

Human Resource Management



For National Governing Bodies of
Sport



Three Rules of Human Resource Management

1. People are different
2. People are different
3. People are different



Approaches to HRM

- Hard Approaches linked to corporate strategy

‘HRM cannot be conceptualised as a stand alone corporate issue. Strategically speaking it must flow from and be dependent on the organisation’s market orientated corporate strategy’ (Miller 1991: 24)



Approaches to HRM

- Softer Approaches

‘There can be no standard or universal ‘theory’ or ‘method’ of HRM, rather, a need for analytical knowledge of basic principles and how these can be adapted and developed innovatively to meet a range of individual, organisational and societal outcomes’ (Beer et al. 1984:19)

Some contextual issues for NGB's



'A national governing body is not a homogeneous group. It comprises a wide range of interests and standpoints including:

Elected honorary officers, staff of national body, officers of constituent regional/county bodies, elite performers, recreational performers, coaches, technical officials, voluntary administrators, club owners, men and women, disabled and abled-body players'

(Abrams et al 1995: 45)



More contextual issues

Rarely does an individual express the viewpoint of the entire NGB: Common themes however are:

- Increase number of people playing sport
- Increase the number of registered members
- Increase media coverage
- Maintenance improvement of service
- Success at international competition
- Improve the speed and quality of decision making. (Abrams et al 1995:48)
- Others?



Recruitment

- The process by which a job vacancy is identified and potential employees are notified.
- The nature of the recruitment process is regulated and subject to employment law.
- Main forms of recruitment through advertising in newspapers, magazines, trade papers and internal vacancy lists.



Recruitment

- **Job description** – outline of the role of the job holder
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- Applicants may demonstrate their suitability through application form, letter or curriculum vitae (CV)



Selection

- The process of assessing candidates and appointing a post holder
- Applicants short listed – most suitable candidates selected
- Selection process – varies according to organisation:



Selection

- **Interview** – most common method
- **Psychometric testing** – assessing the personality of the applicants – will they fit in?
- **Aptitude testing** – assessing the skills of applicants
- **In-tray exercise** – activity based around what the applicant will be doing, e.g. writing a letter to a disgruntled NGB member
- **Presentation** – looking for different skills as well as the ideas of the candidate



Employment Legislation

- Increasingly important aspect of the HRM role
- Wide range of areas for attention
- Adds to the cost of the business



Discrimination

- Crucial aspects of employment legislation:
 - Race: Race Relations Act 1976
 - Gender: Equal Pay Act amended 1983, Sex Discrimination Acts: 1975 and 1986
 - Disability: Disability Persons Act 1944 and 1958
 - Above attempts to outlaw direct and indirect discrimination



Discipline

- Firms cannot just 'sack' workers
- Wide range of procedures and steps in dealing with workplace conflict
 - Informal meetings
 - Formal meetings
 - Verbal warnings
 - Written warnings
 - Grievance procedures
 - Working with external agencies



Development

- Developing the employee can be regarded as investing in a valuable asset
 - A source of motivation
 - A source of helping the employee fulfil potential



Training

- **Similar to development:**
 - Provides new skills for the employee
 - Keeps the employee up to date with changes in the field
 - Aims to improve efficiency
 - Can be external or 'in-house'



Rewards Systems

- The system of pay and benefits used by the firm to reward workers
- Money not the only method
- Fringe benefits
- Flexibility at work
- Holidays, etc.



Trade Unions

- Importance of building relationships with employee representatives
- Role of Trade Unions has changed
- Importance of consultation and negotiation and working with trade unions
- Contributes to smooth change management and leadership



Productivity

- Measuring performance:
- How to value the workers contribution
- Difficulty in measuring some types of output – especially in the service industry
- Appraisal
 - Meant to be non judgmental
 - Involves the worker and a nominated appraiser
 - Agreeing strengths, weaknesses and ways forward to help both employee and organisation