

# Start up/Entrepreneurial edge



## Here we set out the priorities, knowledge and capability requirements associated with small businesses

**This SME stage definition is:** Your organisation is very flexible. Job roles can change and develop as needs become apparent. People management issues are closely linked and driven by the vision of the owner / entrepreneur. It is unusual to have a specialist HR person. Recruitment processes may well be ad hoc and based on short-term skill requirements. Whoever fulfils the HR role will need to attend to operational processes and it may be necessary to supplement their expertise with advice on specialist issues that emerge from time to time. In such cases you might look to experts from outside the organisation, either a consultant or through your local networks.

### Your priorities

Your business is fluid, largely informal and rapidly changing.

Your HR priorities are to:

- Recruit the right people with the right skills at the right time and to understand that as critical to success.
- source of external HR expertise/consultants/lawyers
- Ensure compliance with legal requirements such as Health and Safety, minimum wage, working time directive.

### Spotlight on most relevant areas from the CIPD Profession Map



#### Insights, strategy and solutions

- 5.1.3 Identify the skills and capabilities that need to be developed in the short and long term to ensure sustainable performance.
- 5.4.2 Manage resourcing and talent processes, ensuring they are fit for purpose to deliver required outcomes.

#### Employee Relations

- 9.2.1 Maintain relevant ER documentation, ensuring all contractual/legal documents and templates are kept up to date and in line with current legislation

#### Service, Delivery and information

- 10.1.3 Assess customer requirements and priorities through partnering with key customers and stakeholders, and establish data and MI requirements at function level.
- 10.3.4 Determine cost effective and appropriate service delivery approach and model to best meet needs of organisation.
- 10.7.1 Comply with organisational procedures and legislative requirements.

### What you need to do

- Be involved in recruiting, selection, assessment and induction of staff
- Develop reward packages.
- Deliver training individually or in groups, both formally and on-the-job to meet business needs and ensure legal compliance
- Mentor staff for success.
- Ensure that legal requirements for employment are met and records are kept.
- Seek and provide advice regarding difficult employee cases e.g. discrimination and grievances.

### Plus anticipate

- Pragmatic planning to help develop HR activities as the business grows or evolves, for example: prepare an annual cycle for HR activities such as pay reviews, holiday year, performance reviews, updating sessions in line with changes in the law.
- Developing contacts for the future development of HR activity.



### Spotlight on most relevant areas from the CIPD Profession Map

1.4.2 Share your insight and work with colleagues (across HR or specialist area) and managers to influence the development of organisational plans and priorities.

#### Leading HR

2.4.2 Apply sound people management practices to build high-performing teams.

2.11.2 Develop team goals, milestones and measures to deliver against the function operations plan.

#### Resource and talent planning

5.11.2 Select a range of assessment and selection approaches to enable the organisation to make informed choices about candidates.  
5.13.2 Deliver, coach and train managers, new starters and transitioning employees in induction processes

#### Learning and development

6.2.1 Research and source learning options and channels for managers and employees to

meet specific needs.

6.2.3 Work with senior managers and leaders to develop learning and development strategy and plans to close key gaps for their area, taking into consideration appropriate delivery channels (for instance 70/20/10 principles).

#### Performance and reward

7.1.2 Work with managers to ascertain and develop reward requirements for key individuals within their area.

#### Employee relations

9.9.1 Provide accurate, timely information and support to ER advisers and managers who are leading the resolution of ER issues.  
9.10.1 Keep accurate and appropriate records of ER related events.  
9.11.1 Provide accurate and timely information and support to colleagues who are managing conflict situations.

#### Insights, strategy and solutions

1.2.2 Network with specialist colleagues internally and communities of practice externally to understand current trends and innovations.  
1.3.2 Consider the bigger picture at all times, observing connections, and draw conclusions about the impact of events and activities on each other

Want more detail and further resources to develop knowledge and capability in these areas?  
Download the full CIPD Profession Map at [cipd.co.uk/cipd-hr-profession/profession-map/download](http://cipd.co.uk/cipd-hr-profession/profession-map/download)

## What you need to know

Key knowledge areas include:

- sector knowledge for setting competitive salaries
- effective recruitment
- know how to design a reward package
- payroll and pay costs
- how to organise for delivery
- Individual and team motivation and engagement issues and how to develop people
- Legal information such as: **Health & Safety, equality, discrimination, conflict, complaints and grievances**

## Spotlight on most relevant areas from the CIPD Profession Map



### Insights, strategy and solutions

1.18.2 Significant issues within the organisation's environment which impact you and others around you e.g. economic, social, political, environmental conditions.  
1.25.2 Knows or can access relevant law, in relevant local and international jurisdictions and what the

organisation needs to do to mitigate relevant risk.  
1.26.2 Up-to-date with HR or specialist area good practice and thought leadership.  
1.28.4 How to develop organisation and people strategies and operating plans.  
1.29.2 Practice and principles for engaging managers and employees in change.

**Resource and talent planning**  
5.17.2 Range of approaches to resource talent, eg hire, develop, contract, exit, retain.

**Learning and Development**  
6.26.1 Learning approaches used by other organisations.

**Performance and reward**  
7.21.1 Elements of reward package and how they combine to attract, engage and retain.  
7.22.3 Approaches to benchmarking, locally and

internationally, factors determining reward (e.g. critical and scarce skills, talent mobility).  
7.23.4 Understanding of business drivers, balance sheet, and the impact of reward costs on it.

### Employee Engagement

8.15.1 Perspectives and needs of different groups of employees

### Employee relations

9.16.2 Relevant current local employment law and discrimination law in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk.

Want more detail and further resources to develop knowledge and capability in these areas?

Download the full CIPD Profession Map at [cipd.co.uk/cipd-hr-profession/profession-map/download](http://cipd.co.uk/cipd-hr-profession/profession-map/download)

## Behaviours from the Profession Map most relevant to you

The behaviours describe in detail how you need to carry out the activities needed for your business. Within the behaviours are contra-indicators illustrating the negative manifestations of each behaviour.



In addition to the other behaviours think about being:

- ✓ **Driven to Deliver** – you demonstrate determination, resourcefulness and purpose to deliver the best results for the organisation.
- ✓ **Decisive Thinker** – you have the ability to analyse and understand information quickly and use this to identify options, make recommendations and make decisions.

For further information on the full Profession Map visit [cipd.co.uk/cipd-hr-profession/profession-map](http://cipd.co.uk/cipd-hr-profession/profession-map)