management skills: planning and designing projects, setting objectives, establishing parameters and managing available time, building and working in teams; accessing, analysing and presenting data, using statistical sources and information technology, writing and presenting reports; processes of change and influence, persuasion skills, communicating with other people and gaining their commitment, overcoming barriers to change.
- 2 The growth and development of a specialist personnel and development function: welfare, administration, negotiation, legal expertise, organisation and human resource development, the strategic partner; the status and influence of the personnel and development function; the role of the CIPD.
- 3 Ethics and professionalism in people management and development: moral and practical issues in relation to the management of people; the nature and extent of disadvantage and discrimination on race, sex, disability, age and other grounds; positive benefits from equal opportunities and the management of diversity; codes of conduct and practice; personal and organisational responsibility for learning and continuing professional development.

3 Integrating the people management and development contribution

Operational indicators

Practitioners must be able to:

- 1 Contribute to the effective implementation of appropriate people management and development policies in different types of organisations.
- 2 Work in partnership with other stakeholders to help overcome blockages and barriers to change.
- 3 Make recommendations about the advantages and disadvantages of outsourcing some or all elements of people management and development.
- 4 Provide and use benchmarks and other measures to assess the contribution of people management and development to organisational success.

Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 The meaning of strategic management and its implications for people management and development.
 - 2 How different aspects of personnel and development are integrated with each other, with business strategy and with organisational structures and cultures.
 - 3 The ways in which people management and development is implemented by line managers, functional specialists and consultants, and how these interact with each other.
 - 4 The contribution that people management and development can make to organisational success.
- 2 Vertical integration and 'best fit': contingency and configurational models of organisation strategy and their application to people management and development; converting organisational and human resource strategies into practice, blockages and barriers to implementation; organisational cultures and structures; the systematic implementation of people management and development at the workplace.
 - 3 Horizontal integration and 'best practice': human capital advantage and high commitment management, bundles of human resource practice; integration between different elements of people management and development; best practice human resource management, organisational performance and employee well-being; knowledge-based organisations and people management and development; variations in people management and development between organisations and situations.
 - 4 Line managers and people management and development: partnerships between the personnel and development function and line managers, conflicts and ambiguities; the role of line managers in people management and development, and the benefits and shortcomings of devolving human resources to line managers; developing the contribution of line managers to organisational performance.
 - 5 Consultants and people management and development: the roles of internal and external human resources consultants and their contribution to organisational performance; expert/resource and process consultants; the rationale for outsourcing human resources and other activities, responsibility for performance, and the legal implications of outsourcing.
 - 6 Measuring the contribution of personnel and development to organisational performance: criteria for evaluating the contribution; ratios, service level agreements and benchmarking; marketing and developing the personnel and development function; gaining support for personnel and development interventions; models of the personnel and development function and analysing reasons for variation.

Indicative content

- 1 Organisational strategy and the management of people: the nature and meaning of strategic management and strategic objectives; strategy formulation as a planned, reactive and incremental process; human resource management as a driver, as a strategic partner and as an agent of implementation; the resource-based view of the firm and its application to people management and development.

4 People management and development in practice

Operational indicators

Practitioners must be able to:

- 1 Implement and operate cost-effective processes for recruiting and retaining the right calibre of staff for their organisation.
- 2 Contribute to the design, development and delivery of learning and training and to utilise measures to evaluate their effectiveness in supporting organisational goals.
- 3 Work in partnership with other stakeholders to develop procedures and processes that enhance the commitment of employees and resolve conflict at work.
- 4 Provide advice about how to motivate and reward people so as to maximise employee contributions to organisational performance.
- 2 Managing performance for added value: induction and employee socialisation; objective setting and performance review; performance improvement, managing poor performers and attendees, counselling and support.
- 3 Maximising the skills and contributions of people: shaping the culture for performance improvement through workplace learning and knowledge management; employability and career management; individual and organisational learning, the learning cycle and differences in learning styles.
- 4 Managing learning processes for organisational success: identifying training needs and devising learning plans to meet organisational goals and employee needs; planning and organising learning, selecting appropriate methods for different situations; evaluating the effectiveness of training events and learning processes.

Knowledge indicators

Practitioners must be able to understand, explain and critically evaluate:

- 1 How effective recruitment, selection and performance management can contribute to organisational effectiveness.
- 2 How effective learning and training processes can contribute to enhanced employee skills and organisational performance.
- 3 How effective employment relations can contribute to increased employee potential and commitment.
- 4 How effective reward management practices can contribute to enhanced employee motivation and satisfaction at work.
- 5 Structures and processes for effective employment relations: management objectives and styles; managing with and without unions; employee involvement, communications and consultation; collective bargaining, partnership agreements and workplace union organisation.
- 6 Resolving differences and gaining employee commitment: grievance and discipline handling, contributing to bargaining; the role of procedures and the value of agreed mechanisms for resolving issues at work; line managers and employment relations; the importance of satisfactory personnel records.
- 7 Motivating staff and rewarding contributions: pay determination, choosing and implementing appropriate methods of payment and benefits; time-based systems, performance-related reward and competence-related pay; profit-sharing and employee share ownership.
- 8 Delivering equity and fairness in rewards: job evaluation and grading; pay levels and structures, internal and external labour market comparisons, differentials; equal pay for work of equal value; harmonisation and non-financial rewards and benefits.

Indicative content

- 1 Cost-effective recruitment and selection: human resource planning and vacancy determination; job analysis, job descriptions, person specifications, accountability profiles and competency frameworks; recruitment methods and advertisements; choosing appropriate selection methods.