

TUCSIN 2015

Career Focus

HUMAN RESOURCES MANAGER

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Dear Students

If you're considering pursuing a career in Human Resources, it's important for you to prepare yourself by understanding what job skills hiring managers are searching for in candidates. In this edition you can find out how to become a human resources manager. Research the education and training requirements and learn about the experience you need to advance your career in human resources.

- Martina

Becoming a Human Resources Manager :

The human resources manager develops and maintains policies and procedures dealing with the optimum and fair utilization of employees to ensure that the aims of the company are reached. Furthermore, the human resources manager advises the company's executives and line management on issues that affect employee and company performance and assist with gaining the human resources with the organization's strategies accordingly.

The tasks of human resources managers differ according to the size and type of organisation. Human resources managers who work in the banking industry for instance, will work with different kinds of employees to those in a mining industry.

They are also responsible for tasks such as the **development and updating of human resources development programmes or training programmes, payment practices and staff administration.** They ensure that **labour laws, wage agreements and conditions of service are followed.** They may **play a vital role in negotiating with trade unions and employees' associations as a representative of the management of the organisation,** especially if the organisation does not have an industrial relations officer or manager dedicated to this task.

Larger organisations usually have a team of human resources officers who are each experts in one or more aspects of the work. These include **staffing, human resources development or training, staff utilization, organisation planning and development, labour relations, remuneration, research, staff welfare and administration.** In larger organisations, a personnel manager may report to a human resources director.

Emerging specialists within this field include international human resources managers, who handle human resources issues related to a company's foreign operations, and human resources information system specialists, who develop and apply computer programs to process personnel information, match job seekers with job openings and handle other personnel matters. Human resources managers have ongoing contact with professional associations. They may attend meetings and influence organisation policies relating to staff development and planning.

HUMAN RESOURCE MANAGER

Examining Your Personality

Human resources managers oversee the administrative operations of a company. This position comes with heavy responsibilities, including staffing and recruiting and implementing company policies and procedures. For his department to run smoothly the HR manager needs to exhibit certain qualities and characteristics.



Communication Skills

An HR manager needs excellent written and oral communication skills to delegate responsibilities to her subordinates. She must relay her ideas and information in a clear and understandable manner to management and all levels of employees. The ability to form strong internal and external business relationships is vital to this role.

Analytical Ability

A good HR manager promptly deciphers the issue at hand, determines its importance and resolves it accordingly. He recognizes and separates trivial matters from those of real significance. He uses facts, logic and scientific thinking to arrive at sound observations, hypotheses or theories. For example, he might need to determine whether a situation involving an employee is discrimination or harassment, or how to apply the definition of reasonable accommodations for a disabled worker.

Compliance

An HR department ensures the company stays in compliance with labor laws, which means the HR manager needs deep knowledge of those regulations to properly implement and manage them. A strong understanding of laws pertaining to employee benefits, wages and hours, health and safety and hiring and termination is essential to this position. The HR manager must be willing to research employee laws and stay up-to-date on any changes. She must also have a deep understanding of policies on a company level, such as attendance, conduct and sick and vacation time.

Objectivity and Impartiality

The HR manager serves as the middleman between management and employees and must remain fair in his dealings with all sides. He must have an objective and impartial mindset to so he can accurately assess a situation. He should also be a rational thinker with sharp negotiation skills. This is particularly important when solving employee disputes or conducting salary negotiations.

Emotional Intelligence

To put herself in others' shoes, an HR manager needs empathy. Her compassion for others lets her see who they are personally and professionally. She respects others' opinions, rights and values. She must be emotionally mature and resilient to help her cope with high-stress situations on the job. She should also exercise discretion and work to win the trust of her colleagues and subordinates.

Leadership

A successful HR manager embodies the qualities of a true leader. He should be assertive, responsive, confident and optimistic. He should also have exceptional organizational skills and a unique visionary style to strategically plan for the future. Through reward and recognition, he motivates employees into improving their performances.

REQUIREMENTS & TRAINING

TRAINING

Secondary Education

A **HIGCSE** Grade 12, or equivalent qualification, with matriculation exemption is required for studies at South African universities. A HIGCSE or outstanding **IGCSE** Grade 12, or equivalent qualification, is needed for enrolment at South African technikons. UNAM requires a HIGCSE/IGCSE Grade 12, or equivalent qualification, with passes in five subjects and at least 25 points on the **UNAM** point evaluation scale.

For admission to the Polytechnic a HIGCSE/IGCSE Grade 12, or equivalent qualification, with 5 subjects passed, including English, and 25 points on the Polytechnic's point evaluation scale, is required.

Compulsory subjects

Mathematics, Economics, Accounting, Business Studies (South Africa)

TERTIARY

Personnel Management can be taken as major subject of the **B. A.**, **B. Admin.**, **B. Com.**, or **B. Bus. Sc.** degree at South African universities. UNAM offers a B.BA.- degree with Industrial Psychology and Human Resources Management as majors.

A **N. Dip.** and **B. Tech. Human Resources Management** are offered by the Polytechnic as well as South African technikons.

PERSONALITY

The prospective human resources manager should be a self-organized person with integrity, leadership qualities and good interpersonal skills.

WORK OPPORTUNITIES

Opportunities exist at most medium-sized and larger organizations, as well as government departments.



FOOD FOR THOUGHT

A True Leader

written by: **Martin L. Johnson**

A few years ago, Pioneer Hi-Bred International, where I was employed, purchased Norand Corporation. Pioneer's sales representatives in the field used Norand hand-held terminals to upload daily sales information and download new price and sales incentive information. Pioneer bought so many of these hand-held terminals, the economics made the purchase of Norand look interesting. Owning Norand also allowed Pioneer to explore high-technology markets outside agriculture.



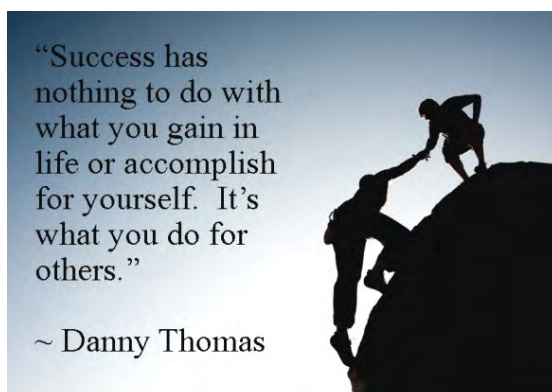
But after a few years, the emerging laptop PC technology made the hand-held units obsolete. Pioneer sold Norand at a loss. Pioneer always took a given percent of the annual profits to divide equally among all employees, so our profit-sharing checks were lower than if Pioneer had not purchased Norand. Additionally, my Pioneer stock was lower than it had been before the purchase of Norand. I was not pleased.

The CEO of Pioneer, Tom Urban, made annual formal visits to each of the Pioneer divisions to talk about the state of the business and to listen to employees' concerns. When he walked into the meeting room for his first visit after the sale of Norand, he acknowledged the group, removed his jacket and neatly folded it across the back of the chair. He loosened his tie, undid his collar and rolled up his sleeves. The next thing he said was the last thing I ever expected to hear a CEO say.

He said, "I made a mistake buying Norand and I am sorry. I am sorry your profit-sharing was lower because of the purchase, and I am sorry your stock was hurt by the purchase. I will continue to take risks, but I am a bit smarter now, and I will work harder for you." The room was quiet for a moment before he asked for questions.

A great man and leader stood before us that day. As I sat listening to him, I knew I could trust him, and that he deserved every bit of loyalty I could give to him and to Pioneer. I also knew I could take risks in my own job.

In the brief moment of silence before the questions started, I recall thinking that I would follow him into any battle.



"Success has nothing to do with what you gain in life or accomplish for yourself. It's what you do for others."

~ Danny Thomas



Reference: *Min of Labour & Social Welfare - Careers in Namibia 2005/2006*

<http://everydaylife.globalpost.com/qualities-characteristics-possessed-hr-managers->

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