

QCF
Unit Title: Personnel Administration
Learning Outcome:
1. Understand the support role and operational functions of the Personnel Administrator in the typical organisation.
<i>Please note that the content of this Lecture Guide is listed in its recommended teaching order, rather than in numerical order.</i>
Assessment Criteria/Indicative Content:
1.1 Introduction – The Role of the Personnel Administrator. In addressing this topic, tutors should make it clear that the primary task of the Personnel Administrator is to support the activities of the professionally-qualified and more senior staff in the personnel or HR function. It is important for students to understand what the Personnel Administrator is not: • The PA is not a manager. • The PA is not normally in charge of any organisational employees. 1.2 The tasks typically undertaken by the Personnel Administrator. Much depends here on whether the Personnel Administrator is employed in a large HR department (in which case his/her activities are much more likely to be specialised within, say, recruitment and selection), or whether the Personnel Administrator is the sole representative of HR, which could be the case in a small but growing business. In that case the Administrator is more likely to be a generalist, i.e. required to know something about the whole range of roles within an HR department. Students should be told about the conventional scope for HR, i.e. HR planning, people resourcing, training/learning/development, employee relations, reward administration, performance management, discipline, grievance-handling, etc. The activities that may be delegated to the Personnel Administrator. Sometimes the Personnel Administrator may perform tasks of a genuinely professional or managerial nature, e.g. selection interviewing, employee induction. Factors that influence the extent to which delegation takes place. These elements include: the size of the organisation, the nature of the business, the attitude of the manager from whom the delegation originates, etc. Students should be invited to consider other factors and to explain, for instance, why organisational size might make it less likely that Personnel Administrators will be given significant amounts of discretion (because large organisations are more likely to be bureaucratic and have detailed rules, processes and procedures). 1.3 The Personnel Administrator should be 'efficient' and 'effective'. 'Efficient' means doing things right, whereas 'effective' means doing the right things. Students should be invited to discuss the differences – and how it is possible for a person to be efficient without being effective, or effective without being efficient. The requirements of 'professionalism' – giving independent advice, demonstrating expertise, acting ethically and with discretion. The obligations of professionalism and ethicality should be regularly showcased in each of the lectures, since these are increasingly important in today's business world, which can become (rightly) energised about, say, children in factories. The four types of scenario for the Personnel Administrator: Expert advice, Administrative action, Executive action and Discretionary power. The differences

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