



# Part VI

## People resourcing

### PEOPLE RESOURCING DEFINED

*People resourcing is concerned with ensuring that the organization obtains and retains the human capital it needs and employs them productively. It is also about those aspects of employment practice that are concerned with welcoming people to the organization and, if there is no alternative, releasing them. It is a key part of the HRM process.*

### PEOPLE RESOURCING AND HRM

*HRM is fundamentally about matching human resources to the strategic and operational needs of the organization and ensuring the full utilization of those resources. It is concerned not only with obtaining and keeping the number and quality of staff required but also with selecting and promoting people who 'fit' the culture and the strategic requirements of the organization.*

*HRM places more emphasis than traditional personnel management on finding people whose attitudes and behaviour are likely to be congruent with what management believes to be appropriate and conducive to success. In the words of Townley (1989), organizations are concentrating more on 'the attitudinal and behavioural*

*characteristics of employees'. This tendency has its dangers. Innovative and adaptive organizations need non-conformists, even mavericks, who can 'buck the system'. If managers recruit people 'in their own image' there is the risk of staffing the organization with conformist clones and of perpetuating a dysfunctional culture – one that may have been successful in the past but is no longer appropriate (nothing fails like success).*

*The HRM approach to resourcing therefore emphasizes that matching resources to organizational requirements does not simply mean maintaining the status quo and perpetuating a moribund culture. It can and often does mean radical changes in thinking about the competencies required in the future to achieve sustainable growth and to achieve cultural change. HRM resourcing policies address two fundamental questions:*

- 1. What kind of people do we need to compete effectively, now and in the foreseeable future?*
- 2. What do we have to do to attract, develop and keep these people?*

### *Integrating business and resourcing strategies*

*The philosophy behind the HRM approach to resourcing is that it is people who implement the strategic plan. As Quinn Mills (1983) has put it, the process is one of 'planning with people in mind'.*

*The integration of business and resourcing strategies is based on an understanding of the direction in which the organization is going and of the resulting human resource needs in terms of:*

- numbers required in relation to projected activity levels;*
- skills required on the basis of technological and product/market developments and strategies to enhance quality or reduce costs;*
- the impact of organizational restructuring as a result of rationalization, decentralization, delayering, mergers, product or market development, or the introduction of new technology – for example, cellular manufacturing;*
- plans for changing the culture of the organization in such areas as ability to deliver, performance standards, quality, customer service, team working and flexibility which indicate the need for people with different attitudes, beliefs and personal characteristics.*

*These factors will be strongly influenced by the type of business strategies adopted by the organization and the sort of business it is in. These may be expressed in such terms*

*as the Boston Consulting Group's classification of businesses as wild cat, star, cash cow or dog; or Miles and Snow's (1978) typology of defender, prospector and analyser organizations.*

*Resourcing strategies exist to provide the people and skills required to support the business strategy, but they should also contribute to the formulation of that strategy. HR directors have an obligation to point out to their colleagues the human resource opportunities and constraints that will affect the achievement of strategic plans. In mergers or acquisitions, for example, the ability of management within the company to handle the new situation and the quality of management in the new business will be important considerations.*

## PLAN

*This part deals with the following aspects of employee resourcing:*

- *human resource planning;*
- *talent management;*
- *recruitment;*
- *selection interviewing;*
- *selection testing;*
- *introduction to the organization;*
- *release from the organization.*