

# FactSheet: How About a Helping Hand?

## HR Isn't a Science, it's Many.

### Generalist Human Resources Advice

#### Executive Summary

- Effective HR management is more complicated than it appears. It requires knowledge of employment law, psychology, building trust, persuading and an understanding of what makes businesses tick.
- Most employers (and some HR professionals) have found the amount of new employment legislation in recent years too onerous to keep up with.
- A qualified HR Manager can be retained on a "helpline" basis or on an interim or project assignment to bring specialist expertise to your organisation.
- A qualified can support your business in a wide variety of ways.

What is Human Resources Management? To some this is a straightforward question. Taking care of people? Handling administration? Hiring and firing people? Training people? Paying people?

It is, of course, all of these things, but Human Resource Management is much more. It involves a professional level of legal knowledge to minimise business risk. It requires an understanding of psychology to understand what motivates people. It entails using highly developed communication skills, tact and diplomacy to ensure that sensitive messages, and sensitive information, are appropriately dealt with. It involves a highly developed understanding of how to develop people's trust. It requires building constructive relationships at all levels of organisations. It requires an understanding of persuasion where power/status may not be an option (or might not be effective). It calls for supporting staff development through advice, coaching and training. It requires an understanding of the way business works in order to provide input to business strategy and to play a role in business improvement. It involves one of the broadest ranges of management skill in any functional role.

No wonder you sometimes need help?

In 2001, the Small Business Research Centre at Kingston University interviewed nearly 1,100 employers in small business and concluded that only one fifth of those interviewed felt confident about their current knowledge of individual employment rights. Even HR professionals have found the pace of legislative change dizzying in the last few years.

A qualified HR Manager, retained for occasional specialist advice by telephone or on an interim basis, can support your business in the following ways:

- Developing effective induction programmes.
- Providing training in employment law.
- Salary benchmarking.
- Providing advice on redundancies.
- Researching reasons for employee resignations and planning for employee retention.
- Designing, reviewing or redeveloping appraisal systems.
- Structuring and implementing assessment centres or assessment processes.
- Advising on employee consultation requirements.
- Controlling sickness absence and developing appropriate policies.
- HR policy/employee handbook development, to align with new legislation or generally.
- Diagnosing team issues and facilitating team development and improvement.
- Coaching leaders, managers and staff in how to manage employee performance.
- Developing and implementing career development planning and career paths.
- Developing training and development plans and delivering training.
- "Problems" - dismissals, compromise agreements, difficult sickness absence issues.
- Developing best recruitment practice and training staff in recruitment techniques.
- Psychometric testing for recruitment or organisational restructuring.



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