



A FUTURE IN
**HUMAN RESOURCE
MANAGEMENT &
EMPLOYMENT
RELATIONS**



WHAT IS HUMAN RESOURCE MANAGEMENT & EMPLOYMENT RELATIONS (HRM/ER)?

Human resources (HR) professionals play a key role in creating positive workplace relationships and experiences. HR professionals, who sit at the interface of employers and employees, work at a range of different levels and contexts within an organisation. They focus on the performance of the organisation through fostering co-operative workplace relationships and implementing effective people management systems. HRM professionals are often the person to whom employees turn, whether for support in a personal work situation or to discuss progression within the company. At senior level they are involved in strategic workforce planning.

Recruitment selection, training and development is definitely part of the role, but HRM is now much more. HRM professionals look to create and foster teams that are agile, flexible, performance-oriented, productive and engaged. This covers learning and development – skill development and identifying opportunities to help people grow. HRM professionals also manage employees during changes such as restructuring.

HRM/ER roles also encompass planning, performance management, compensation, health and safety, commercial law and employer/ employee relations. Change management is also a large part of the role of HRM these days.

There are many opportunities into the future for HRM teams as organisations grapple with sustainability, automation and other challenges. The rapidly changing world of work and the potentially radical impact that automation will have on existing roles and tasks is just one example of those opportunities. Organisations need to think about upskilling and retraining as specific tasks change and new skill sets are needed.

If you enjoy finding solutions to problems, are interested in diversity and organisational culture and want to have influence with people at all levels of an organisation, then a career in human resources and employment relations could be for you.

OUTLOOK AND TRENDS

Keeping up with technology – Digital services such as workforce analytics, social media and digital platforms are now the norm within human resources teams, so staff need to be competent in their use of Facebook, Twitter and LinkedIn (for external face/recruitment purposes). Such tools are used when screening and investigating new hires, and many organisations have a sophisticated social media presence. Internal digital platforms eg Yammer, Workplace and Slack are important internal tools to encourage collaboration.

Then there is use of talent analytics, crunching data about current and/or prospective employees to ensure the best workforce capacity. Talent analytics elevates HR departments from tactical support to strategy.

Learning and development – Organisations are actively exploring new approaches to **learning and development** as they confront increasing skill shortages. Many employers have concerns about skill shortages and employee capability, and consequently demand more innovative and engaging learning platforms and opportunities for their staff. Organisations that transform their learning and development opportunities not only accelerate skills development, but dramatically improve employee engagement and retention.

Future challenges – Aging populations and technological advancement are just two of many issues impacting on how organisations need to plan their future workforce and on how individuals plan their work/life balance. How many hours of work will be sustainable in the future for organisations and individuals? How will technologies impact on work opportunities? How much will our expectation of what we can do, want to do and have to do will change? More focus will need to go into creating organisations that foster inclusion and positive employment relationships in diverse workforces.

Occupational health, safety & wellbeing – This area is influenced by the Health and Safety Reform Bill target of 25% reduction in workplace injury and death by 2020. All businesses need to have a fully compliant and functioning OHS Management System, which requires employers to have a clear health and safety management plan in place to address workplace risk.

Social impact drivers – Increasingly not-for-profit organisations are competing strongly with corporates and the public sector in attracting quality HR professionals as people look to be employed by organisations that meet their social values. In turn, not-for-profits are becoming more sophisticated in their approach to employment.

Tourism and hospitality – New Zealand's tourism industry has been the top export earner for the country since 2017 when it overtook the dairy industry in export earnings. International and domestic tourism has continued to grow since drawing considerable new investment in hotels and tourism infrastructure. However, the key limiting factor in this continued growth will be the successful recruitment, development and retention of staff – all of which require skilled human resource management graduates.

HRM roles in hospitality and tourism open doors to international careers, as most of the hotel chains are multinational corporations who actively seek to develop their management talent internationally.

Global mobility and international careers – Opportunities to establish international careers are growing for HRM/ER students as businesses become globally connected. Multinational corporations and international NGOs need employees with relevant cross-cultural interpersonal and communication knowledge, skills and abilities in addition to the expected HRM and ER skill sets.

WORK SETTINGS

Large or small, organisations need people to oversee the human resources, employment relations, health, safety & wellbeing and learning and development of their staff. There are opportunities across private, public and not-for-profit sectors.

Most positions are office-based, and practitioners deal with all employees and managers through a variety of methods including face-to-face and electronic. This may take place across several sites within NZ and overseas, depending on the size of the organisation. Large organisations will have an HR team, while smaller organisations may have a single director or contract to consultants.

CAREER ROLE EXAMPLES

HR advisor/People & Culture advisor – Responsible for all human resource activity in an organisation – recruitment and selection, performance management, payroll and remuneration, and policy and strategy development. Graduates normally start in an advisor role and, with three to five years' experience, may progress to senior advisor and consultant roles, or other HR specialisations.

Risk advisor/manager

Responsible for the health, safety and wellbeing function of an organisation, possibly leading a team working at a strategic and operational level. May or may not have staff accountability, but responsible for the overall function of

workplace safety. Would provide advice to management and staff on all matters relating to workplace and safety and health legislation.

Learning and development talent advisor/manager -

Provides an effective learning and development service to support business learning and development, and change objectives. Designs, develops and implements appropriate learning and development interventions and solutions. Often required to deal with internal clients and a variety of external providers.

A manager normally deals with the strategic end of learning and development, managing suppliers, leading a team and consulting to business leaders.

Employment relations advisor/Employee union representative -

Focuses on the employment relations issues of managers and of a HRM department, and/or works alongside unions negotiating collective employment agreements. May work on legislative compliance, eg policy development, employment processes and salary negotiations. Involved in employment disputes and resolutions.

Change manager - Involved in introducing new programmes, managing any change impacting on people in the organisation, including restructuring.

SKILLS AND KNOWLEDGE

General skill requirements

- Confident about interacting with people of all ages, diversity and status - from CEO to new graduate
- Skilled written and verbal communicator, and networker
- Ability to be flexible and comfortable dealing with complex situations
- Highly skilled at teamwork and collaboration
- Good at problem-solving and decision-making
- Ability to negotiate and deal with conflict effectively

HRM specialist knowledge of:

- Employment legislation, eg the Employment Relations Act
- Diversity and inclusion
- Recruitment and selection processes, eg writing job descriptions, and training staff

OHS specialist knowledge of:

- Health and safety legislation
- Work-related illnesses and injuries, and rehabilitation strategies
- Accident Compensation Corporation (ACC) procedures

Learning and development specialist knowledge of:

- Learning theories and transfer of training
- Teaching and planning programmes
- Understanding and presenting complex information simply and accurately
- A variety of learning media

PERSONAL QUALITIES

- Trustworthy, high levels of integrity
- Able to relate to people from all backgrounds
- Approachable and empathetic
- Resourceful, creative and innovative

SALARY GUIDE

Starting salaries in this field vary hugely depending on the sector and the exact role requirements.

	Salary (per year)
HR Advisor	\$55,000-\$65,000
HR Manager	\$95,000-\$140,000 (under 250 staff)
Learning/Development Advisor	\$80,000-\$90,000
Change Manager	\$90,000-\$130,000+

Sources - Hays Salary Guide, Robert Walters Salary Guide, Glassdoor, SEEK, Payscale

Salary range is indicative of the New Zealand job market at the time of publication (mid-2019) and should only be used as a guideline.

THE AUT ADVANTAGE

AUT offers a major in Human Resource Management and Employment Relations within the **Bachelor of Business** and the **Bachelor of International Hospitality Management**. Both include industry work placements (co-op).

Business and international hospitality management students can also do minors and conjoins across arts and business.

Research - Staff from the research institutes and groups below teach on these programmes:

- New Zealand Work Research Institute
- Gender and Diversity Research Group
- Centre for Occupational Health and Safety
- New Zealand Tourism Research Institute

FURTHER STUDY OPTIONS

Business offers postgraduate certificates, diplomas, master's and a Bachelor of Business (Honours). Postgraduate research topics include employment branding in the apparel industry, gaming in recruitment campaigns, and health and safety in NZ's trucking industry.

Hospitality and tourism offers postgraduate certificate, diploma and master's study. Research in HRM includes career experiences of Māori in hotels and managing stress resilience in hospitality organisations.

SHIVANI BALUJA

Learning Analyst, BNZ

Bachelor of Business in Human Resource Management & Employment Relations and Accounting

“As a learning analyst, I am part of a team supporting the business through mandatory and compliance learning. This requires analysing learning requirements for various parts of the BNZ and maintaining and updating the learning management system. I also load and test new courses and enjoy rolling out new learning and enhanced processes to BNZers.

I love the variety in my job. I’m constantly learning and challenged to think out of the box. I also really enjoy the chance to engage with a range of business units and teams (technology, retail, finance etc). This helps with relation building and increases my knowledge of banking practices and how other teams do business. I also have amazing colleagues, a great work environment and a very understanding leader.

As this is a new role, I am finding it challenging learning what is required of me. I also need to condition my brain to think more innovatively rather than stay process orientated but this an exciting challenge.

I started working with the BNZ in March 2016 as a part-time customer solutions advisor (contact centre) while still at AUT. I organised my co-op with them as an HR Administrator and was then offered a secondment in May 2017 for 12 months as a people co-ordinator. By the end of June, I was offered a permanent role as a people advisor. At the beginning of May I moved into a Learning Analyst role.

I’d encourage graduates to take any opportunity that comes along and use your first 2-3 years to learn as much as you can about HR processes.

Do not make up your mind around what you would like to specialise in before you start or make assumptions about what it will be like.”

TOURISM HR PROFILE

Read about another AUT graduate working in human resources, Bertha Kwan, HR Co-ordinator of Tourism Holdings.

<http://bit.ly/HRProfile2>



EMPLOYER COMMENT

“While a person’s technical ability is a consideration, I tend to look at behaviours. The most successful people I’ve recruited are usually curious, keen to learn and able to reflect.

Shivani is willing to learn and give things a go. She takes ownership for her work and has built good relationships with people at all levels of the business. These connections help her solve problems and work effectively.

In HR you need to think about the impact people have on organisational performance. HR professionals need to advocate and influence their stakeholders to consider how to get the best performance from their people.

Graduates – think about what makes you tick and how you can express that effectively to a prospective employer. Be yourself.”

Justin Luen
Head of Learning, BNZ

USEFUL WEBSITES

Human Resources Institute of New Zealand
www.hrinz.org.nz

New Zealand Occupational Health and Safety
www.nzohs.co.nz

NZ Institute of Safety Management
www.nzism.co.nz

FURTHER INFORMATION

For further information about Human Resource Management and the Bachelor of Business or Bachelor of International Hospitality Management, visit:
www.aut.ac.nz/hrm
or
www.aut.ac.nz/hmhr

FUTURE STUDENTS

Contact the Future Student Advisory team for more information: www.aut.ac.nz/enquire
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EMPLOYABILITY & CAREERS

For other Future Career Sheets visit:
www.aut.ac.nz/careersheets
For employability and career support, AUT students can book an appointment through
<https://elab.aut.ac.nz/>

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55 Wellesley Street East, Auckland Central

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The information contained in this career sheet is correct at time of printing, August 2019.

