

CfA
6 Graphite Square
Vauxhall Walk
London SE11 5EE
info@cfa.uk.com
Tel: 020 7091 9620
Fax: 020 7091 7340
www.cfa.uk.com



Feasibility Study

Human Resources (HR) Administration

Final Report
August 2008

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1. Executive Summary

The objective of this project is to ascertain whether there is a need for specialist NOS (as it relates to functions) for HR administrators, or if existing NOS meets the needs of HR administrators.

In 2007, there were approximately 155,000 HR Officers but there is no recognised statistic for the number of HR Administrators primarily because they are grouped under 'Administration' rather than 'HR'. However, research of job vacancies shows that there are more job vacancies for HR Administrators than HR Officers.

The functions of a HR Administrator include completing the payroll function, recruitment administration, PA support, training administration and writing letters. Skills required of HR Administrators are IT, communication, team work, organisation and attention to detail. HR Administrators are not required to hold HR qualifications but are expected to have administration work experience.

The CIPD is the most recognised provider of HR qualifications and programmes for those administrators that wish to progress within HR. In particular there are five certificates in varying areas of HR that lead to Associate membership.

HR is a growth industry although many functions will be outsourced in the future to save costs. There is also a clear progression route through HR by beginning a career in HR Administration.

In terms of the ENTO NOS, each cluster of performance indicators was consulted upon with HR Administrators to see if they were a part of their role.

Advertising job vacancies is generally a function that is outsourced for both large and SME organisations. Following the selection process was a key part of the role whilst appointing to jobs was a management function rather than an administration function.

Operating training and development processes and administering training courses and development activities were common functions within the role but producing materials for training and development activities tends to be undertaken by the speaker or lecturer itself.

There is a clear need to develop HR administration NOS to ensure that all the functions carried out by HR administrators are supported by effective, fit for purpose NOS.

The key functions of HR administrators should be covered by appropriate NOS. In this case, administering the recruitment, training, employment and exit processes are the areas which should be focussed on.

2. Introduction

Research carried out during the development of the CfA Functional & Occupational Map in 2007 has shown that there are a significant number of administrators working in Human Resources (HR) or administrators with responsibilities for HR functions. The size of this workforce is currently not known as the Standard Occupational Codes (SOC) do not classify HR Administration (or any other type of specialist administration) separately from Generic Administration. However, HR Administration functions are essential to all organisations in the UK employing staff.

Research from the Apprenticeship Reform project in 2006 revealed that HR administrator needs are not currently being met by the existing content of the Business & Administration Apprenticeship or N/SVQ. Whilst there are performance indicators within the N/SVQ units that are flexible enough to be used for HR administrators, the specialist knowledge, understanding and functions required of HR administrators is not sufficiently covered.

Because of the cross sector nature of Business & Administration and the fact that HR is also a cross sector function, there is a strategic need to ensure that HR administrators are competent in their role and are able to develop their skills by undertaking professional qualifications (which is a requirement of the occupation).

For micro and Small or Medium Enterprises (SMEs) especially, where there may not be a defined HR Department, and the role of HR is part of a Line or Office Manager's role, there is a need to look at how the Business & Administration NOS also meets their needs in the workplace.

Consequently, the CfA carried out a feasibility study to identify the size of the market, the nature of HR administration, the skills and knowledge needed by this workforce and the competence required to work in micro, SME and large organisations.

The objective of the project therefore was to ascertain whether there is a need for specialist NOS (as it relates to functions) and if existing NOS meets the needs of HR administrators.

The first stage of the project was to undertake desk research on the current HR administration workforce (including size and composition) and the types of qualifications and programmes that are currently used for progression in the industry. This ensured that the outcome of this project will complement existing progression pathways such as CIPD qualifications. The second stage of the project was to undertake a consultation with HR administrators in the UK.

This report compiles the results from both milestones with recommendations on how the Business & Administration NOS (and subsequent qualifications developed from NOS) will be redeveloped to be fit-for-purpose for HR administrators in the UK.

The key activities for this milestone are to:

- Produce feasibility study
- Prepare communications materials for employers and SSCs
- Distribute findings to ENTO, CfA employers and SSCs

3. Methodology

Statistics

To effectively estimate the size of the HR workforce, the Office for National Statistics Labour Force Survey was used which was broken down into SOC codes.

Job Functions and Job Titles

In order to research the different job titles, progression routes and job functions, 100 HR Administration job vacancies from a variety of Recruitment Agencies (such as REED and Office Angels) were recorded in a Skills Database. In order to ensure an accurate reflection of the UK workforce, the proportion of vacancies was in direct relation to the administration working population in each nation, therefore: 84 vacancies were in England, 8 were in Scotland, 5 were in Wales and 3 were in Northern Ireland. The vacancies were recorded according to job title, job functions and tasks, skills required, experience required, qualifications required, level and salary. These statistics are then represented as graphs to give an indication of the trends in the UK HR Administration workforce.

Qualifications

To identify accredited HR qualifications, the national database of accredited qualifications www.ndaq.org.uk was used which gives details of qualifications accredited for use in England, Wales and Northern Ireland.

Because Scotland does not have a similar searchable database, a consultant was asked to research available HR qualifications in Scotland using learning provider marketing materials and web based research.

Websites

The CIPD website www.cipd.org.uk was used for researching the content of CIPD programmes and courses to gain an understanding of the possible overlap between Business & Administration and Human Resources as possible areas of learning.

The UCAS website www.ucas.ac.uk was used to search for degree programmes in Human Resources and related subjects.

Interviews with HR Managers

In order to understand the wider HR industry and to understand the progression routes for HR Administrators, 10 HR Managers across the UK were interviewed by telephone or face to face meetings. In order to reflect the HR workforce, HR Managers were chosen from within the 4 nations that worked for a variety of employers in terms of size and sector.

The breakdown of the interviewees is as follows:

Interviewee	Country	Size of Company	Sector of Company
1	UK	Large	Private
2	UK	Large	Public
3	England	Small	Private
4	Northern Ireland	Small	Private
5	Scotland	Large	Public
6	UK	Large	Public
7	England	Large	Private
8	Northern Ireland	Medium	Public
9	Wales	Medium	Private
10	Northern Ireland	Small	Private

Consultation with HR Administrators

32 HR Administrators took part in a consultation which looked at three ENTO National Occupational Standards at individual performance indicator level to identify the functions that are completed by HR administrators:

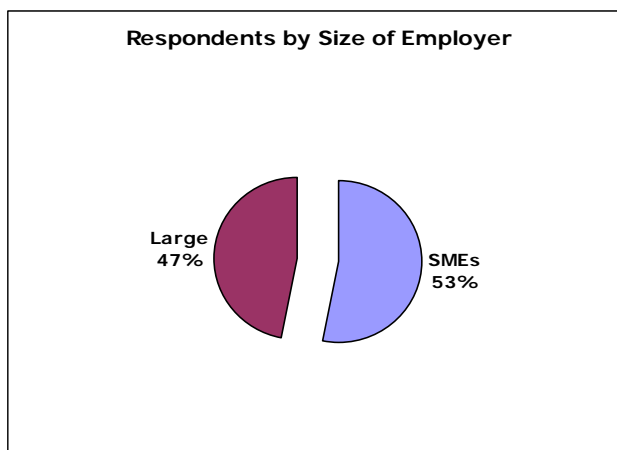
- Support the delivery of learning and development procedures
- Operate recruitment procedures
- Operate selection procedures

In order to reflect the HR workforce, HR Administrators were chosen from within the 4 nations that worked for a variety of employers in terms of size and sector.

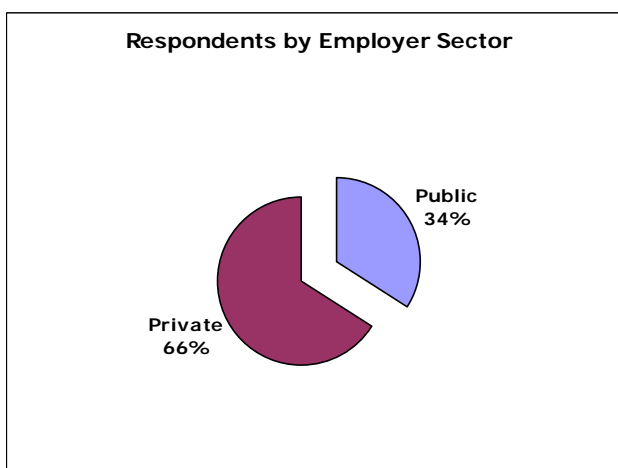
These contributed to the breakdown of the respondents as follows:

Respondent	Country	Size of Company	Sector of Company
1	England	Small	Private
2	UK	Large	Private
3	England	Medium	Public
4	UK	Large	Private
5	England	Medium	Public
6	England	Small	Private
7	England	Small	Private
8	England	Small	Public
9	UK	Large	Private
10	England	Medium	Public
11	England	Small	Private
12	England	Small	Private
13	England	Small	Private
14	England	Medium	Private
15	England	Medium	Private
16	England	Large	Public
17	England	Large	Public
18	UK	Large	Private
19	England	Large	Public
20	England	Medium	Private
21	England	Small	Private
22	England	Large	Public
23	UK	Large	Private
24	N.Ireland	Medium	Private
25	N.Ireland	Small	Private
26	N.Ireland	Large	Public

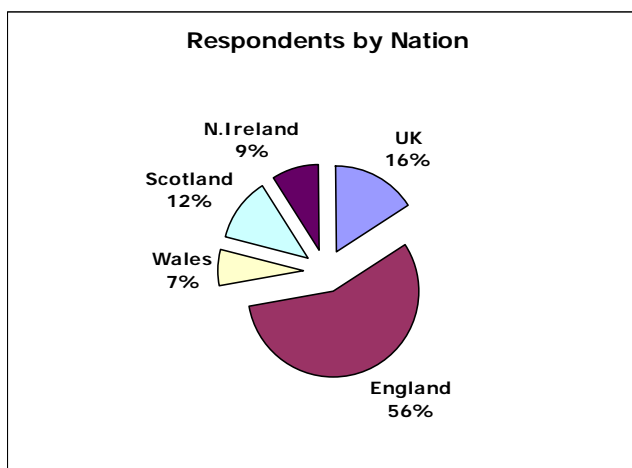
27	Scotland	Large	Private
28	Scotland	Large	Public
29	Scotland	Large	Public
30	Scotland	Small	Private
31	Wales	Medium	Private
32	Wales	Small	Public



The chart above shows the respondents by size of employer in that the majority that responded were SMEs.



The chart above shows the respondents by employer sector in that the majority that responded were private sector employers.



The chart above shows the respondents by nation in that the majority were in England. The proportion of the administration workforce across the 4 nations is as follows:

- 86% in England
- 8% in Scotland
- 3% in Northern Ireland
- 3% in Wales

4 Nation Steering Groups

In June 2008, Steering Groups were held in each of the 4 Nations. One of the items on the agenda was the findings of the project so far and for attendees to give any feedback on suggested actions for the next phase of activity.

4. Desk Research Findings

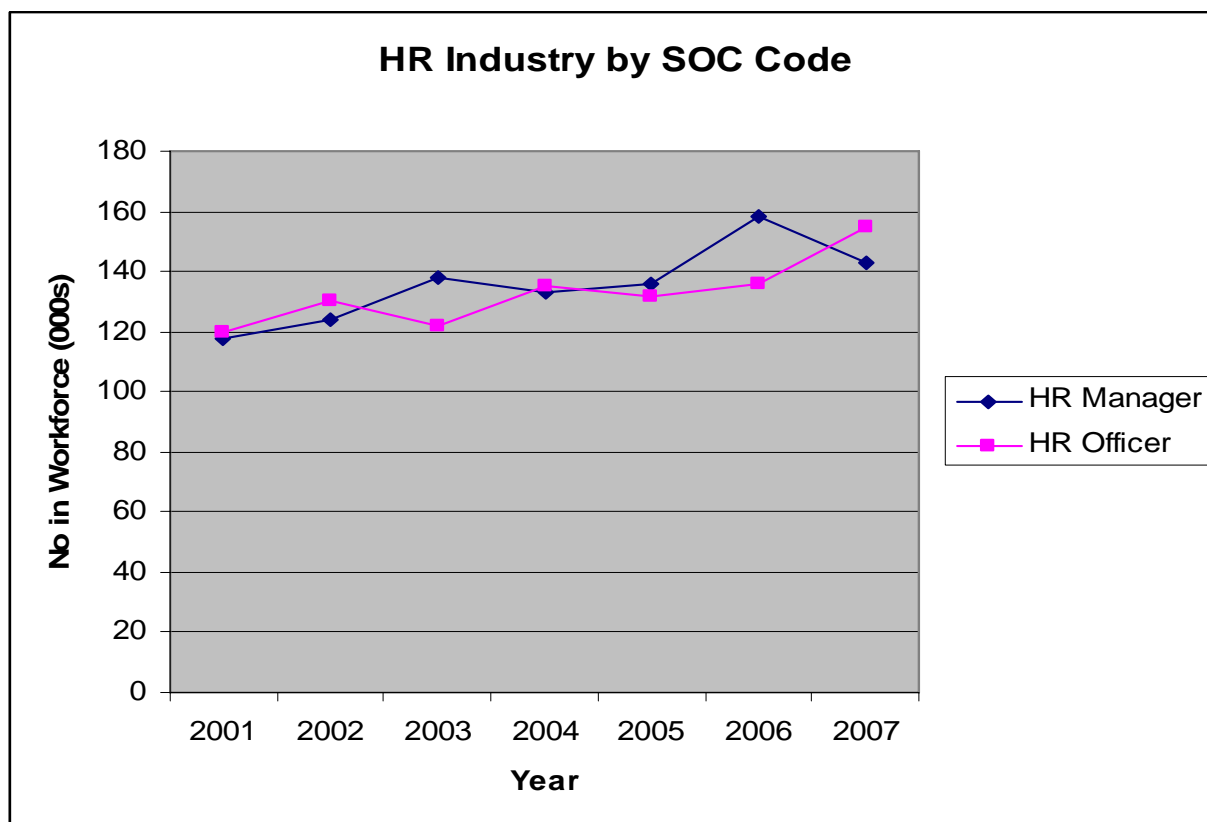
3.1 Size and Composition of HR Administration UK Labour Market

There are two SOC codes that relate to the HR workforce:

1135 Personnel, Training and Industrial Relations Managers

3562 Personnel and Industrial Relations Officers

In 2007, there were 143,000 HR Managers and 155,000 HR Officers. It is not known how many HR administrators there are as the SOC codes do not distinguish between different specialisms within administration. The table below shows that the numbers of HR Officers is steadily increasing whilst HR Managers are starting to decrease.



Only 8% of HR Managers are self employed, whilst self employment is virtually unknown amongst HR officers.

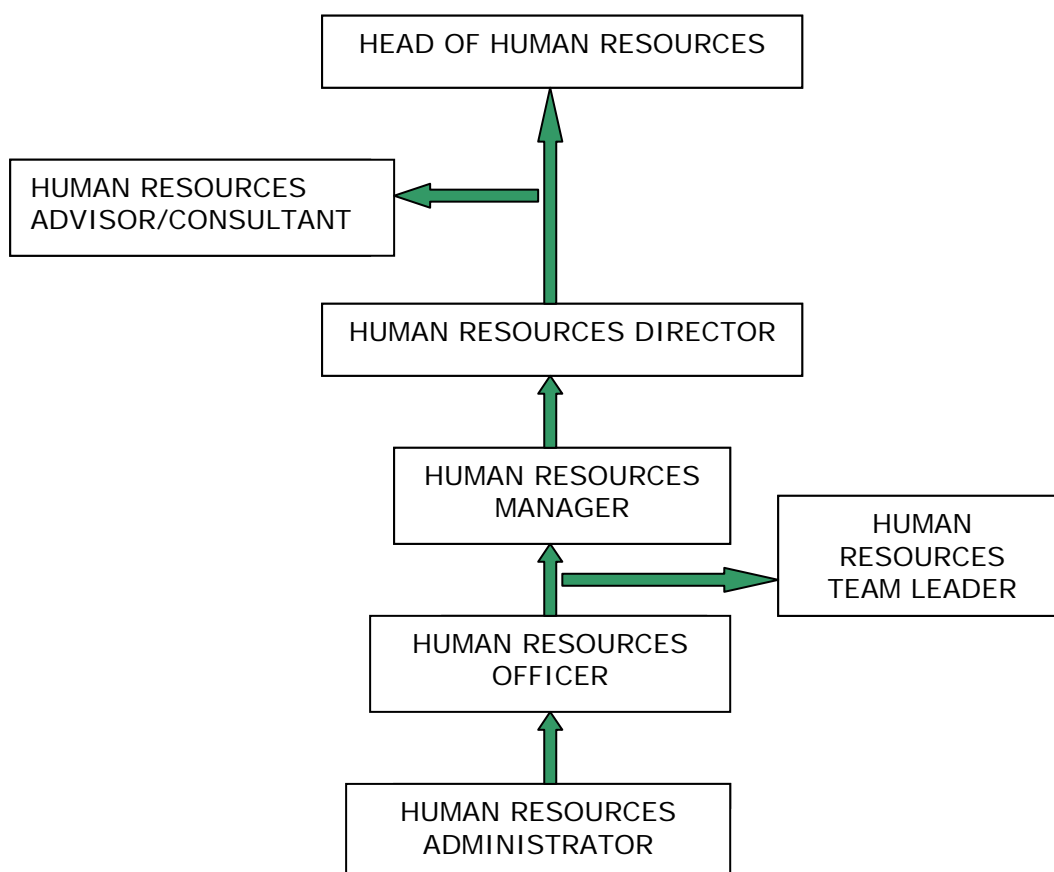
57% of HR Managers are female whilst there is a larger proportion of female HR Officers at 74%. The chart below shows this in detail.

	Males	Females
HR Managers	43%	57%
HR Officers	26%	74%

3.2 Typical job titles and job functions of HR Administrators

On the Reed Recruitment Agency's website (UK wide website), there are a total of 4960 HR vacancies (as at 19th Feb 2008). HR Administrator had the 2nd highest number of vacancies (852) after HR Advisor. This shows that there is a clear demand for HR Administrators in the workforce.

The chart below shows the typical job titles within HR as well as the expected progression routes.



This research looks at the differences between the HR Administrator and the HR Officer job role as there is a lot of similarity between the two in terms of the functions they carry out. The job title given to HR Administrators and HR Officers largely depends on the size of the organisation and therefore the size of the HR department within it.

In large organisations, the HR function is separated into clear areas with corresponding job titles such as:

- Payroll Officer/Administrator
- Recruitment Officer/Administrator
- Training and Development Officer/Administrator.

In SMEs, there is usually only 1 or 2 key people that will take responsibility for HR functions such as:

- Payroll Officer/Administrator
- HR Assistant
- HR Officer
- HR Administrator.

The table below aims to show the differences between the HR Officer and HR Administrator job roles.

Function	HR Officer	HR Administrator
HR Policies and Procedures	Drafting policies and procedures Implement new policies and procedures Giving advice to non-HR managers and employees on HR related matters	Following policies and procedures Providing information to non-HR managers and employees on HR related matters
HR Data	Analysing HR data such as sickness and annual leave	Recording HR data such as sickness and annual leave
HR Reports	Write regular reports on a variety of HR issues	Produce reports written by HR Managers
HR Documents	Produce HR documents such as appraisal forms and letter templates	Produce and file HR documents according to internal systems
HR Meetings	Attend and contribute at meetings	Take minutes of meetings
Recruitment Process	Write job descriptions and person specifications with advice from recruiting manager Write job advertisements	Send out application packs including job descriptions, person specifications and application forms Organise interviews Chase references
HR Systems	Monitor HR processes and make recommendations for change	Follow HR processes
HR Programmes	Facilitate programmes such as inductions and assessment centres	Organise programmes such as inductions and assessment centres
HR Database	Monitor personnel files and training records	Update personnel files and training records
HR Administration	Maintain budgets	Sort and deal with incoming post, phone calls and emails Manage HR Manager Diary

Figure 1: Typical Job Titles in HR Administration¹

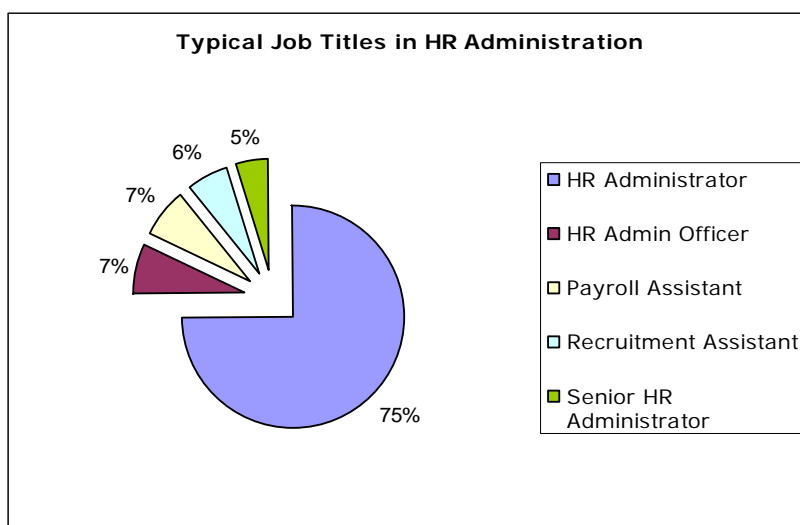
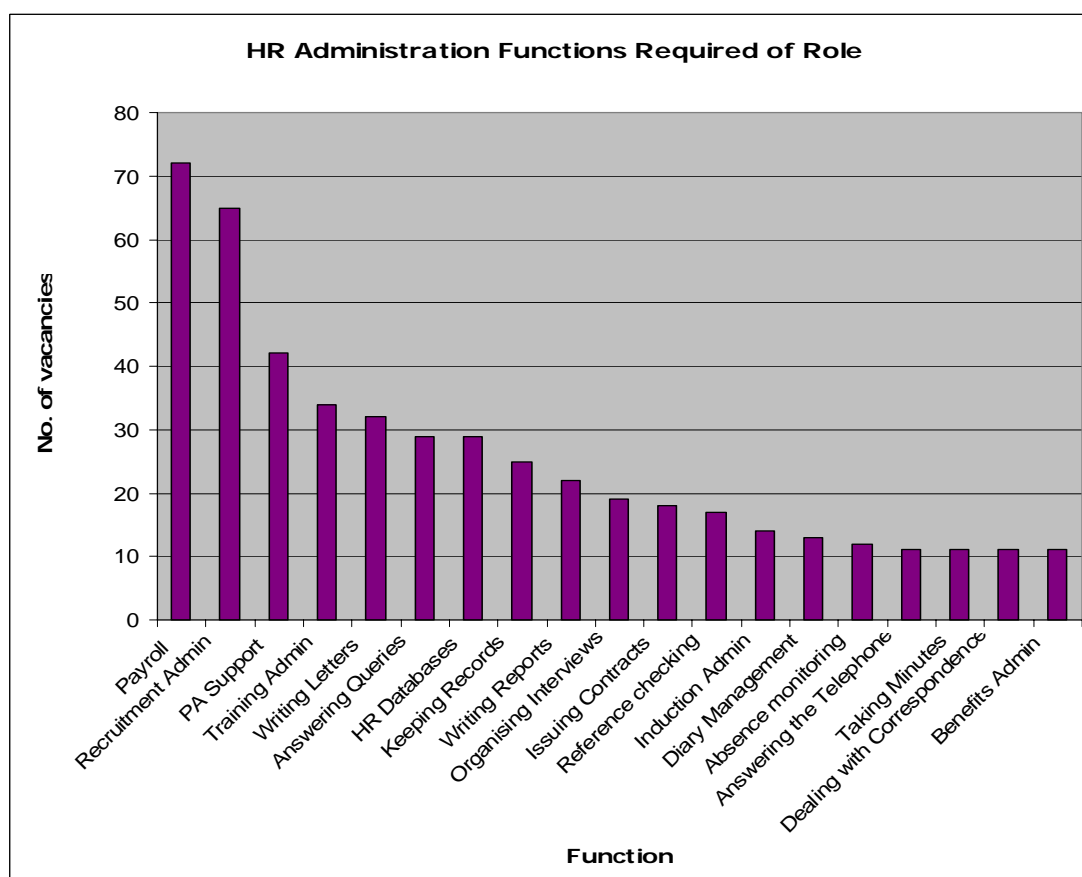


Figure 1 shows that the term HR Administrator is by far the most common job title used within the HR Administration workforce. This job title reflects the broad remit of the role as opposed to the specialist areas within HR such as Payroll and Recruitment Assistant.

Figure 2: HR Administration Functions Required of Role¹



¹ CfA (2008) HR Skills Database

Figure 2 shows that the most common functions or tasks required of HR Administrators are:

- Completing the Payroll function
- Recruitment Administration
- PA Support (usually to a HR Manager or Head of HR)
- Training Administration and
- Writing Letters

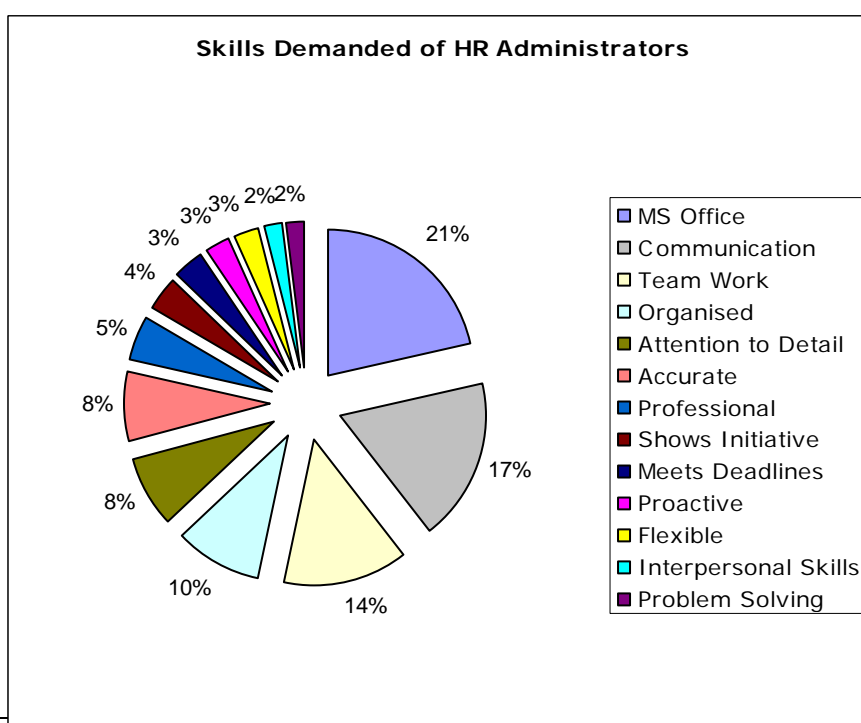
The functions above will need to be taken into consideration when the second stage of the research looks at how the current ENTO NOS meet the needs of HR Administrators.

Figure 3: Level of HR Administration Roles²



Figure 3 shows that the overall level for a HR Administrator would be level 2 in England, Wales and Northern Ireland, which carries an equivalent of level 5 in Scotland.

Figure 4: Skills Demanded of HR Administrators²



² CfA (2008) HR Skills Database

Figure 4 shows that the most common skills required of HR Administrators are:

- IT and Microsoft Office packages (in particular)
- Communication
- Team work
- Organisation and
- Attention to Detail

In the second stage of the research, it will therefore be important to look at how these skills are developed within the ENTO NOS.

Figure 5: Salary Offered to HR Administrators³

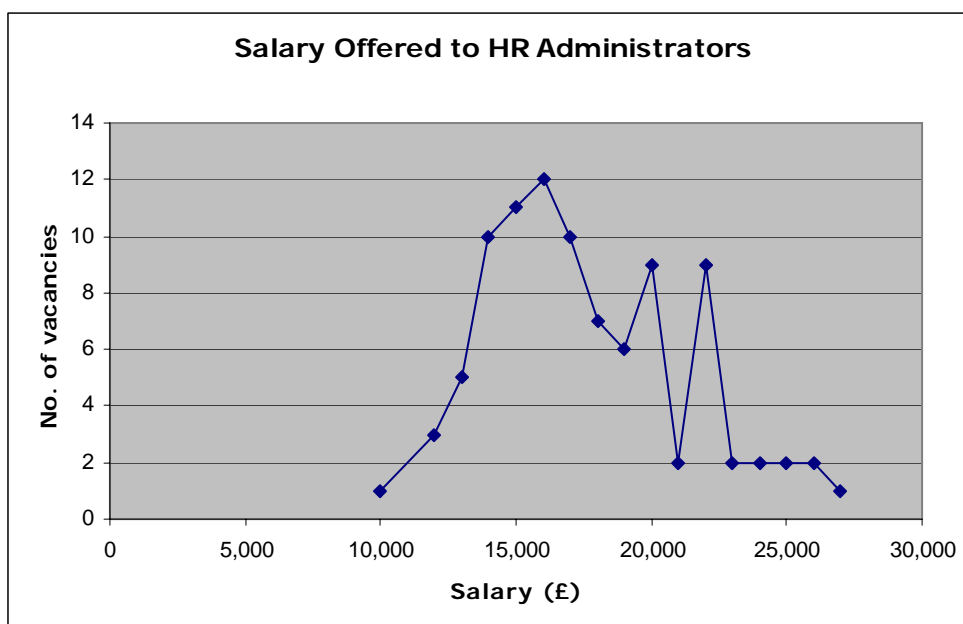


Figure 5 shows that the typical salary of a HR Administrator is between £15,000 and £20,000 although this will vary according to organisation and region.

The table below shows the average salary for a HR Administrator in each of the 4 nations.

Nation	Average Salary
England	£16,800
Wales	£15,200
Scotland	£15,600
Northern Ireland	£15,000

³ CfA (2008) HR Skills Database

Figure 6: Qualifications Requested of HR Administrators⁴

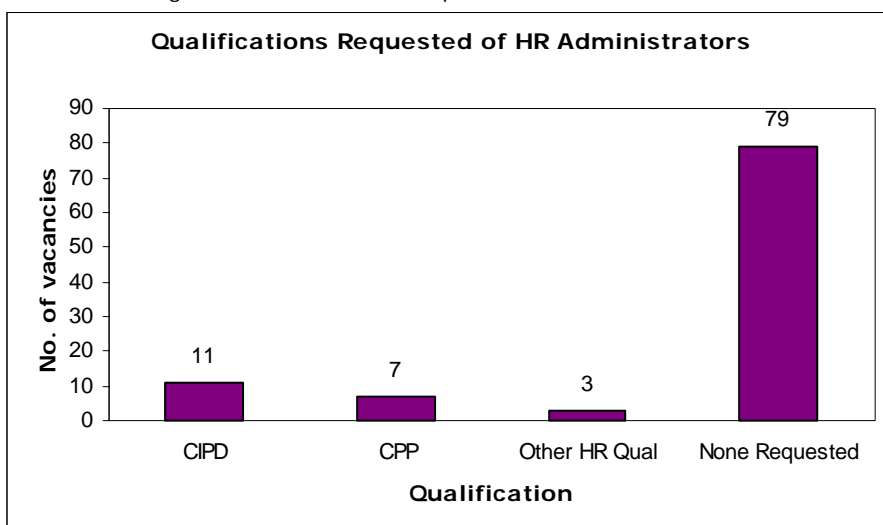
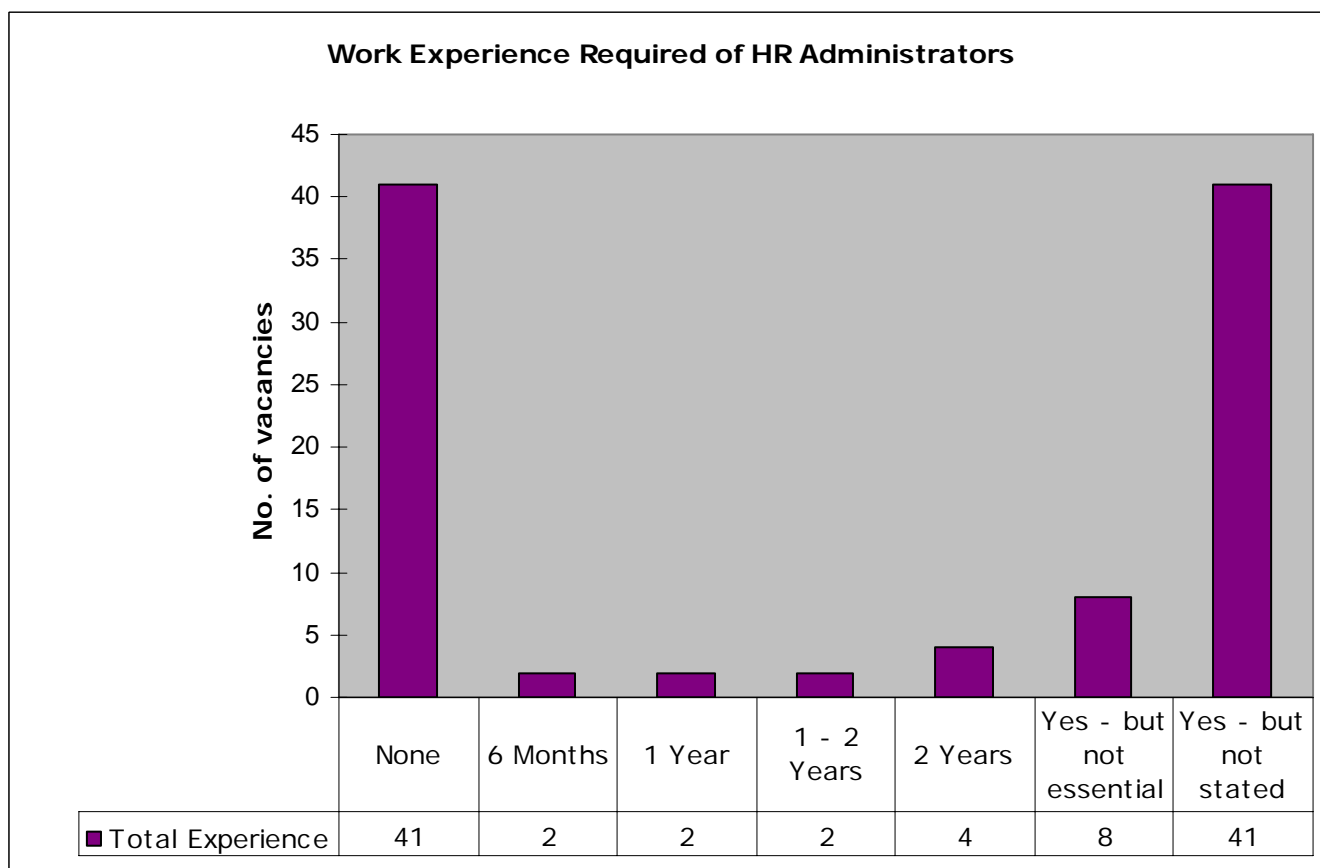


Figure 6 shows that most vacancies for HR Administrators do not require any specific HR qualifications although many expect the applicant to be 'working towards' either a CIPD membership or the Certificate in Personnel Practise (CPP). This does reflect however that it is an entry route into HR Management.

Figure 7: Work Experience Required of HR Administrators⁴



⁴ CfA (2008) HR Skills Database

Figure 7 shows that most vacancies for HR Administrators do not require any previous work experience within HR which also reflects the fact that this is an entry route into HR. Those that do require work experience did not feel it either essential for the role or necessary to comment on how much experience was required. The development of the skills required to undertake the role seems to be more important to employers.

3.3 Current ENTO NOS

Using the NOS Database, there are several ENTO NOS that have been developed for recruitment and personnel support. From these NOS, the following have been identified as containing administrative functions and will be used in the second phase of the research to establish which elements of the NOS are applicable to HR administrators.

The NOS are:

- Ascertain client requirements and maintain contact
- Attract and retain job seekers
- Take and circulate vacancy details
- Support and co-ordinate job seekers in taking up employment offers
- Conduct interviews to support the recruitment process
- Conduct follow up procedures with job seekers
- Co-ordinate the recruitment and activities of temporary workers
- Use web based technologies for recruitment
- Use computer based information management systems
- Monitor and evaluate the quality of service provided
- Contribute to developing the recruitment business
- Operate recruitment procedures
- Operate selection procedures
- Operate redundancy procedures
- Operate retirement and voluntary exit processes
- Support the delivery of learning and development procedures
- Operate reward and benefits procedures
- Support the delivery of performance management procedures
- Operate grievance, disciplinary and dismissal procedures
- Operate employee relations procedures

3.4 Qualifications and Programmes for HR Administrators

Employers require different qualifications and experience from a candidate applying for a HR Officer role than a HR Administrator role. A study of job vacancies has shown that:

For HR Officers it is essential to be CIPD qualified (which means completing a programme of study recommended by the CIPD and attaining membership) as well as having 2-3 years of HR work experience.

For HR Administrators, there is no requirement to have knowledge of the HR industry although an interest in HR and experience within administration is useful. Candidates can show that they are wishing to pursue a career in HR by studying towards a CIPD or relevant HR qualification.

The CIPD

The Chartered Institute of Personnel and Development (CIPD) is the professional body for those involved with the management and development of people. It currently has 130,000 individual members who have qualified in a programme of learning that has been endorsed by the CIPD.

The CIPD offers 3 accredited qualifications that would be open to HR Administrators and HR Officers:

- Level 3 Certificate in Personnel Practise
- Level 3 Certificate in Recruitment and Selection
- Level 3 Certificate in Training Practise.

These are currently on the National Qualifications Framework.

The CIPD also offers S/NVQs that use the National Occupational Standards developed by ENTO to provide an occupational route into membership of the CIPD:

- Level 3 S/NVQ in Recruitment
- Level 3 S/NVQ in Personnel Support.

Both NVQs lead to associate membership of the CIPD. These NVQs are also offered by Awarding Bodies such as the Institute of Leadership and Management and OCR.

The CIPD has developed support level competences, skills and knowledge which form the basis of 5 certificates, each of which leads to Associate membership of the CIPD. They reflect the range of job roles for support staff in the HR industry and are aimed at those who have just begun working in the field, such as HR Officers or Administrators.

These five certificates are:

- Certificate in Personnel Practise
- Certificate in Training Practise
- Certificate in Recruitment and Selection
- Certificate in Employment Relations, Law and Practise
- Certificate in Coaching and Mentoring.

The core competences, skills and knowledge that are covered in each of the five certificates are:

- **Communication** skills such as writing reports, interviewing, giving and receiving feedback, building relationships, listening and questioning
- **Self management** skills such as setting objectives, appraising performance, reflecting on practises and keeping a development plan
- **Understanding the work context** such as planning and administering resources and interpreting personnel information
- **Understanding of the corporate environment**, factors affecting performance, the performance management process and employment relationships
- **Knowledge of relevant legislation** such as disability discrimination and the data protection act.

It is important therefore that any solutions proposed for HR Administrators allows easy progression into membership or credit towards membership of the CIPD.

Other Qualifications

The Association of Business Executives also has an accredited qualification titled the Level 3 Certificate in Human Resource Management, but this is not endorsed by the CIPD.

The certificate contains 4 units which covers the following:

- Personnel Administration
- Managing People
- Introduction to Business
- Introduction to Business Communication.

Degree Courses

A search on UCAS for 'human resources' yielded 50 individual degree courses in the UK with a variety of titles, such as:

- Human Resource Management (HRM)
- Business Studies with HRM
- Business Psychology and HRM
- Sociology and HRM
- Education and HRM
- HRM with Accounting or Marketing
- HRM with Languages
- HRM with Tourism
- HRM and Media, Communications and Culture
- Law with HRM.

Most universities will have an arrangement that the course will receive full or partial credit towards CIPD membership.

We can see from the desk research that the typical employee working in HR Administration:

- Is commonly known as a HR Administrator
- Operates at level 2 (level 5 in Scotland)
- Is responsible for a wide variety of tasks but especially payroll, recruitment, general administration, training and correspondence
- Has to be IT literate, with good communication skills, team working skills, be organised and have strong attention to detail in order to undertake their role effectively
- Will be earning between £16,000 to £20,000 (although this will vary according to organisation and region)
- Will not have any formal HR qualifications but may be working towards a recognised CIPD qualification
- Will have less than 2 years work experience within a HR Department

5. Primary Research Findings

HR Managers were interviewed on the subject of the HR industry as a whole and its predicted trends as well as progression routes, qualifications, skills and knowledge of people working in HR.

Question 1: Is HR a growth industry and what are the predicted trends?

Almost all of those interviewed said that outsourcing HR functions was going to be the biggest trend for the HR industry. It was explained that this is because HR as a department does not generate income, and is a specialist function. HR Administration within organisations is consequently an extremely important function at work.

There are therefore many areas of growth. The HR functions that are generally not outsourced are:

- Structural organisational design
- Culture management
- Change management
- Engagement and retention
- Staff motivation
- Talent management and succession planning
- Leadership and development
- Strategic work force planning
- Performance feedback and appraisal processes
- Partnership working particularly with outsourced functions

There is also a growing requirement for more legal knowledge particularly in relation to recruitment, employment legislation and employment terms, conditions and contracts. This explains why many organisations outsource HR functions and use legal advisers for HR advice and guidance.

The possible impact that this will have on HR Administration is that:

- Organisations outsourcing HR functions will still need to employ HR Administrators to undertake the work. This may be specialised into HR areas or may be the responsibility of general administrators who are able to undertake all HR administration
- Any areas of growth within HR will need to be monitored as these may have to be incorporated into qualifications
- HR Administrators will need to be familiar with appropriate legal terminology, legislative and regulatory requirements within their role.

Question 2: What is the typical progression route through the industry?

Most interviewees explained that the HR Administrator role was usually the entry point within the HR industry. Once HR qualifications and experience had been developed, employees could become HR Officers, usually within a specialism such as training or recruitment. This is more common in large organisations with a hierarchy. For small organisations, there is a bigger gap between a HR Administrator and a HR Manager (or someone at Management level responsible for strategic HR decision making). After HR Officer, employees could be promoted to HR Manager, usually within a specialism. Promotion after this point would be to HR Director or self employment as an HR Consultant.

The possible impact that this will have on HR Administration is that:

- HR Administration is the step on the HR career ladder, which means that it is important that HR Administration qualifications provide a pathway into professional HR qualifications, to enable HR administrators to progress in an HR career if they wish to do so.

Question 3: What do you consider to be the functions of a HR Administrator?

The functions of a HR Administrator can be divided into two areas: specialist and generic.

Specialist areas include recruitment and training and would include tasks such as:

- Filtering applications for vacancies
- Organising interviews
- Requesting references
- Sending out letters of employment and contracts
- Organising training events or booking courses
- Collecting and analysing training evaluation forms.

Generic administration tasks would therefore be:

- Typing letters and correspondence
- Answering queries by telephone or email
- Disseminating information
- Handling and distributing the post
- Maintaining and updating personnel files
- Collecting statistics
- Being the first point of call for customers
- Liaise with external agencies (such as those that have outsourced).

Question 4: CIPD is the recognised professional body for this industry. How important are CIPD qualifications or other qualifications for HR Administrators?

Over 50% of those interviewed felt that CIPD qualifications were not required at all for HR Administrators and that administration experience or qualifications would be more valid.

The majority of interviewees responded that CIPD qualifications are valid but not essential for those already working in HR. HR Managers felt that if they wanted to go for an internal promotion or apply for another role externally, a CIPD qualification would make them stand out against other applicants.

The possible impact that this will have on HR Administration is that:

- HR Administration qualifications will need to provide a pathway into HR qualifications to ensure effective progression through the industry if required.

Question 5: What is likely to be the ‘first job’ of an HRM graduate and why?

For those organisations with a Graduate Fast Track Scheme (or equivalent) a HR graduate would gain entry to an organisation using these schemes. For those organisations that do not, a large majority will start work as a HR Administrator or HR Officer (within a specialism or as a general administrator).

The possible impact that this will have on HR Administration is that:

- Applications for HR Administration positions may attract applicants that have HRM degrees as well as those that have general administration qualifications.

Question 6: What are the most important skills and knowledge required to work in HR?

The most common skills required of people working in HR are:

- Interpersonal skills with people at all levels
- Listening and questioning skills
- Communication skills, both written and verbal
- Organisational, time management and planning skills
- Problem solving skills
- IT skills particularly word processing and databases
- Customer service skills

The most common areas of knowledge required of people working in HR are:

- Employment legislation and law such as terms and conditions for employment and employment contracts
- Confidentiality issues such as the Data Protection Act
- Equality and diversity issues
- Organisational policies and procedures

The possible impact that this will have on HR Administration is that:

- HR Administration qualifications will need to develop these skills and the knowledge required of HR administrators.

Question 7: What are the most important competences and behaviours required to work in HR?

The most common competences and behaviours required of people working in HR are:

- Patience and keeping calm under pressure
- Adaptability and flexibility
- Attention to detail
- Empathy towards others
- Assertiveness
- Using initiative and taking responsibility
- Meeting deadlines and is results orientated
- Diplomatic

The possible impact that this will have on HR Administration is that:

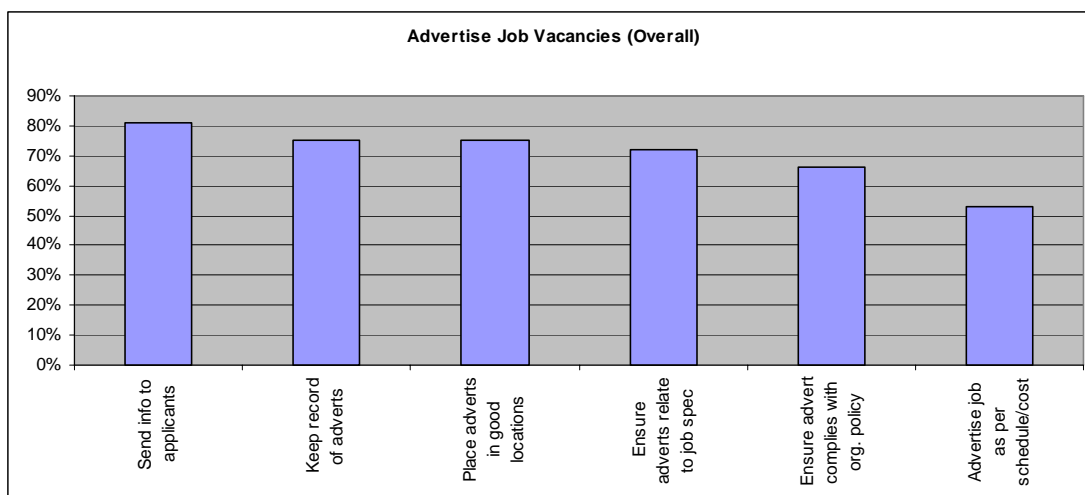
- HR Administration qualifications will need to develop these competences and behaviours.

Because ENTO has already developed NOS in this occupational area, three units were used to create the consultation, which were the functions that were most likely to be completed by a HR Administrator, creating 6 functions in total:

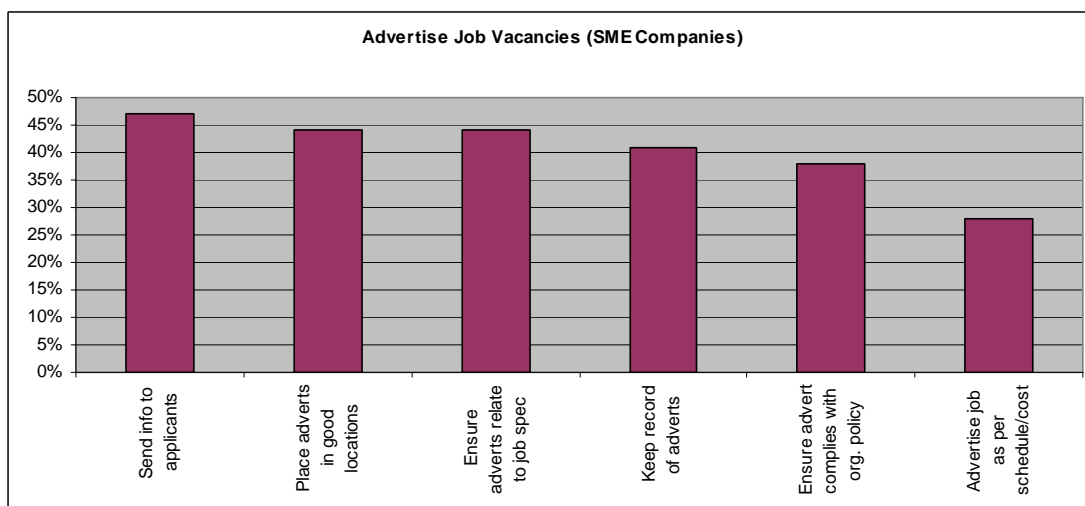
- Support the delivery of learning and development procedures (3 functions)
- Operate recruitment procedures (2 functions)
- Operate selection procedures (1 function).

Key Area: Recruitment and Selection

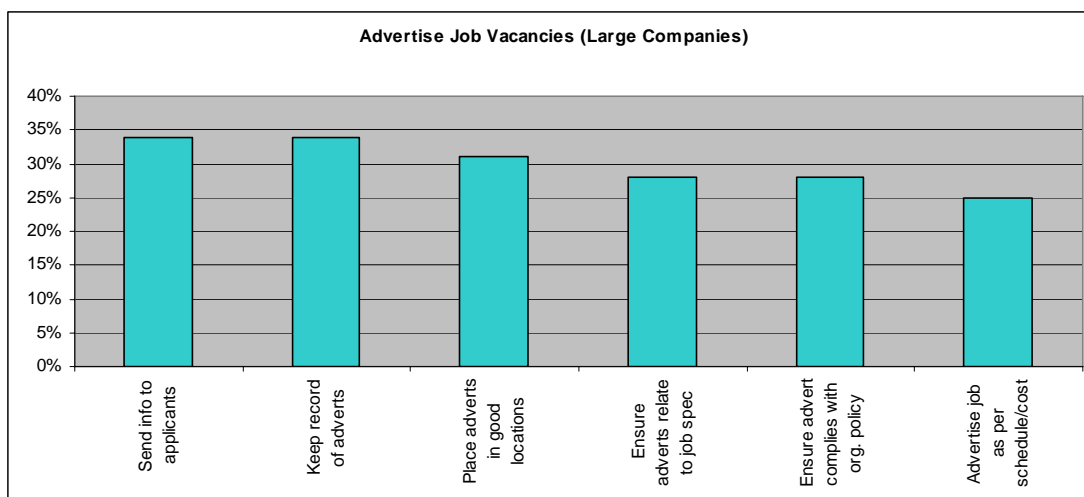
Function: Advertise job vacancies



The chart above shows the percentage of respondents who complete each performance indicator as part of their job role with regard to advertising job vacancies. The most common function is to send information to applicants whilst the least common function is to advertise the job. This was because it is a function that is either outsourced to an agency or to a media outlet that will publish the vacancy on their behalf.



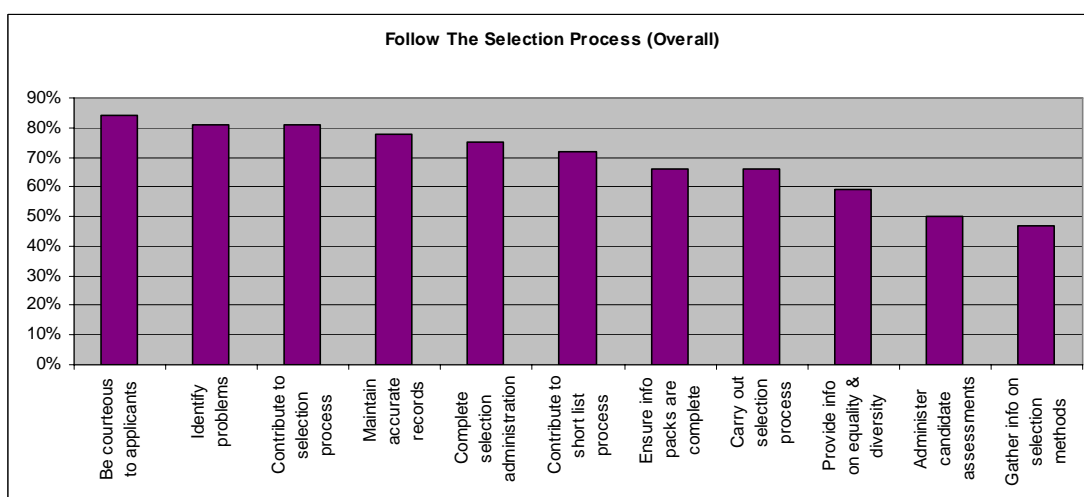
For SMEs, we can see from the chart above that the most common function was also to send information to applicants and the least common was also to advertise the job. One difference is that the second most common function is to ensure that the advert is placed in a good location which for an SME will be important in attracting appropriate applicants.



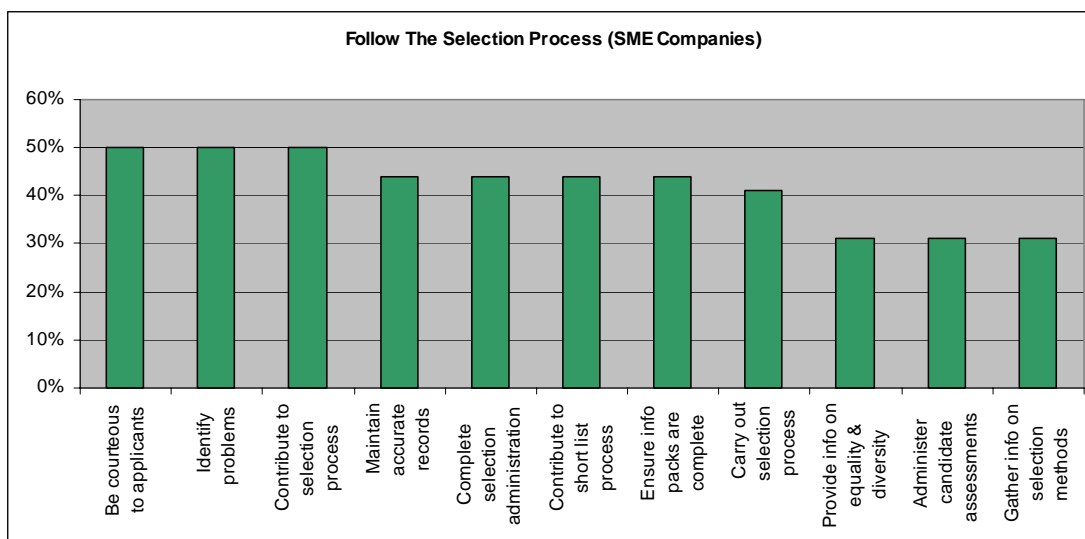
For large companies, we can see that the same functions apply in both cases: the most common is send information to applicants whilst the least common is to advertise the job.

Key Area: Recruitment and Selection

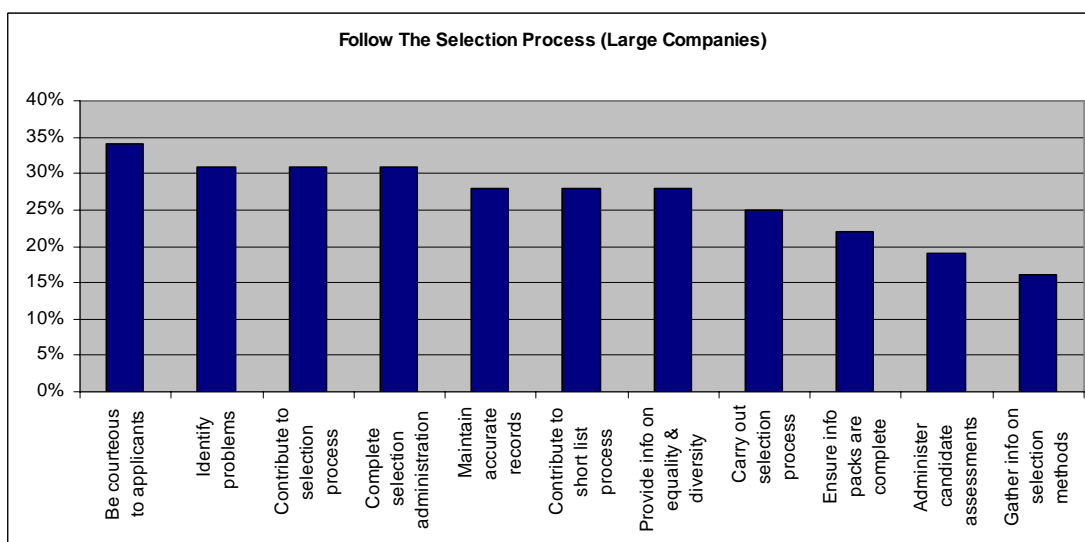
Function: Follow the selection process



The chart above shows the percentage of respondents who complete each performance indicator as part of their job role with regard to following the selection process. The most common function was to be courteous to job applicants whilst the least common function was to gather information on selection methods. This is because respondents commented that this was usually undertaken by HR Managers and that as administrators they were more likely to be using the chosen method that had been dictated by management.



For SMEs, the most common function was the same: be courteous to job applicants and the least common function was also the same: gather information on selection methods, for the reason specified above.



For large companies, the results were similar to SMEs.

There were comments on specific performance indicators from both SMEs and large organisations:

“Administer appropriate candidate assessments” – respondents commented that this would be undertaken by a line manager if at all as many organisations do not use candidate assessments as part of their recruitment process.

“Carry out the selection process in accordance with the specified recruitment programme” – respondents commented that this would be undertaken by the appointing line manager rather than an administrator.

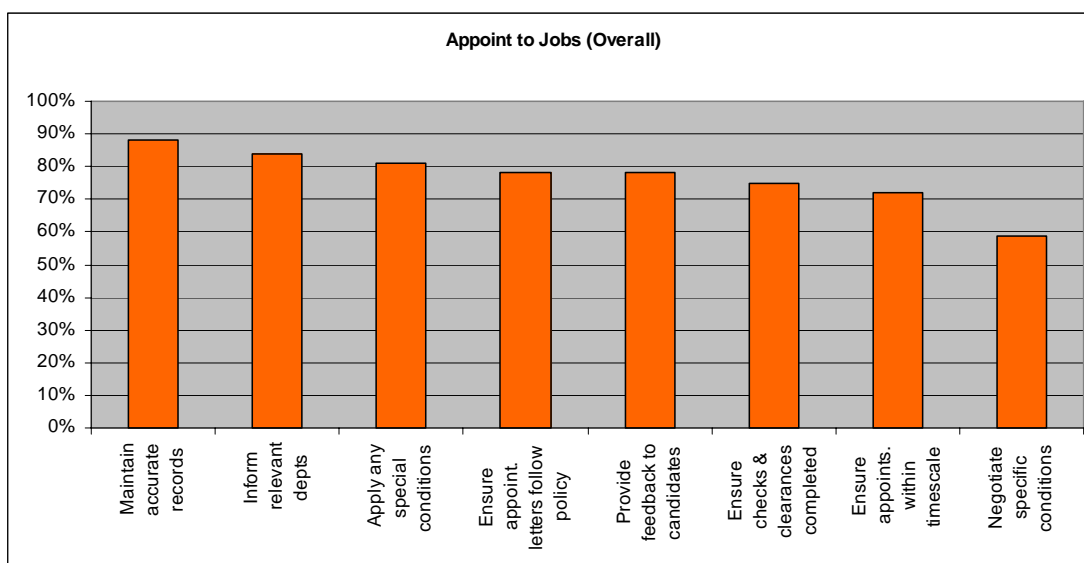
“Contribute to the short listing process and inform candidates and others of decisions” – respondents commented that an administrator would not be responsible for the short listing process and that this would be the responsibility of the appointing line manager. They were most likely to be creating correspondence that informed the candidates of the final decision.

“Provide information on equality of opportunity, diversity and discrimination legislation and accepted practise influencing the recruitment and selection procedures adopted” – respondents commented that this was most likely to be undertaken by HR management and that the HR Administrator was likely to be following these procedures rather than providing information.

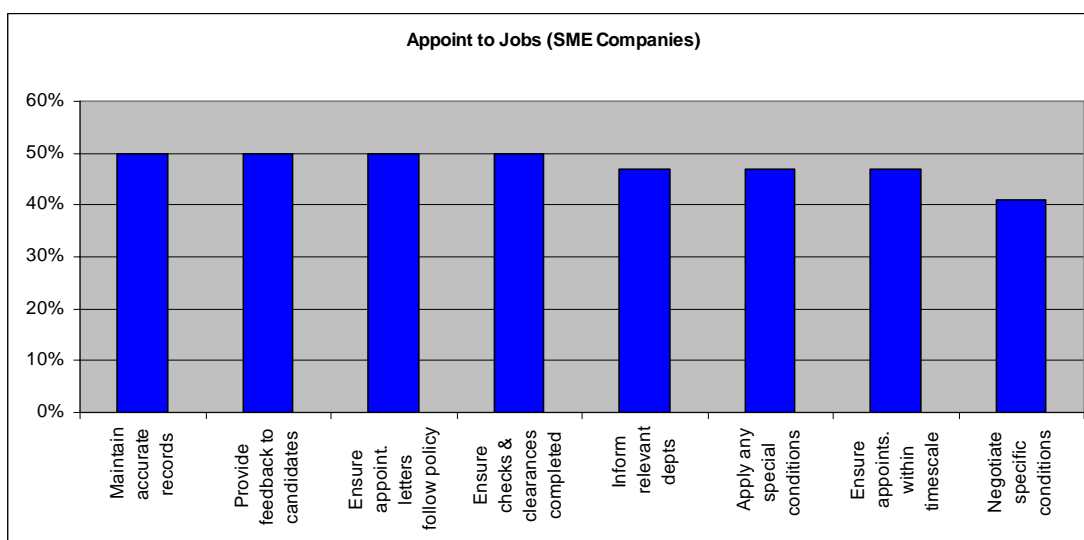
“Ensure that applicant information packs are complete and sent out at times specified in the schedule” – respondents commented that many applicants complete online application packs as paper copies were being reduced for efficiency and so the performance indicator needed to reflect this.

Key Area: Recruitment and Selection

Function: Appoint to jobs

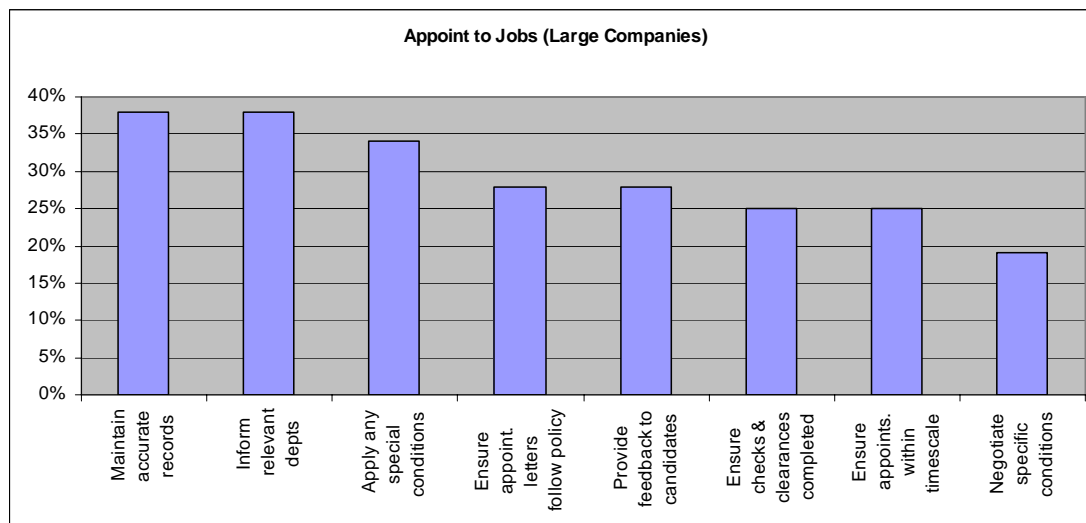


The chart above shows the percentage of respondents who complete each performance indicator as part of their job role with regard to appointing to jobs. The most common function was maintaining accurate records and the least common function was negotiating specific conditions.



We can see that for SMEs, the results are the same in that the most and least common functions are maintaining accurate records and negotiating specific

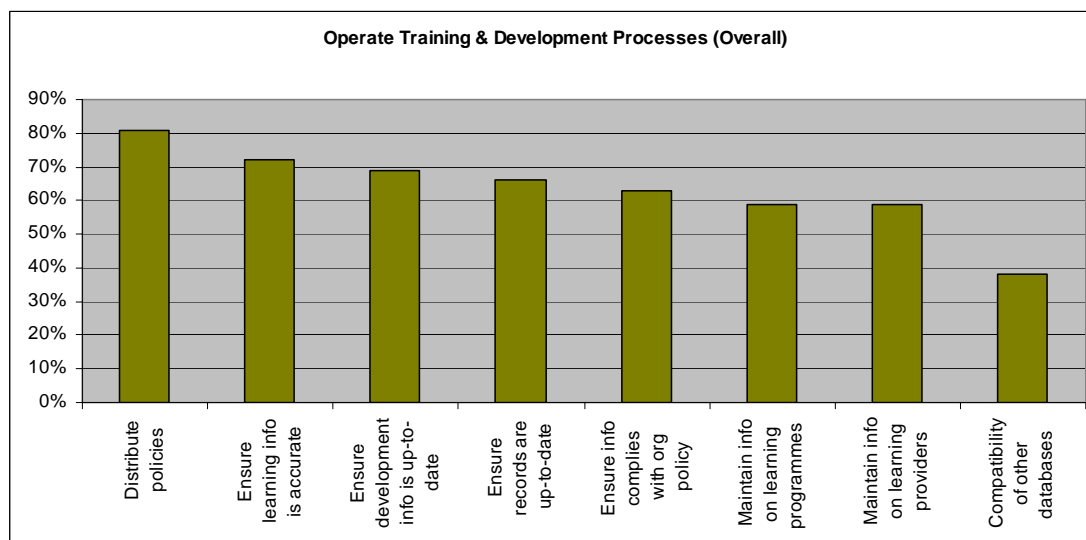
conditions. This was because the respondents did not understand what 'specific conditions' would involve as part of their job role.



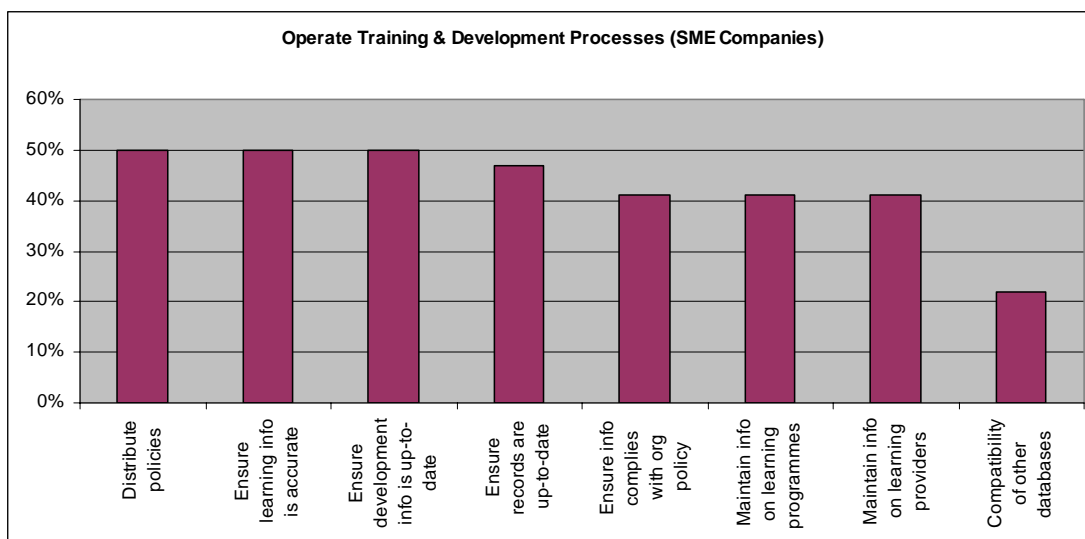
With regard to large companies, the most and least common functions were also the same as within SMEs.

Key Area: Training and Development

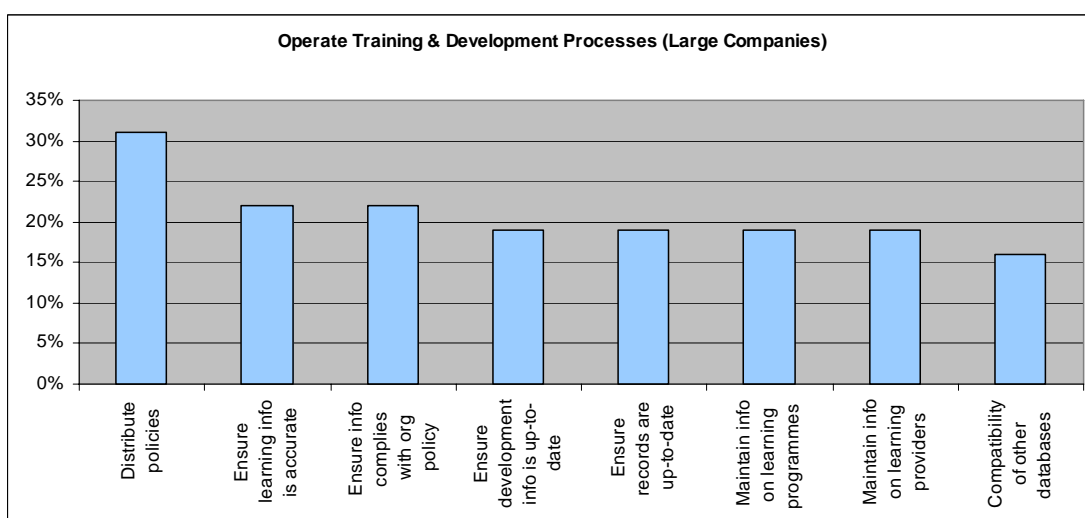
Function: Operate training and development processes



The chart above shows the percentage of respondents who complete each performance indicator as part of their job role with regard to operating training and development processes. The most common function was distributing organisational policies and the least common function was ensuring compatibility to other HR databases. This was because respondents commented that this was not completed as part of their role. In most cases, databases were not used at all and where they were, they were stand alone and not used against other databases.



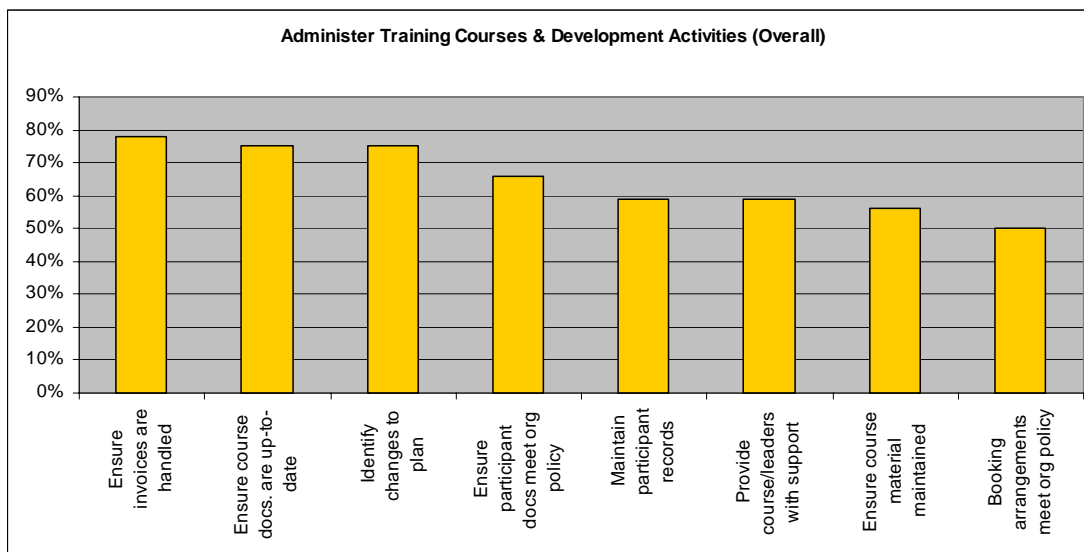
As before, the most common and least common functions are the same although the second least common function 'maintain information on learning providers' is because respondents commented that for SMEs, a range of learning providers are not used and so information on several different providers was not needed. SMEs also commented that the third least common function 'maintain information on learning programmes, their requirements and methods of delivery', as training and development records did not appear to be a high priority within the SMEs participating in this study.



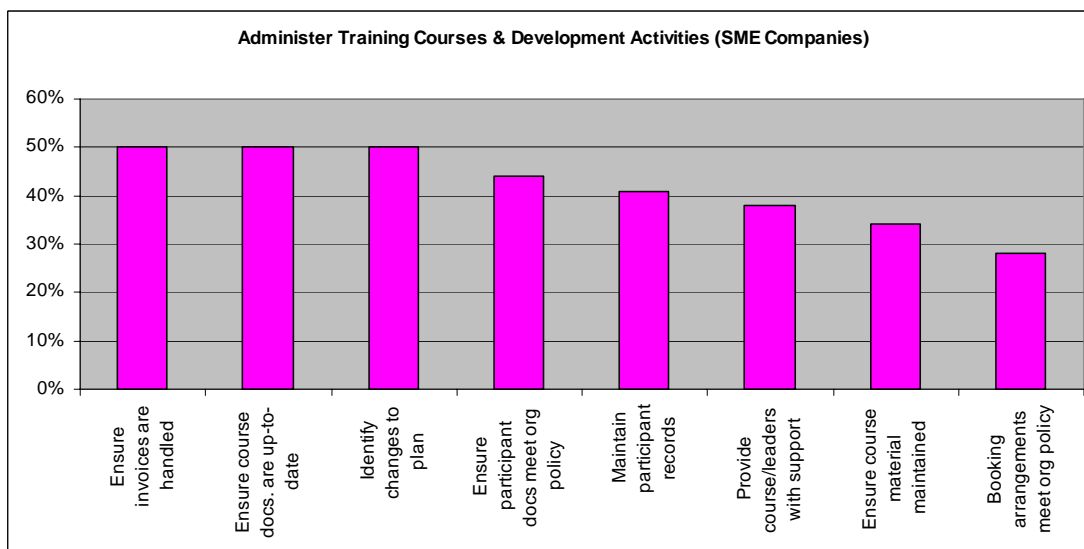
Again, the most common and least common functions are the same as SMEs.

Key Area: Training and development

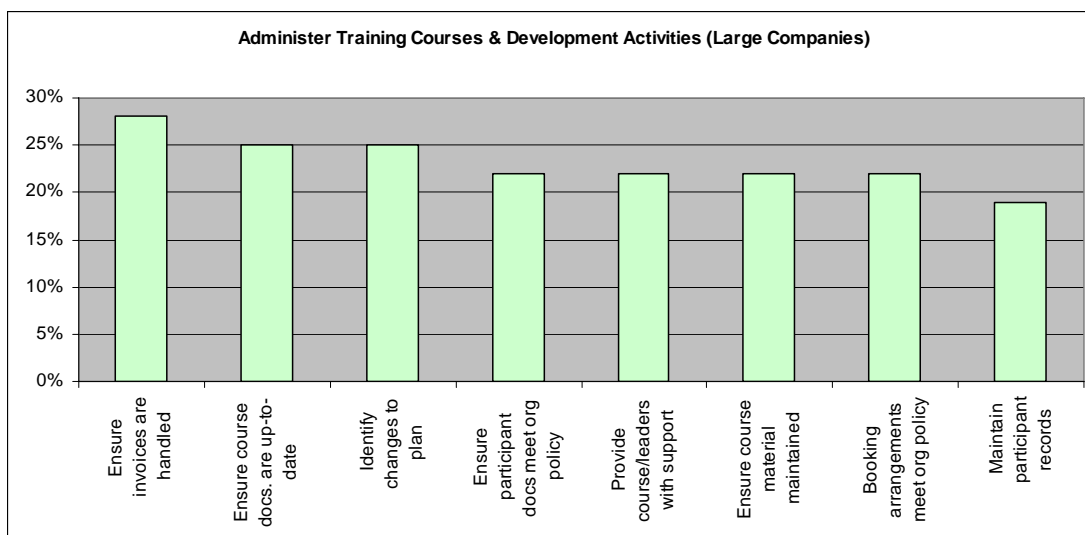
Function: Administer training courses and development activities



The chart above shows the percentage of respondents who complete each performance indicator as part of their job role with regard to administering training courses and development activities. The most common function was to ensure that invoices were handled appropriately whilst the least common function was to undertake booking arrangements for travel or accommodation. This is because respondents commented that many courses were day release and so did not need accommodation or that venues and equipment were organised by a training provider directly.



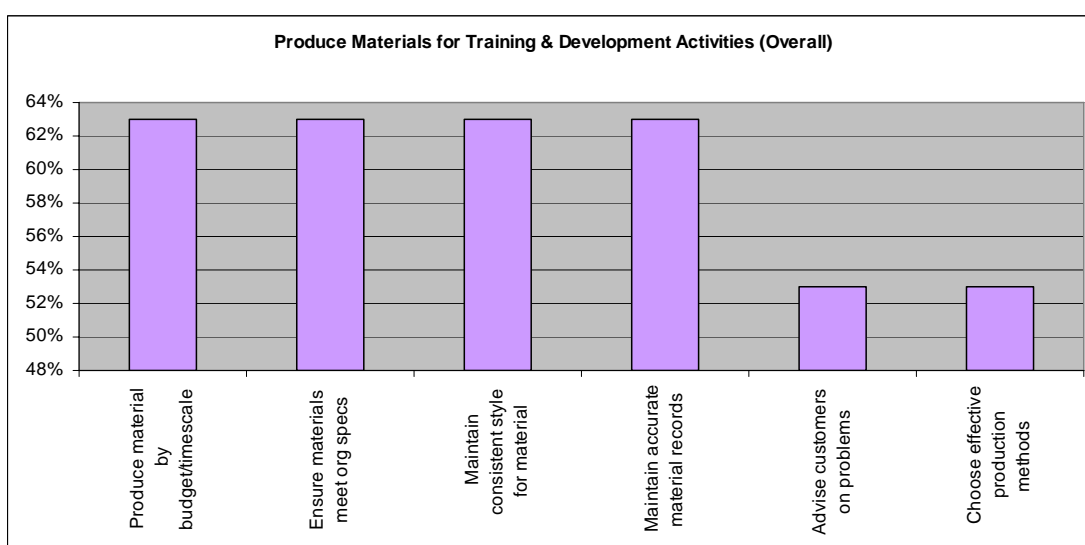
For SMEs, the function, 'maintain complete, accurate and up to date records of participants and course leaders' was not a common function because respondents commented that this was not currently completed as part of their role although they did believe it was important to do so.



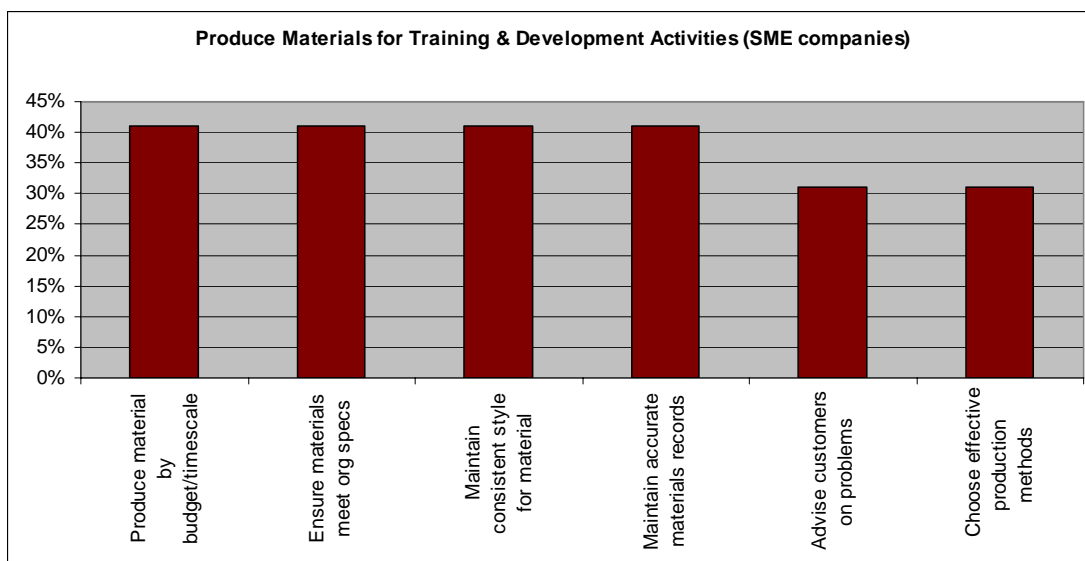
For large companies, the function, 'ensure that course and activity materials are maintained and produced on time' was not appropriate as respondents commented that it was most common for materials to be produced by the trainer or course leader rather than the administrator. It is interesting that the least common function is to maintain participant records as it is assumed that this would be more important in a large organisation.

Key Area: Training and development

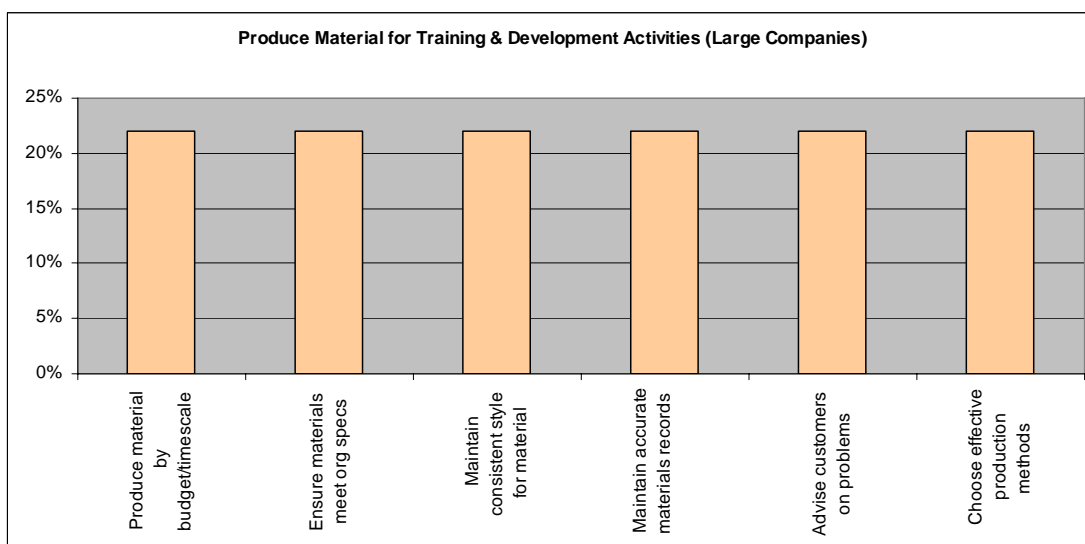
Function: Produce materials for training and development activities



The chart above shows the percentage of respondents who complete each performance indicator as part of their job role with regard to producing materials for training and development activities. The most common function was to produce the material under budget and by the required timescale whereas the least common function was to choose effective production methods.



For SMEs, the most and least common functions were the same as the above.



For large organisations, the most and least common functions were the same as the SMEs.

6. Conclusions and Recommendations

In 2007, according to the Standard Occupational Codes (SOC), there were approximately 155,000 HR Officers. However there is no recognised statistic for the number of HR Administrators primarily because they are grouped under 'Administration' rather than 'HR'. However, research of job vacancies shows that there are more job vacancies for HR Administrators than HR Officers.

Recommendation: There is a clear need for qualifications that contain both administration and HR content in order to meet the needs of HR Administrators.

The functions of a HR Administrator role include:

- completing the payroll function
- recruitment administration
- PA support
- training administration and
- writing letters.

Skills required of HR Administrators are:

- IT
- communication
- team work
- organisation and
- attention to detail.

HR Administrators are not required to hold HR qualifications but are expected to have administration work experience.

Recommendation: The key functions of HR Administrators should be covered by appropriate NOS. In this case, administering the recruitment, training, employment and exit processes are the areas which should be focussed on.

The CIPD is the most recognised provider of HR qualifications and programmes for those administrators that wish to progress within HR. In particular there are five certificates in varying areas of HR that lead to Associate membership.

Recommendation: It is important that any NOS units created for HR Administrators produce a clear pathway into CIPD qualifications and/or membership.

HR is a growth industry although many functions are predicted to be outsourced in the future. There is also a clear progression route through HR by beginning a career in HR Administration.

Recommendation: HR Administration NOS are needed to support the work function and development of appropriate qualifications that facilitate progression to CIPD membership.

In terms of the ENTO NOS, each cluster of performance indicators was consulted upon with HR Administrators to see what functions were a part of the HR Administrators role.

Advertising job vacancies is generally a function that is outsourced for both large and SME organisations. However HR administrators support recruitment, selection, training, employment and exit processes.

Recommendation: There is a clear need to develop HR administration NOS to ensure that all the functions carried out by HR administrators are supported by effective, fit for purpose NOS.

The second part of this milestone is to communicate the findings of this feasibility study to employers, other SSCs and ENTO. A variety of methods will be used to achieve this – see Section 7 for full details.

The next stage of this work will be to commission a specialist administration standards development project and develop HR Administration NOS that cover all the specialist functions carried out by HR administrators.

7. Communication Materials

There are three key stakeholder groups that will be informed of the results of the feasibility study: ENTO, CfA employers and other sector bodies.

In order to ensure that this information is targeted correctly to these three groups, the information will be disseminated in the following ways:

- ENTO will receive a full copy of the Feasibility Study in order to provide as much detail and research background as possible
- CFA employers will receive an e-briefing in September. This will include the key recommendations from the feasibility study.
- Standards Managers at each of the sector bodies will receive an email with the headline results and recommendations and a link to the page of the CfA website where a full copy of the report can be downloaded if they require further information.