

## Facilities Management from A to Z



Based on The FM Lexicon by Martin Pickard  
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# H

## uman Resources

Human Resources are the people that staff and operate an organisation as contrasted to its financial and material resource. The organisational function that deals with the people is commonly called the Human Resources Department or HR.

The HR function evolved from the traditional Personnel role as the discipline moved beyond paying employees and managing employee benefits. The concept was based on the growing view that people are an organisation's most important resource that must be hired, satisfied, developed, and retained.

The facilities management discipline is directly related to HR as it is responsible for accommodating and supporting the organisation's people. A close working relationship is essential and in some organisations the FM function even reports to the HR Director.

HR professionals are commonly responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organisational leadership and culture, and ensuring compliance with employment laws.

In circumstances where employees desire and are legally authorised to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives (usually a trade union).

The HR function was initially dominated by transactional work such as payroll and benefits administration, but now commonly includes more strategic themes like mergers and acquisitions, talent management, succession planning, corporate social responsibility, and diversity and inclusion. HR roles and responsibilities vary depending on the size of the company. In some organisations, the HR professional will typically work across several disciplines, while in others there will be both generalist and specialist HR roles. Some companies outsource parts of the HR work and those outsourcing companies have become large and very successful.

The Chartered Institute of Personnel and Development (CIPD) is the leading professional association for human resource management professionals. The organisation has over 135,000 members across 120 countries, and achieved chartered status in 2000. The CIPD accredit training and qualifications in HR, carry out research and provide continuing professional development for HR professionals.

As FM is a function that employs a considerable number of people, the HR function is an important source of support for every facility manager as well as an important colleague. A positive relationship between line manager and HR support greatly eases the difficult situations that can arise when dealing with staffing recruitment, performance and discipline issues.

*The Chartered Institute of Personnel and Development has an extensive website with many useful resources on HR [www.cipd.co.uk](http://www.cipd.co.uk)*