

Organization of Human Resource Department

~~Organisation~~ of any HR department depends on size of the organization, nature of industry organisational philosophy, etc.

According to the size of the organisation, we can classify it into two categories-

1. Large organisations
2. Small organisations

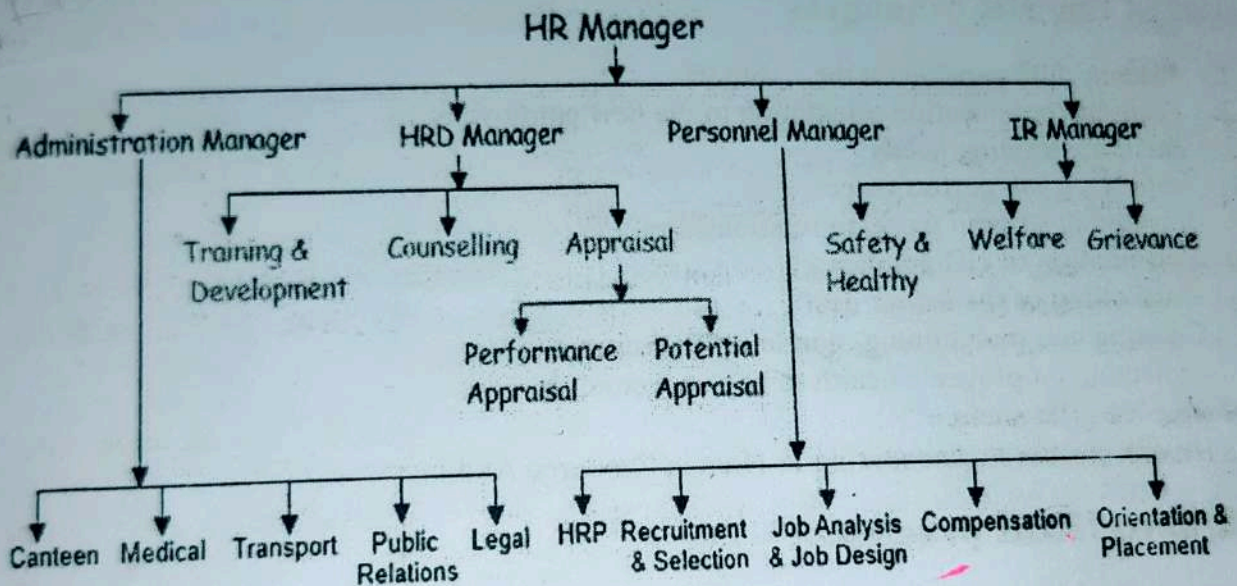
1. **Large Organisations:** Size of any organization can be estimated with the help of following reflectors;

- a. Market capitalisation
- b. Human resource employed
- c. Complex organisations

In large organizations hierarchy is divided into various levels. Usually these levels are;

- a. Top level HR management (CHRO, VP-HR etc.)
- b. Middle level HR management (GM, DGM, AGM etc.)
- c. Lower level HR management (senior managers, Asst. managers, officers etc.)

Chief human resources officer



(Figure: Structure of HR Department)

In above figure organization of the HR department has been exhibited. Usually personnel manager who are sometimes known as talent acquisition manager is responsible for various activities related to basic functions of the HR department like HR planning, Recruitment, Selection, Compensation, attendance management (sometimes this function is dealt by administration manager).

Training, development and performance management functions are dealt by HRD (Human Resource Development) manager. Performance appraisal, potential appraisal, competency mapping, various types of training are managed by these managers.

IR (Industrial Relation) managers are the functions which are more inclined toward legal issues of the organization. Welfare of the employees, legal compliances, Safety and security, and grievances

are concerned area of these managers. In some larger organization due to complexity grievances of the employees are dealt by Employee relation officer while Safety & security is dealt by a separate manager.

Administration manager provides the various facilities to the employees that is why in some organization these managers are known as facilitators.

There may be various sub-departments under HR department like-

- a. HR corporate planning
- b. Talent acquisition department
- c. Learning & development
- d. Performance Appraisal
- e. Employee relations
- f. HR communication
- g. Industrial relations
- h. Employee engagement [Welfare & CSR]

Duties of line HR Managers

1. Placing right person on the right job
2. Facilitate organisation orientation to the new employees.
3. Facilitate training needs
4. Improving job performance
5. Improving smooth working relationships
6. Formulation of HR policies
7. Controlling of the labour cost
8. Creating and maintaining morale of work force
9. Protecting employee's health & physical conditions
10. Resolve grievances
11. Human Resource Accounting & Human Resource Audit

Soft & hard HRM practices

Hard HRM is a managerial practice where human resource is considered as supportive resource needed to operate a business. Need of the employees are not considered. In the concept of soft HRM employees are treated with more philanthropic perspective.

Some of the key features of soft HRM includes that how workers or employees are rewarded for their performance and how employees are motivated to be actively engaged in the job to achieve the organizational objectives.

Another aspect of soft HRM is to push and empower the employees by encouraging them to take responsibly for their roles, open communication between management and employees and more performance-based awards and recognition.

Thus, main objective of the soft HRM practices is to treat the employees as precious asset for the organization.

Present day challenges Managing Human Resources/Human Resource Management

As business environment is a dynamic process it may change time to time. To remain in the tough competition in the market management must observe the new trends in the market and try to adopt the same. There are following needs to understand these recent trends;

1. HRIS (Human Resource Information System)
2. Downsizing/ right sizing
3. VRS (Voluntary Retirement Scheme)
4. Empowerment
5. Workforce diversity
6. Business process reengineering