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Executive summary

The report provides ~~the~~a critical view of the Human Resource Management (HRM) functions and competencies of Line Managers. HRM plays a significant role in the success of the organisation_. and as a result_. it must add value, make significant difference and contribution to the organisation and employees. Originally, HRM used to be viewed as only having the administrative role, but the progress of technology and Human Resource Management Systems (HRMs) has brought changes to this perspective. In today's world of work and business , the competition is not only on how much net profit do organisation made, but also on how satisfied the customers are, the impact the organisation has on the community they are servicing or operating from, the new employment opportunities they create and protection they provide to the environment.

The delegation of some HRM process to the Line Managers necessitated the need for Line Managers to be equipped with the basic knowledge of the HRM. The world of work has increasingly become competitive and knowledge-based, thereby resulting in the need for skilled, talented and knowledgeable workforce. Most of the organisation acknowledged that human resource is the most important and valuable resource and thereby investing in ~~the~~the development of the employees

HRM is not the responsibility of the HRM component in the organisation, but Managers in various divisions of the organisation do partake daily in HRM happenings such as performance management, interviews, discipline and many more. The HR division role will then be to ensure that labour law is complied with and to establish the HRM systems in the organisation. Human Resource (HR) is staff function with the sole purpose of assisting the Line Managers to optimise the human talent and potential that will be beneficial to the organisation and employee and this is done according to the HRM policy and application (HRM, 2015).

Most Line Managers are experts in their field of work and HR must serve as the knowledge resource for these Managers. They depend on HR for advice, guidance and training in how to manage the organisational behaviour. This demonstrates that organisation different divisions are interdependent. The HRM is very broad and thereby require the Line Managers to fully equipped to execute the HR process that had been allocated to them. Policy development, process and procedure will flourish.

Introduction

Human Resource Management is defined as management function concerned with hiring, motivating, and maintaining workforce in an ~~organization~~organisation. It deals with issues associated to employees such as hiring, training, development, compensation, motivation, communication, and administration. It ensures satisfaction of employees and maximum contribution of employees to the achievement of ~~organizational~~organisational objectives (Werner, 2017:7). He further stated that human resource management is about the development of policies and how they are applied, systems, practices, and procedure that combine the efforts of people in the organisation towards, the kind of performance that promotes and enable the organisation to its vision, mission and organisational goals and simultaneously attempting to meet the personal needs of ~~the~~ its members.

Storey (1995), as quoted by Werner (2017:6) defines s Human Resource Management- as a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques, whilst According to Armstrong (1997) as quoted by Werner (2017:16), Human Resource Management can be defined as a strategic

approach to acquiring developing, managing, motivating and gaining the commitment of the organisation's key resources, that is, the people who work in and for it. Werner (2017:18) mentioned that skilled, talented and knowledgeable workforce will be the competitive advantage that organisation will have over one another in the coming years.

HR has many functions in the organisation and it is not only confined to human resource managers and practitioners, but managers in all divisions as they participate daily in the human resource activities like employment, interviewing, performance management, engagement, discipline and recognition (Werner:20). This Managers in the in various divisions are specialist in their own fields, not human resources management and they will need to improve their competencies in executing the decentralised human resource functions in their divisions. The role of human resource management in the organisation is to plan, develop, and administer policies and programmes designed to make expeditious use of an organisation's human resources. It is that part of management which is concerned with the people at work and with their relationship within an enterprise (whatishumanresource.com, 2020).

It is the responsibility of the human resource management to provide good working conditions to the employee so that they may like the workplace and the work environment. Employee welfare is another concept which should be managed by HR team as it promotes job satisfaction. Employees are the pillars of any ~~organization~~organisation. It also helps to foster good employee relation. The devolution of human resource responsibilities from human resource managers to line managers is both a growing and global trend. Providing line managers with training and support for their human resource responsibilities had a greater positive impact on perceived effectiveness in ~~organisations~~organisations that had not devolved compared to those that had devolved (whatishumanresource.com, 2020).

Devolution of HR functions to line managers

The first function of HR is all about knowing the future needs of the ~~organization~~organisation. The kind of people the ~~organization~~organisation need, and the number of people it will need to achieve its strategic intent and objectives. This is the foundational function of Human Resource Management. Availability of this

information will assist the HR to make an informed decision about shape of the recruitment, selection, performance management, learning and development, and all other HR functions needed to be performed (HRM, 2015). Line Managers are at the coalface of service delivery and know the human resource needs that will assist them to achieve organisational goals. Line managers are primarily responsible for day-to-day people management activities such as disciplinary action, coaching, performance management and promotion decisions (Mayhew, 2018).

It is ~~therefore~~, therefore, paramount importance that Line Managers must be aggressively involve in this function whereas in the past the HR will decide on their behalf. It is this point that Line Managers are left in the cold. They only get involved once this process is considered. This is the part of HR that creates a gap in the understanding of Line Managers as they are unable to debate the issue of staffing and what informed the allocation of staff in their various division.

Line managers oversee other employees and the operations of a business while reporting to a higher-ranking manager. They play an important role in the operation of many businesses, supervising and managing workers daily and acting as a liaison between employees and upper management. They are responsible ~~to manage for~~ managing the resources allocated to them and this includes human resource, physical resource and other related resources. They are experts in their own fields. The devolution of HR has added burden on their daily tasks and the competencies of line Managers in managing this function will be very crucial as it carry the fate of the organisation (whatishumanresource.com, 2020).

Recruitment is the process of captivating, screening, and selecting potential and qualified candidates based on objective and clearly stipulated, unambiguous criteria set for a job. The goal of this process is to attract the qualified, suitable candidates and to encourage the unqualified applicants to opt themselves out and upgrade their qualifications. The HR Managers in most cases assume that the Line Managers don't have a clear picture of what kind of subordinates are they looking for and decide to exclude them to set the criteria. Attracting people usually starts with an employee brand. Being an attractive employer has plenty of advantages. Technological developments in recruitment have gone very fast and as a result,

there are different types of recruitment tools for each part of your recruitment funnel (whatishumanresource.com, 2020).

Performance management is essential and crucial in ensuring that workers stay productive and engaged. Good performance management involves good leadership, clear goal-setting, and open feedback and if not managed properly this process can demoralise the employees. Performance management is also an instrument to close the gap between the workforce you have today and the one you want to have in the future (2020). Line Managers have the know-how of the strength of their subordinates and how they can be supported to achieve maximum potential. Since this process in most cases is linked to rewards, HR in the old days had the misconception that it might be misused by Line Managers (

If the Line Managers are fully inducted in the tool that is designed for this process, they are suitable to measure the performance of their employees. Whilst the issue of performance rewards cannot be totally ruled out, the Line Managers are challenged in motivating the reasons for this process without financial rewards.

Creating and enabling the environment that encourages employees to develop the skills they need for the future is an essential responsibility for HR. However, these employees report directly to the Line Managers. ~~Organizations~~ Organisations have a set budget for learning and development. This budget is then distributed among its employee. It's the responsibility of the HR department to lead these efforts in the right direction (2020). The line Managers are capable to conduct skills audit on the employees and maybe advice the employees on the type of the learning intervention is needed to achieve maximum results in their daily tasks. It allows employees to acquire new skills and knowledge to perform their job effectively. Training and development also prepare employees for higher level responsibilities. Line Managers are required to support the employees in whatever forms to ensure that they can achieve the desired results (Reh,2020).

To ensure the success of devolving HR to the line, line managers must be given training and support from HR specialists so that costly mistakes can be avoided. Overall devolvment is not about HR versus line managers but a partnership, where operational aspects of HR are handled by line managers whereas strategic aspects remain within the HR function.

Advantages and disadvantages of the devolution of HR-related functions to line managers

The biggest advantage of devolution of HR function to line managers is that line managers work closely with the people they manage, the problem solving is immediate and relevant rather than having to wait for the HR department to get back to them. The solutions provided by these managers are also likely to be in congruence with the organisation's goals and business requirements

Another advantage is that HR will have adequate time to initiate policies and practices as this will remove the burden of some workloads from them to line Managers. But it is the management which is responsible for implementing them. 'HR. Proponents of the devolution of HR to the line managers has financial benefit to the organisation as is viewed as a cost-cutting imperative, as devolvement would see HR departments becoming smaller (HRM:2015). Line managers are well-positioned to identify problems with the strategy execution programs and the input of a line manager is essential for ~~organizational~~organisational learning (Reh:2020).

Devolving some of the HR responsibilities to line managers has benefit to the organisation and to the line managers as it enables faster decision-making that is in line with business reality. The process of devolvement of this HR functions results in higher levels of motivation and more effective control of employees and sharpens line managers' decision-making skills and puts them on the advantageous level and thus prepares them for higher level positions (HRM:2015)

The disadvantage of the devolution of HR function to the line managers may result in the poor recruits, inadequate training of staff or work disruption. When such problems are brought to HR's attention, they have insufficient time to resolve the issue which in effect results in short term solutions with detrimental long-term effects. HR function gets the blame for inefficient problem handling and continues to be excluded from decision making, thus completing the vicious circle (HRM:2015).

The disadvantage of the devolution may include little time for managers to perform HR duties well due to operational demands on and without HR qualifications may decide that maybe costly to organisation (Reynold, 2020).

What is the HR-responsibilities and practices of line managers?

It is the responsibility of line managers to manage employees and resources to achieve specific functional or ~~organizational~~organisational goals. Line manager is responsible to recruit and hire talent to fill team positions. This is used to be HR responsibility which has nowadays devolved to the behalf line managers. Line managers provides induction, training and support to new hired employees. Line managers provides coaching and performance feedback to all team members. They are responsible for communicating and ensuring understanding of functional or departmental goals by teams' members (Reh, 2020).

Line managers measure individual and team metrics and performance against targets and monitoring progress and thereby ensuring that organisation achieve its targets. They are also responsible for identifying the need for corrective actions when necessary and implement it. They play an important role of ensuring quality standards for all processes on their team and evaluate overall team performance and individual performance as well as delivering performance reviews. They engage and coordinates the other line managers across the ~~organization~~organisation. Providing reports on productivity and other performance indicators to senior management. ensuring that the employees reporting them are doing their jobs effectively and efficiently (Reh,2020). They are responsible for administrative management employees of the employees they manage, and this is supported by Paul (2019), that line managers Communicate with the team effectively.

Competencies line managers need to implement HRM functions

According to (Paul, 2019), the efficient line manager must be hands on with their team on a daily basis to be able to be able to implement ~~-organiz~~organisational strategy, giving guidance, resolving bottlenecks, providing motivation, measuring performance, analysing reports and taking corrective action in the event of deviation as they have direct influence on the employee satisfaction and engagement and, as a result, ~~organizational~~organisational productivity. Mayhew (2018), states that line managers must have four primary competencies, that is, communication, analysis capabilities, relationship-building skills and leadership qualities.

The line managers must have human resource knowledge and commitment to ongoing learning. This will enable the line manager to remain relevant to the forever changing world of HR. The line managers must conduct himself or herself ethically

correct and be organised in execution of their duties. Line managers must have interpersonal skills to convince others to share one's perspective or way of thinking. They must have skills in seeking information and using that information to make inform decision and resolve problems. Line managers must be able to verbally or in writing convey messages that make sense and be a good listener as well. One of the competencies the line managers must have is to be able to do the right things and be person of integrity and be able to help others to reach their potential (Mea: 2020).

APPENDIX A: QUESTIONNAIRE FOR SELF-ASSESSMENT

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male	Female
1	2

2. Age group

20 – 29	1
30 – 39	2
40 – 49	3
50 – 59	4
60 and older	5

**SECTION B: LINE MANAGERS PERCEIVED HRM IMPLEMENTATION
EFFECTIVENESS SURVEY**

Items	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. In my opinion, I contribute to the success of the HR policy in my organisation	1	2	3	4	5
2. I think I am performing well in executing my HRM responsibilities	1	2	3	4	5
3. Regarding my HR tasks, I think I am a good line manager	1	2	3	4	5

**SECTION C: LINE MANAGERS HR-RELATED COMPETENCY ASSESSMENT
SURVEY**

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly Agree
1. HR Knowledge							
1.1 HR-related business knowledge							
1. I fully understand the role of HR practices in my organisation's value creation process	1	2	3	4	5	6	7
2. I fully understand the value of HR policy and HR practices according to	1	2	3	4	5	6	7
3. I fully understand what the organisation intends to achieve through	1	2	3	4	5	6	7
4. I fully understand the ultimate goals of my	1	2	3	4	5	6	7
1.2 HR practices knowledge							
5. I have the appropriate experience to	1	2	3	4	5	6	7
6. I know exactly what needs to be done for HR	1	2	3	4	5	6	7
7. I have enough legal knowledge to implement HR practices in our	1	2	3	4	5	6	7
8. I figure out the obstacles to implement HR practices in our	1	2	3	4	5	6	7

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly Agree
2. HR COMMUNICATION							
2.1 HR delivery							
9. I effectively communicate with my subordinates regarding HR	1	2	3	4	5	6	7
10. I convey enough information about the HR policies/practices/process	1	2	3	4	5	6	7
11. I explain in easy terms what is expected of	1	2	3	4	5	6	7
12. I clearly inform subordinates about what behaviours are expected	1	2	3	4	5	6	7
2.2 Interaction with the HR department							
13. I cooperate with the HR department regarding the implementation and	1	2	3	4	5	6	7
14. I build a good relationship with the HR	1	2	3	4	5	6	7
15. I share useful HR-related information with	1	2	3	4	5	6	7
3. HR DEVELOPMENT							

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly Agree
3.1 Interaction with the HR department							
16. I provide subordinates with appropriate opportunities	1	2	3	4	5	6	7
17. I give subordinates assignments or educational opportunities	1	2	3	4	5	6	7
18. I examine subordinates' work-related issues with them and	1	2	3	4	5	6	7
3.2 HR-related Feedback							
19. I give subordinates individualised suggestions	1	2	3	4	5	6	7
20. I give subordinates enough explanations about the reasons for the HR-	1	2	3	4	5	6	7
4. HR CONFLICT RESOLUTION							
4.1 HR-related teamwork & cooperation							
21. I allow all team members to take part in	1	2	3	4	5	6	7

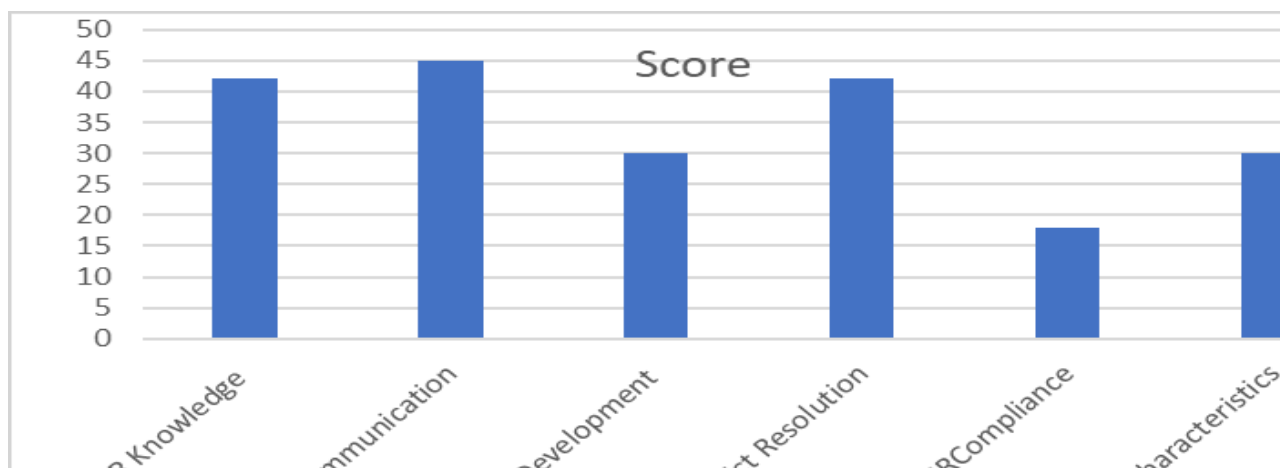
HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly Agree
22. I seek various ideas and opinions from team	1	2	3	4	5	6	7
23. I try to implement HR practices in a mutually	1	2	3	4	5	6	7
4.2 HR conflict resolution							
24. I resolve conflicts regarding HR-related decision-making	1	2	3	4	5	6	7
25. I always figure out the underlying issues of	1	2	3	4	5	6	7
26. I understand subordinates' attitude, interest, and demand for	1	2	3	4	5	6	7
27. I listen to the subordinates' opinion	1	2	3	4	5	6	7
5. HR COMPLIANCE							
5.1 Compliance with HR regulation							
28. I implement HR practices in compliance	1	2	3	4	5	6	7
29. I follow the rules and procedures of HR	1	2	3	4	5	6	7

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly Agree
30. I apply the way of conducting HR functions according to the	1	2	3	4	5	6	7
5.2 HR fairness							
31. I make HR-related decisions in a fair and	1	2	3	4	5	6	7
32. I do not make HR-related decisions based on	1	2	3	4	5	6	7
33. I do not give preferential treatment to	1	2	3	4	5	6	7
6. HR CHARACTERISTICS							
6.1 HR motivation							
34. I have a strong desire for learning about	1	2	3	4	5	6	7
35. I have a real enthusiasm to effectively	1	2	3	4	5	6	7
36. I take the initiative to improve my HR-related	1	2	3	4	5	6	7
37. I endeavour to implement HR practices	1	2	3	4	5	6	7
6.2 HR responsibilities							

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly Agree
38. I feel a sense of obligation to effectively	1	2	3	4	5	6	7
39. I have a sense of responsibility to implement HR policies and practices	1	2	3	4	5	6	7

Results: Present your scores in graphs and tables

Items	Score
HR-Knowledge	42
HR Communication	45
HR Development	30
HR Conflict Resolution	42
HR Compliance	18
HR Characteristics	30



Discussion of self-assessment results.

The results reflect i had enough knowledge in HR and that I can communicate very well with my team. My conflict resolution skills are very good, I need improvement in HR compliance and HR development as well as in HR characteristics

Professional development and continuous improvement

Items	Action Required	Time frame	Responsibility
Current skills (Implementation of HR processes)	Enrol in short course for HR	31 August 2020-31 December 2020	Immediate supervisor and I
Skills Needed (	Enrol in short course for HR	31 August 2020-31 December 2020	Immediate supervisor and I
Strengths (Consistent with HR Policies)	Enrol in short course for HR	31 August 2020-31 December 2020	Immediate supervisor and I
Weakness (Compliance)	Enrol in short course for HR	31 August 2020-31 December 2020	Immediate supervisor and I

Conclusion

It is the fundamental duty of the HR department to motivate the employees. HR should come up with a system to provide financial and non-financial benefits to the employee from the various departments. The working relations between the line Manager and Human Resource Management department if managed properly and proficiently, it allows the Human Resources to devote more time to strategic human resource management (Mayhew: 2020). It is therefore without doubt that is it important for both Human Resource Managers and Line Managers to maintain the healthy and working relationship for ~~organizational~~organisational benefit. The Human Resources functions to be executed by Line Managers are keys to organisation success and should be taken care of. The devolvment of HR has benefits to both HR and Line Managers

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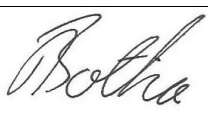
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ASSESSMENT RUBRIC INDIVIDUAL ASSIGNMENT		
Student name: Molefe L	Student number	12917176
Assessment criteria	Result	Mark allocation
Structure: Title page, table of content and executive summary	4	5
Literature review. The comprehensiveness of reading, pathways to ideas and understanding. Independence and evidence of ability to translate theory into practice.	27	40
Devolution of HR functions	8	10
Advantages and disadvantages of the devolution of functions	7	10
HR responsibilities of line managers	6	10
HR competencies for line managers	6	10
Data analysis	9	20
Descriptive statistics of results	7	10
Discussion of results	2	10
Professional development plan	9	20
Self-evaluation	3	5
Gap analysis	3	5
Detailed plans	3	5
Perceived awards and benefits	0	5
Conclusion	3	5
Writing – style and coherence of arguments, referencing, and presentation of ideas, range and quality of material included.	6	10
Total mark	58	100
Plagiarism Report. Marks deducted for plagiarism infringements • -10 (5 % - 20 % out of single source) • -20 (21 % - 40 % out of single source) • 0 (41 % - 60 % out of single source) • Disciplinary steps (anything higher than 60 %)	-00	
Total Mark	58	100
General Remarks / Comments: Assignment		
Remarks / Comments: Plagiarism (If applicable)		

The similarity index of 39% is too high. Paraphrase and rephrase the information obtained from the various sources.		
Disciplinary Action to be taken (If applicable)	Yes	No
 Prof PA Botha		