Using Information in Human Resources

5UIN Online Classroom
Today’s event will last in the region of 1 hour.
The aim of this assignment...

• Human resources (HR) professionals need to be able to present a viable and realistic case for improvement based on sound work-based research and an understanding of what is considered good practice.

• You will be developing skills in research to identify appropriate data sources to support an investigation into an area of HR practice and to present a business case for improvement.
The objectives of this assignment...

1. Understand the research process and different research approaches.
2. Be able to conduct a critical review of information sources in an area of HR/business practice and analyse the findings.
3. Be able to draw meaningful conclusions and evaluate options for change.
4. Know how to deliver clear, business-focused reports on an HR issue.
Your CEO has asked each departmental head to undertake a critical review of their systems, processes and practices as part of a major organisational change agenda.

You have been asked to review an area of HR/business practice and present a business report to key stakeholders with recommendations for improving practice.

To provide the basis for your report, you have been asked to conduct a critical review of information sources relevant to the area of practice.
Content

1.0 – Introduction to Research
2.0 – Literature Review
3.0 – Critique of Literature Review
4.0 – Proposed Presentation of Findings
5.0 – Conclusion and Recommendations

References and Bibliography
Appendices required
Structure – FOLLOW THIS!

ICS Learn Declaration Sheet
Clear Title Page with Research Title on it
Abstract
Table of Contents
1.0 Introduction to Research
   1.1 Aim and Objectives
   1.2 Key Stakeholders
2.0 Literature Review
3.0 Critique of Literature Review
   3.1 Justification of research selected
   3.2 Advantages and Disadvantages of Research selected
   3.3 How could it be applied to your business
4.0 Proposed Presentation of Findings
   4.1 Line Graphs
   4.2 Bar Charts
5.0 Conclusion
   5.1 Recommendations
References, Bibliography
Appendix 1, Appendix 2
Abstract

- Sometimes called Executive Summary
- BRIEF summary of what the report is about
- Explain what your research is and the key findings
- Should be at least $\frac{3}{4}$ page long
- Must include references to literature which show the importance of the issue you are investigating
The dynamics of employee involvement and participation during turbulent times

Mick Marchington\textsuperscript{a}† and Anastasia Kynighou\textsuperscript{b}

\textsuperscript{a}Manchester Business School, University of Manchester, Manchester, UK; \textsuperscript{b}Department of Business Administration, University of Cyprus, Nicosia, Cyprus

Given that the global financial crisis (GFC) has impacted on patterns of human resource management, it is likely that this has also shaped employee involvement and participation (EIP). Unfortunately, very little independent and reliable data are available following the GFC; so, despite using material from company reports and a small survey conducted in the North West of the England, this paper also draws on literature and data from earlier periods of crisis and turbulence to examine how EIP can change at organisational level. The argument is developed around three quite different scenarios: theories of cycles and waves; contrasting business models and product market situations; HR architecture and sub-contracting. This shows that responses are generally uneven but a lot depends on the history of management–employee relations at the organisational level, as well as the context in which the organisation operates and the choices that senior managers make about how to respond to crisis and turbulent times. The paper concludes by suggesting that the regulatory space available in liberal market economies (LMEs) allows employers...
1.0 Introduction to Research
Choosing a topic

- What interests you?

- Think back over your CIPD studies to date, what areas have enthused you most?
Choosing a topic

• What issues are occurring in your organisation at present?
• Is there any current business issue that you could investigate?
• Is there a topic that your organisation would like you to investigate?

Ask your line manager – it is always good to know that your project will assist the organisation as well be part of your CIPD studies.
Common themes

- Induction
- Recruitment
- Performance
- Career Management
- Absence
- Retaining Employees
- Redundancy
- Discrimination
- Termination

1. Choose topic area
2. Frame Question
3. Draft Aim & Objectives
4. Identify Relevant Issues
Once you have the topic – test it!

• Are you really interested in the topic?
• Will the research still be current when you finish?
• Does the topic fit the ‘rules’?
• Is there sufficient theory to research?
• Does the topic match your career goals?
So let’s get things clear!

THIS IS A CRITICAL REVIEW!

THIS MEANS **NO** PRIMARY RESEARCH IS TO BE REQUIRED TO BE CARRIED OUT!!
The aim of this assignment...

• Treat this as though it is a practice run for Level 7 studies.
• For the time being, you do not need to carry out the actual research you are proposing, you are only making the suggestion that you might.
• Consider this document as your plan if your CEO asked you to carry out the work.
Some advice...

• You need to have the following before you go any further;
  − A REPORT title
  − A topic or issue you want to investigate
  − 1 Aim
  − 4 Objectives

• If you do not have this, STOP!!! The golden thread needs to run through the entire document from start to finish...
Title
An investigation into effective Absence Management Methods within the hospitality sector: A strategic review of Hilton Hotels Group Plc

Aim
The aim of this review is to suggest new ways in which absence can be managed more effectively amongst the room keeping team at Hilton Glasgow.

Objectives
1. Review the current literature around absence management methods
2. Identify and review current AMM within Hilton Glasgow
3. Propose new and dynamic ways in which AMM can be used and implemented at Hilton Glasgow
4. Review after 12 months and include senior management
An investigation into effective absence management methods within the hospitality sector: A strategic review of Hilton Hotels Group Plc

Aim
The aim of this research is to suggest new ways in which absence can be managed more effectively amongst the housekeeping team at Hilton Glasgow.

Objectives
1. Review the current literature around absence management methods
2. Identify and review current AMM within Hilton Glasgow
3. Propose new and dynamic ways in which AMM can be used and implemented at Hilton Glasgow
4. Review after 12 months and include senior management
Agree your topic with your tutor

During the next 5 days you must go to the forum and explain your issue, aim and objectives with your tutor.

Your Aim and objectives will be 1.1 of your assignment
1.2 Key stakeholders

The following key stakeholders have been identified by the researcher:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Level of Interest</th>
<th>Reason for interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line manager</td>
<td>Med</td>
<td>Absence % needs to reduce</td>
</tr>
<tr>
<td>Wider Community</td>
<td>Low</td>
<td>Group performs better and interacts with wider society</td>
</tr>
<tr>
<td>House keeping staff</td>
<td>Med</td>
<td>Attitude towards AM needs to improve</td>
</tr>
<tr>
<td>Senior managers</td>
<td>High</td>
<td>Happier customers, better brand</td>
</tr>
<tr>
<td>Hilton Group</td>
<td>High</td>
<td>Global HR performs better</td>
</tr>
</tbody>
</table>

Once you have included your table, you need to discuss it underneath – you need to say it will be an original contribution to knowledge that will add value to the field.
• **1.0 Introduction to Research Area**
  – Short blurb about the topic with academic referencing within it
  – Short overview about the company included as part of the study

• **1.1 Aim and Objectives**
  – The aim of this research is to xxxxxxxxxxxxxxxx
  – The following four objectives have been set
  – 1, 2, 3, 4

• **1.2 Key Stakeholders**
  – One liner, table and then blurb underneath

CA. 300 Words
2.0 Writing the literature review
Literature Review

Identifying sources that can be used:

**Rely on academic sources**
- Textbooks
- Journals
- Company information
- Websites - Avoid Wikipedia and similar sites (their accuracy cannot be guaranteed)
- Think about who has written the content?
  - Is it correct?
Literature Reviews

Poor literature reviews

• Write a summary of article after article
• Do not flow well
• Use irrelevant material

Good literature review

• Tell a story
• Have a good structure
• Use up to date sources
• Are referenced correctly
• Keep focused on the research questions
Funnel Approach

You might find 5 or 6 journals on AMM which helps you to define at the start of 2.0.

Then find 1 or 2 journals that talk about AMM in hospitality.
Developing the literature review

- Likely to be a working document that you keep adding to
- Need to have a point at which you stop adding!
- Ensure that it does not become ‘bitty’
- Use Harvard referencing
Literature Review

• This is a mini essay on your topic with a start, middle and end
• You need to compare and contrast what others have said on the topic, define it etc.
• No sub headings required
• It should form the longest part of your assignment and follow a funnel approach
• You need around 7-10 references for this section which should be around 800-1000 words
• Must include ACADEMIC References – Journals and text books
3.0 Critique of literature review
Four parts!

3.0 Critique of Literature Review

3.1 Justification of research selected
3.2 Advantages and Disadvantages of Research selected
3.3 How could it be applied to your business

This is where you offer a review on what you have found in section 2.0
3.0 Critique of Literature Review

Discuss the literature you have researched, for example, absence management methods
• Comment on the methods
• What did the various authors say about the methods?
• Compare and contrast
3.1 Justification of research selected

This is where you offer a review on what you have found in section 2.0
• Has the research been useful?
• Why did you select that journal?
• What are other businesses doing that your organisation is not?
3.2 Advantages and Disadvantages of Research selected

You must describe the data collection methods used by the researchers - if they used a survey you need to be critical of this method and how the author used this method
- What type of research was conducted?
- What are the advantages and disadvantages of this type of research?
- Does it have good return rates?
- Was the data sample sufficient or appropriate?
Critique of Literature

• **Quantitative research**
  - Quick to issue
  - Can be analysed statistically
  - Often quick to send back
  - Often favoured in the form of questionnaires
  - But return rate is poor (around 10%)
  - Brings into question validity as 10% is often not enough to come to a concrete conclusion
  - Sometimes people will just delete the message if in email format
Critique of Literature

• Qualitative research
  – More in depth as associated with interviews
  – Slower to analyse as it is word based
  – Question how you would analyse that form of data?
  – But researchers like it because they can dig and meander around the topic
  – Triangulates with the literature as well

How you would analyse qualitative data?
3.3 How could it be applied to your business

This is where you briefly discuss how the findings from the literature and methods critiqued might work in your organisation (3rd person discussion). Introduce your primary data collection methods here. What? Why? How?
Critique of Literature

• 3.1 Quantitative Methods
  − Talk about use of surveys
  − Sample size required, return rate
  − Advantages, disadvantages
  − How will you analyse?
  − Questions based upon lit review

• 3.2 Qualitative Methods
  − Talk about use of interviews
  − How many will you conduct?
  − How long will they last and who will you target?
  − Over talkers, under talkers?
  − How will you analyse?
  − Advantages, disadvantages
  − Questions based upon lit review

Must be written in continuous prose, not bullet points, fully Harvard referenced WITH a summary of why your selected that source and why the research approach was good (or otherwise)
4.0 Proposed Presentation of Findings
Proposed Presentation of Findings

REMEMBER –
YOU DON’T HAVE TO CARRY OUT PRIMARY RESEARCH THEREFORE YOU DONT HAVE ANY ACTUAL FINDINGS TO PRESENT!!!
Proposed Presentation of Findings

• You need a short scene setter to discuss how you will present findings to key stakeholders and use two diagrammatic examples.
• So 4.0 should be a 4 - 6 line introduction to explain what this section will contain and that it doesn’t have current live data within it.
• Copy and paste the stakeholders table from 1.2
Proposed Presentation of Findings

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Level of Interest</th>
<th>Feedback Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line manager</td>
<td>Med</td>
<td>1-2-1 meeting</td>
</tr>
<tr>
<td>Wider Community</td>
<td>Low</td>
<td>Report, Town Hall</td>
</tr>
<tr>
<td>Housekeeping staff</td>
<td>Med</td>
<td>Group/ 1-2-1 meetings</td>
</tr>
<tr>
<td>Senior managers</td>
<td>High</td>
<td>Strategic High Level Presentation and Implementation Plan</td>
</tr>
<tr>
<td>Hilton Group</td>
<td>High</td>
<td>Strategic High Level Presentation and Implementation Plan</td>
</tr>
</tbody>
</table>

So 4.0 is to set the scene and to review the key stakeholders. Once you have reproduced the table, you need a short blurb before sub sections 4.1 and 4.2.
Proposed Presentation of Findings

• **4.1 Line Graphs**
  – Advantages, Disadvantages
  – Why you will use them
  – How you will present them
  – Include an example from Excel

• **4.2 Bar Charts**
  – Advantages, Disadvantages
  – Why you will use them
  – How you will present them
  – Include an example from Excel
5.0 Conclusions and recommendations
5.0 Conclusions

- The purpose of the conclusion section is for you to summarise the document.
- Do not introduce any new information.
- You want to form triangulation.
- Add a critique of what you have found and discovered from the literature review.
- Review again why you think it is important to carry out the research.
- But don’t add any new theory to this section.
- Reiterate why you can add value.
- Highlight key points.
5.1 Recommendations

- Write after the conclusions
- Clearly stated – think of them as action points
- Address the points raised in the conclusions
  - Costs
  - Benefits
  - Time
  - Person responsible for different actions
  - Impact on the organisation
Recommendations

• Think of this section as a chance for you to point out your next actions you need to take
• What should management do next to support this?
• What recommendations are you making?
• When will things happen in your timeline and why?
• Gantt chart would be a good idea here
References and Bibliography

• At Level 5 you must Harvard Reference
• Failure to reference is an automatic fail
• As a research proposal there is no reason to use websites – this is an academic piece of work that needs academic journals and text books
• If unsure watch the webinar on Harvard Referencing (section 6 CIPD Resources)
Appendices

• Not a general dumping ground!
• Essential supporting information only
Appendix 1&2

1. A copy of your draft survey
2. A copy of your draft interview guide

Each should have around 20 questions
Structure – FOLLOW THIS!

ICS Learn Declaration Sheet
Clear Title Page with Research Title on it
Abstract
Table of Contents
1.0 Introduction to Research
   1.1 Aim and Objectives
   1.2 Key Stakeholders
2.0 Literature Review
3.0 Critique of Literature Review
   3.1 Justification of research selected
   3.2 Advantages and Disadvantages of Research selected
   How could it be applied to your business
4.0 Proposed Presentation of Findings
   4.1 Line Graphs
   4.2 Bar Charts
5.0 Conclusion
   5.1 Recommendations
References, Bibliography
Appendix 1, Appendix 2
# Word Count

<table>
<thead>
<tr>
<th>Included in Word Count</th>
<th>Not Included in Word Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>The narrative</td>
<td>ICS Learn Cover Sheet</td>
</tr>
<tr>
<td>Academic references either presented as quotes or paraphrasing</td>
<td>References Page</td>
</tr>
<tr>
<td>Tables with full sentences which enhance your answer</td>
<td>Bibliography</td>
</tr>
<tr>
<td>Tables which are the answer</td>
<td>Contents Page*</td>
</tr>
<tr>
<td></td>
<td>Abstract/Executive Summary*</td>
</tr>
<tr>
<td></td>
<td>Charts/Diagrams/Graphs which enhance your answer</td>
</tr>
<tr>
<td></td>
<td>Tables with very limited detail which enhance your answer</td>
</tr>
<tr>
<td></td>
<td>Headsings and sub headings</td>
</tr>
<tr>
<td></td>
<td>The actual question</td>
</tr>
<tr>
<td></td>
<td>Appendices</td>
</tr>
</tbody>
</table>

*These items are only needed if a report format is requested*
Final Advice

• Must be written in 3\textsuperscript{rd} person
• Must be neat and tidy!
• Report format as described in this class
• Straight lined margins, both sides (justified)
• Include page numbers which are also on the content page
• Abstract on its own page – one side max
• If you wouldn’t hand it into the CEO, don’t hand it into us!!
Time for any final questions?
Thank you for taking part!