

# TOPIC 8

# Human Resources Management

Academic year: 2023-2024

Lecturer: Javier Ortega

# Contents



The role of HR  
and its policies



Performance  
Management



Talent  
management



Conflict  
management



HR in the  
Pharmacy



# The role of HR and its policies

- HR provides the company with the people it needs with the level of skills it needs today or in the future.
- People's competencies can be defined as the set of three competences:
  1. 'Knowledge': knowledge and skills that you possess and master.
  2. 'Know-how': knowledge and skills mainly derived from implementation and experience.
  3. 'Knowing how to be': a person's attitudes.

# The role of HR and its policies

The competences of a company derive from combinations of the various types of knowledge held by the people who work in it. When these are well managed and, above all, well developed, they become a source of sustainable competitive advantages since they are unique, unrepeatable and difficult to copy or imitate. However, ...

# Performance Management

Performance management is a business process that involves planning, monitoring and evaluating the performance of employees in an organisation to improve their effectiveness and contribution to the fulfilment of the company's objectives.

It encompasses clear goals and expectations, constant feedback, skills development, and decision-making related to rewards and recognition.

It seeks to maximise individual and collective performance while promoting a productive and collaborative work environment.

# Performance Management

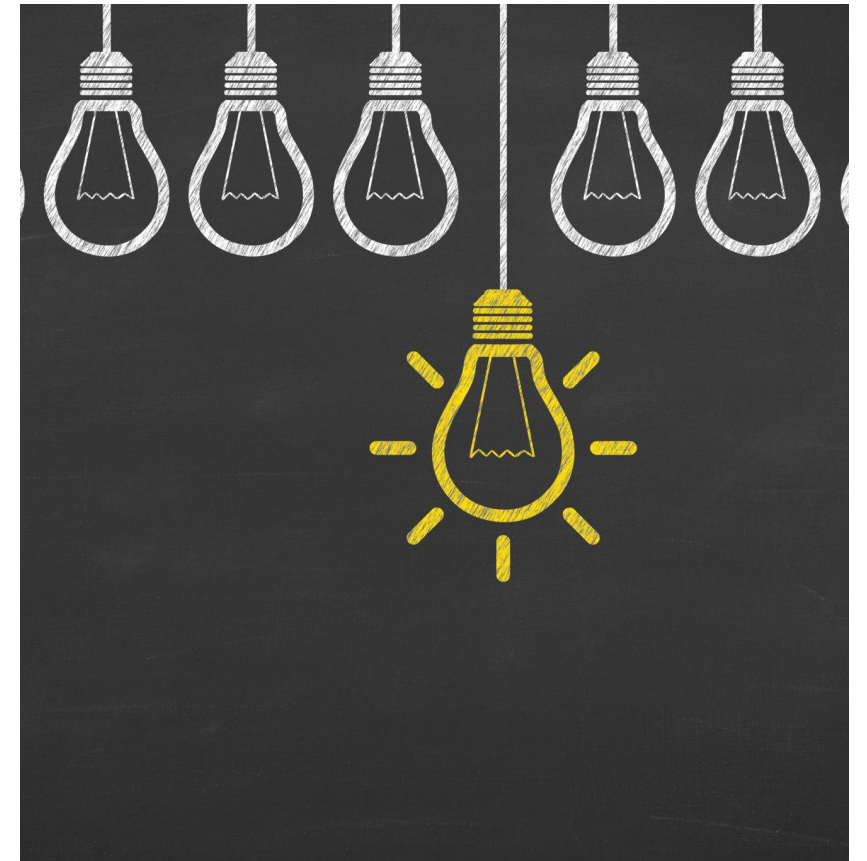
Performance levels of the HR function:

- The Human Resources Department (HR). The HR Department implements the policies and guidelines the company considers for its human resources in terms of recruitment, motivation and development.
- Human Resources Management (HRM). The HR Department must, on a daily basis, transmit the guidelines set by human resources management.
- Human resources management deals with labour administration (the relationship between the company and the worker), labour relations (the application of collective law in the company), and occupational health (the prevention of occupational risks and care in the event of occupational accidents).

# Talent management

---

- Talent Management focuses on identifying, attracting, developing and retaining employees who possess exceptional skills, knowledge and capabilities that are critical to the long-term success of the organisation.
- It involves strategies for identifying high-potential employees, providing them with development and promotion opportunities, and ensuring that they align with the company's goals and values.
- It focuses on long-term planning and investment in the growth and retention of key employees.



# The difference between Performance Management and Talent Management

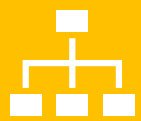
---



The main difference lies in focus and scope.



Talent Management involves identifying and cultivating exceptional long-term employees, whereas Performance Management involves evaluating and improving the performance of all employees in their current roles.



Both are important components of human resource management in an organisation. They can complement each other to achieve a talented team and high performance in the present and in the future.





## Conflict management

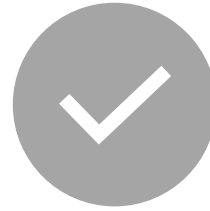
- In Human Resources, conflict management refers to the **practices and strategies** used by human resources professionals and leaders of an organisation to **identify, address and resolve disputes**, disagreements or tensions between employees or between employees and management. The main objective of conflict management in HR is to **promote a healthy and productive work environment** by resolving differences constructively.

# Phases in conflict management

---



Identification



Evaluation



Intervention



Communication



Tracking

# Conflict management

HR conflict management is essential for maintaining a **harmonious and productive work environment**, as unresolved conflicts can have a negative impact on employee morale, productivity and organisational culture.

# Conflict management

By addressing conflicts effectively, organisations can foster healthy working relationships and minimise the disruptive effects of disputes in the workplace.

# HR in the Pharmacy

Recruitment and proper selection

Training and development

Regulatory compliance

Time management

Customer support

Inventory and stock management

Occupational health and safety

Internal communication

Performance evaluation

Professional ethics

Adapting to change

# HR in the Pharmacy



Workers' **payslips** are all very similar since they have to follow an official model and most companies and agencies use the same programs to create them.



The Supreme Court allows payslips to be delivered **on paper** or **in printable digital format**. According to a law passed on 17 January 2019, **the contents of the payslip must be clear**. It must be easy to verify the concepts paid, which must be itemised and allow the amount for each item to be calculated.

OFFICIAL MODEL PAYROLL



# Remuneration and the payslip

- The **header** must include fundamental data to identify the **company and the worker**.
- The **name, TIN and Social Security contribution account code** must appear for identification purposes.
- The worker's data must include their:
  - **Name and surname**
  - **ID number**
  - **Social Security number**
  - **Employment category**
  - **Contribution group (Social Security)**
  - **Length of service in the company.**

# Remuneration and the payslip

- These data are very important. Very often a worker who has been in the company for a long time has gained promotion but only their initial position appears in the contract. However, on the payslip the company recognises the worker's current position. This enables the worker to demonstrate the position they really occupy.



# Remuneration and the payslip

- In some payslip models, a distinction is made between seniority and date of entry into the company, which may be subsequent to seniority in case of subrogation or recognition of seniority in another company.
- For salary purposes, the important thing is the length of service with the same category (regardless the company).

# Salary payments and non-salary payments

Salaries are the remuneration that workers receive for their services. It should always comprise the base salary. Depending on the remuneration system established by the collective agreement, other concepts may also appear. These include supplements, bonuses and length-of-service payments, etc. Employers may also include rewards or salary increases.



Non-salary payments are also possible. These include allowances, transport expenses, etc. They are generally intended to compensate workers for expenses they have incurred when doing their job and are usually set out in the collective employment agreement.

# Remuneration and the payslip

LOOK at the SALARY TABLES FOR A PHARMACY!

# Remuneration and payslip

The various types of contributions are itemised on the payslip as common contingencies, unemployment contributions, training contributions, and overtime (if applicable). The percentage deduction is usually indicated on the payslip and depends on current legislation.

In 2019, in the general Social Security regime:

| Contingency                                     | Company  | Employee                         | Company   | Employee             |
|---|--|----------------------------------|---|----------------------|
|   | NORMAL HOURS   |                                  | OVERTIME  |                      |
|   | Percentages applicable based on contribution (salary + proportional component of extra payments) |                                  | Percentages applicable based on extra contribution (amount received in the month) |                      |
| Common contingencies                            | 23.60 %  | 4.70 %                           | 23.60 %<br>12,00% (FM)  | 4.70 %<br>2.00% (FM) |
| Unemployment                                    | 5.50 % Fixed<br>6.70 % Not fixed   | 1.55 % Fixed<br>1.60 % Not fixed | --  | --                   |
| Accidents at work and occupational diseases (1) | 1.65 %   | --                               | 1.65 %  | --                   |
| Vocational training                             | 0.60 %   | 0.10 %                           | --  | --                   |
| Wage Guarantee Fund                             | 0.20 %   | --                               | --  | --                   |

Note: rates applicable to CNAE 2009 retail trade activities

# Remuneration and payslip

## The contribution base

The contribution base is a key concept in financial issues in relations with Social Security. It determines, for example, the pension we receive when we retire, unemployment benefits and the social security deductions on our payslip. It is an upper and lower cap that depends on our professional category, not our salary.

An updated version (2023) is available at:

<http://www.seg-social.es/wps/portal/wss/internet/Trabajadores/CotizacionRecaudacionTrabajadores/36537>

For example, if we are Pharmacy graduates, we are hired in group 1 as graduates, and we charge (over twelve payments) a total of 5,500 euros/month, we will pay social security for a maximum amount of 4,070.10 euros/month, with the percentages explained. If, on the other hand, we receive the equivalent of 1,200 euros/month, our contributions to social security will be a monthly amount of 1,466.40 euros.

# Remuneration and the payslip

- **The withholding for IRPF (Tax on Personal Income) is a payment on account made in advanced with respect to the income statement for the following year.**



# Remuneration and the payslip

## GROSS AND NET SALARY

**Gross salary** is the sum of all wage and non-wage payments. This amount is normally shown on the payslip as total accruals (*devengos*).

From this gross salary the total deductions, made up of the contributions and withholdings discussed earlier, are extracted.

To determine how much the company will transfer to the worker's bank account, **net salary**, i.e. the result of subtracting these deductions from the gross salary must be taken into account.

# How to tackle the job interview

1. Research the company
2. Prepare answers to common questions
3. Highlight your achievements
4. Be punctual
5. Dress appropriately
6. Maintain good non-verbal communication
7. Be authentic
8. Ask smart questions
9. Control your nerves
10. Be clear in your answers
11. Follow the process
12. Send a thank you message