Contents

The purpose and scope of Human Resource Management to resourcing an organisation with talent and skills appropriate to fulfil business objectives.

Overview of Salesforce

Founded in 1999, Salesforce is among the globally known customer relationship management (CRM) services. Besides, the company develops enterprise applications that it vendors as services to customers for market automation, customer service, and data analytics. Salesforce issued its first Initial Public Offering (IPO) in 2004, consequently raising US$100 million. As of 2020, Salesforce had a workforce of 4,900 employees. A review of the company's financial performance shows increasing revenues, especially over the past five years. For instance, Salesforce revenues in 2015 amounted to US$5.37 billion, which was an improvement over the previous year by 32%. This growth trend has been demonstrated, with the financial year 2020 revenues amounting to US$17.1 billion. Salesforce has several subsidiaries that operate in the technology business spheres. These include quip, Mulesoft, Heroku and Tableu, which Salesforce bought for US$15.7 billion in 2019. This report adopts Salesforce in exploring Human resource management practices. Therefore, it would be essential to begin by introducing specific products and services. Salesforce provides to its clients, as they are central influencers of the company's HR practices.

Salesforce provides servicers under several technology categories: service cloud, commerce cloud, analytics cloud, data cloud, vaccine cloud, sales cloud, IoT, community cloud, and App cloud. Some of its products include the leading Salesforce platform with tools that enable organisations to manage processes, issues, and cases with customers. Besides, customers can follow-up on their inquiries and complaints through social media platforms, augmented by other analytical tools. Other services include Lightning, which helps developers integrate other applications with the Salesforce platform, work.com, which provides an avenue for companies to coach, provide feedback, and reward its employees. The app exchange platform currently provides 3,400 third party applications allowed on and anchored on the force.com platform that has been installed more than 5.6 million times. Mytrailhead is a training platform used by companies to train regarding the customers' needs, with companies being able to develop and record relevant training content and programs. Salesforce' blockchain platform facilitates the integration of blockchain apps with CRM software.

Definitions and functions of HRM
Definitions
The concept of human resource management has gained attention from many contributors in both academic and business spheres. The result has been different viewpoints of what HRM means and encompasses in

different organisational contexts. Part of the reason HRM is viewed differently is attributed to how 'human resources' are viewed. For instance, Kaufman (2008) describes human resources as the talents, knowledge, creative capacity, and attitudes present in a given workforce. Others approach the aspect from physiological and ethical components. McGaughey (2020) describes human resources as inherent human capital, categorised in emotional, social, or intellectual capital. From the above description, it is evident that HRM encompasses efficient and effective utilisation of the human resources within an organisation to actualise established goals. Flippo (2006) describes it as the planning, directing, and organising the workforce through actions revolving around employee acquisition, integration, compensation, and maintenance to achieve social, organisational, and employees' individual goals.

A review of extant definitions shows that people are the centrepiece of the HRM practice. Bruce (2015) describes it as the component of an organisation's management, whose primary concern is the people and their relationship with their employing organisation. The intention is to holistically integrate and develop an organisation to facilitate the achievement of mutual goals. Cooke, Dickmann echo this, and Parry (2020) explains management as the acquisition of people's services, development of skills, and motivation to pursue goals. From the analysis of definitions, there seems to be a lack of a universally accepted one. Still, this paper adopts the definition that HRM is the process of acquiring, developing, and retaining competent employees to achieve mutually beneficial objectives between employees and an enterprise effectively and efficiently".

Functions

Employees influence an organisation's actions and outcomes and are as well affected by the organisation's practices. The HRM thus has both managerial and operative roles. The managerial aspect is indicated by activities such as workforce planning, organising, and directing.

Planning

This revolves around establishing the type, quality, and quantity, and duration of tasks and determining and assigning necessary inputs to human resources. This is contingent on many factors, including scale and scope expansion of an enterprise, resignation, retirement or dismissal or employees, or even mere succession planning. Research is a core aspect, as the HR department has to obtain, examine, and identify the existing versus future talent needs. Planning is intended to be a precursor to and a provider of justification and support for other resultant activities.

Organising

Employees in an organisation are diverse, especially in skillset, and so are the existing job descriptions. The HR department has the obligation of ensuring that job positions and the explicit and implied tasks are matched to an employee depending on relevant disposition, experience and intellectual and physical capacities. The organising function is decisive, especially in contexts where there are issues with employee-job fit, insufficient work, work overload, the overlap of objectives and activities, or reporting systems that are not clearly outlined.

Directing

While an organisation could have a highly competent workforce, understanding whether an organisation desires are in terms of vision and mission needs to be instilled to induce relevant actions. This involves HR providing instructions, guidance, and supervision to employees following preconceived goals.

Controlling

An HR professional might create advanced HR frameworks and ideologies. However, there is exposure to risks such as employee oversight, lack of objectives' comprehension, or even inappropriateness of irrelevance of the strategies concerning objectives. Controlling encompasses checking, verifying and comparing an employee's performance relative to their goals. In the event, there is a deviation, control and mitigation efforts are mobilised.

Employee Procurement

From the HR perspective, the planning function, as described in the prior section, indicated that the HR department could identify current and future resource and capacity needs. This culminates in communicating these needs and bringing in prospective candidates either internally or externally and subjecting them to the establishing processes for selection. This is based on a job analysis and design outcomes. Candidates are screened according to established requirements in terms of experience, qualifications, or specific skills influenced by the corresponding responsibilities, duties, and tasks. The recruitment function entails recruitment, selection, integration, promotions, transfers, and job analysis.

Training and Development

This function revolves around creating and implementing activities intended to improve employees' knowledge, values, and skills to facilitate better performance and growth amongst employees. This may be exhibited by employee occupational training, career training, executive training, and even performance appraisal.

Compensation

This function encompasses determining the wages and salaries following what employees contribute to an organisation as it pursues its goals. HR is intended to ensure equitable and fair compensation in terms of salaries. Amongst the characteristic tasks include job evaluation and determination and administration of wages and salaries. Besides, according to established guidelines, HR contributes to determining the incentives or bonuses that should be relayed to employees.

Maintenance

The maintenance function is based on the need for companies to retain qualified and competent employees. While there is some overlap with the compensation function, maintenance revolves around unique elements that make the workplace preferable to others. This may include providing funding for housing, health, transportation, and further education, amongst others. Maintenance extends to social security as well, where the HR administers packages such as insurance in groups, pension, and provident funds. Welfare schemes are also initiatives deployed under the maintenance function.

Integration

Integration involves a plethora of aspects intended to make the workplace hospitable to the employees. It is HR's mandate to ensure that workplace conditions facilitate employee satisfaction. Amongst the HR duties that fall under this classification include grievance and conflict handling and redressal, employee discipline, and collective bargaining. Employee relations, such as handling employment union issues, also subscribe to the maintenance function.

HR functions & critical roles and responsibilities of HR functions within the chosen organisation

Purpose of HR Functions

Salesforce has a workforce of more than 60,000 employees, and as such, the HR plays a pivotal role in harmonizing employees in accordance with its single mission of uniting companies with customers (Salesforce, n.d). This is because the HR determines and facilities activities and processes whose impacts reverberates across an entire firm and operations in a global scale. Essentially, the HR functions revolve around staffing, employee and managerial development, remuneration, workplace environment and relationship between employees and with employers. Within the functions, there are distinct one-time and regular activities all directed towards actualizing the corporate objectives and activities since it views employees as assets, resources and internal customers. Furthermore, as the resource-based view posits, employees could act as

internal pillars of competitive advantage (Elrehail et al., 2019), and as such, the HR benefits a firm by communicating with the workforce and adapting the workplace environment in accordance with their needs and priorities.

The significance of HR is illustrated by firms, especially new, that overlook the HR concerns and later struggle when the workforce increases and business flourishes. Part of this is because managing employees requires not only resources, but also time and consistencies that many managers are uninclined to guarantee. Furthermore, emphasis on the HR demands resources that could be dedicated to other concerns, but to the detriment of employee satisfaction, workplace culture, and sustained success. As such, effective HR not only helps reduce exposure to decline in employee performance, but also improves task motivation, workplace satisfaction and individual and collective growth (Salesforce, n.dc). These have the propensity of enhancing productivity, adaptability and efficiency required in respective occupations and tasks.

HR objectives are inclined to, and subscribe to a firm's mission and objectives. Thus, there is need to advance and configure the available talent in a way that enhances growth. This makes HR to have a strategic purpose. Through HR, firms are able to obtain relevant skills, motivate and regain employees. Unlike in traditional HR where emphasis was on management of time, payroll and labor, currently, the HR is in consistent exploration of methodologies that enhance holistic individual and firm performance and efficiency, while ensuring compliance to actual and implied expectations as well as legal provisions.

Roles and Responsibilities of salesforce HR

Training and Development

In the quest to ensure that Salesforce develops products relevant to its customers, HR is involved in acquiring talent and training and development. Training and development are anchored on its four core values and innovation, and customer success. Therefore, HR is involved in building a workforce that reflects its purpose of introducing new offerings by adopting necessary training and development initiatives.

Determining Compensation and Benefits

Salaries, bonuses and benefits are critical determinants of employee input towards a firm's success. At Salesforce, HR is tasked with designing and enforcing compensation initiatives. Amongst the outcomes of these initiatives includes the general neutral policy that allows paid parental leave of 26 weeks. HR designs the benefits of providing vision, dental, general health, and life insurance or its employees. Salesforce has also created accounts for saving for health and flexible spending. By joining a health club, Salesforce reimburses US$100 of the charges incurred by the employee.

Employee welfare and work-life balance

Salesforce's HR has the mandate of ensuring that employees' ability to perform is optimised. In this regard, it designs the appropriate methodologies to enhance their welfare and work-life balance; for instance, Salesforce provides several childcare options for its employees. These are provided within the company's premises and may be regular or for emergency purposes. Besides, the company pays for premium access to relevant childcare providers. Salesforce provides sick time for its employees and provides disability income if an employee has an accident or illness that impedes working following an established arrangement. This is to ensure that the employee is not overwhelmed.

The HR identifies other additional services that could enhance their employees' wellness and comfort in the company and holistically. One such outcome includes the eight free counselling sessions to help deal with work and relationships, which could be done either through video conferencing or in-person depending on the employees' convenience. Besides, Salesforce employees are also provided financial advice with regards to a retirement plan or property ownership. In this, employees enjoy two 30-minute sessions they do not have to pay for.

Provide an assessment of the approach/process that your chosen organisation use for workforce planning & resourcing

According to fortune 100, Salesforce is ranked sixth best to work for. Salesforce was ranked 2nd in the previous year. To deduce a company's ranking, elements identified include workplace culture, people programs, and benefits that include compensation, health insurance, and compensation during time off, philanthropy initiatives and training and development. This is conducted across all demographic groups in an organisation. The motives of the ranking transcend presenting the company as a reputable employer. It is intended to allow companies to familiarise themselves with the approaches that make top-ranking companies exemplary. With n Salesforce being positively ranked, it would be plausible to contend that its HRM practices are worth emulating.

Salesforce (2021) explains that its workplace planning and resourcing begins by identifying its business environment changes. For instance, the company consistently monitors emerging market opportunities, competition intensity changes, or management changes. Besides, it considers new product introduction or improvements, human resource costs, acquisitions. By analysing these aspects, Salesforce can identify current and potential talent deficiencies. However, the company mentions that not every change in its business environment is predictable, resulting in the company always reviewing its workforce's capacity.

According to Salesforce (n.db), even candidates unable to be employed receive free advice. Salesforce

recruiters are trained to provide feedback to applicants, including the reasons they failed, the mismatch with the role, and recommendations for further improvement to qualify for such a role in the company. Furthermore, Salesforce leverages the trailhead program to help candidates consistently advance their competencies depending on their career priorities and job opportunities in and beyond the company.

With Salesforce focused on establishing an environment that facilitates candidates' success in their respective roles, the company rigorously trains its procurement staff, including hiring managers, recruiters, and interviewing personnel. Also, the Trailhead has a training module for the hiring staff called "hiring the Salesforce way'. This module encompasses the company's stance on inclusivity and equality in hiring concerning what the company is looking for, especially regarding values and role-specific competencies. Through this, the company can provide a harmonious, objective, and inclusive experience amongst the candidates. Through its recruiting efforts, the company can recruit a happier, engaged, and loyal workforce, as described by 95% of its employees Salesforce (2021b).

Different sources/approaches to recruitment

Internal recruitment vs external recruitment

Companies are at liberty of selecting either internal or external recruitment. Internal requirement involves filling vacancies with candidates who are already working in the company in a different capacity. External recruitment involves pursuing talent outside the companies existing workforce. Salesforce uses both of these forms of recruitment. However, internal recruitment is prioritised. As explained by fortune (2020), current Salesforce employees bring about 52% of all hires. Referrals are widely emphasised, and in fact, employees earn about US$2,000, with more than US$7 million being shared amongst employees who referred new hires.

Job Analysis

Salesforce workforce is composed of employees in diverse careers, including software engineers, marketers, and customer relationship managers. When hiring, the company has systematically collected details on the job's nature and requisite qualifications and qualities. This includes the mental and physical efforts necessary, skills and competencies, and duties and responsibilities. This informs the job descriptions and specifications. Salesforce favourably inclines towards competency evaluation than personality factors in analysing for needs and deducing desired candidate profile.

Different methods/approaches to selection

Application forms and CVs

Salesforce invites application forms and CVs following its announcement of vacancies through its internal and

external communication platforms. The company shortlists the employees based on how the competencies and skills are congruent with the job description. Salesforce's recruiting staff perform the prospective employees and contact them within seven days with an interview invitation. The progress is monitored through an application made for employees to view the status of possible hires.

Advantages and Limitations of recruitment interviews at Salesforce

Use of interviews benefits salesforce's hiring in numerous ways. For instance, the company invites applications from individuals with varied competencies, personalities, and backgrounds. Through interviews with the candidates, there is opportunity to identify those that qualify and even surpass the requirements. This implies that the company can identify strongest candidate in terms of occupational skills, assertiveness and confidence and leadership amongst others. Interviews also enable applicants to make inquiries and interviewers to modify as a need arises.

However, interviews have some demerits. Interviews usually provide a short time frame to obtain and evaluate a candidate, which is inadequate to explore the responses to the unique scenarios the candidate would be exposed to in actual workplace. Furthermore, the candidates' overconfidence might oversell the capabilities, thereby resulting in underwhelming outcomes following participation in actual tasks. In addition, interview judgements could be highly subjective, and thus may satisfy the expectations of a few individuals, to the disadvantage of other critical stakeholders. In fact, perceptions that are pro-conceived or obtained during first experience might have profound impact, with the rest being to justify or validate the initial perception, and this might affect interview outcomes. This is especially if the initial information and stereotypical view is negative.

Ability and aptitude Tests

Salesforce selection is focused on values and competencies. The company emphasises competencies rather than the personality traits that many companies prioritise. The company has numerous assessment tools, including Trailhead. Besides, Salesforce does not emphasise enterprise software experience since a study has shown that 40% of its high performing employees did not have a background in enterprise software but had a result-oriented background in their former workplace. This emphasis on competencies allowed the company to widen its candidate pool and facilitate planning and resourcing to a global extent.

In assessing competencies, Salesforce uses its SIFT tool. This tool documents the competencies according to the occupation and the accompanying questions and responses. The interviewers can rate the candidates depending on the specific demands of the role. This has created efficiencies, as the company directly relates the role, resulting in employees having an unbiased and healthy experience even during interviewing.

Strengths and weaknesses of competence and aptitude technologies at Salesforce

As the review shows, in addition to interviews, technologies are adopted in salesforce's hiring processes such as through the Trailhead and SIFT tools. These tools have advantages and weaknesses as well. Amongst the benefits, include cost-effectiveness as it accelerates the administration of evaluation activities. In addition, they are standardized, which improves validity and reliability substantially. Furthermore, trailhead provides an opportunity to analyse individuals and reveal weaknesses, thereby helping the firm deduce the necessary interventions following the hiring of candidates.

While this provides cost-effectiveness, standardization and insights on training, there are substantially impactful disadvantages. Amongst these, include the inability to perform holistic assessments. This because an aptitude test does not include all aspects of a person that might have a role in their practice, more so when a unique unexpected situation arises. In addition, while salesforce prioritises competencies, an objective that is satisfied by use of standardized and computerized assessments, it is easy to avoid or overlook soft skills, which are paramount in contexts where employees have to work in teams to develop solutions for other individuals and teams.

Evaluate the effectiveness of the critical elements of Human Resource Management in an organisation

Explain the benefits of different HRM practices for both Salesforce and employees

Organisations need employees who can engage in tasks essential in achieving overall success. Achieving goals is an underlying factor for all organisation initiatives, and as such, having a workforce that could participate in relevant processes promptly is a critical desire. Therefore, the HR function at Salesforce is responsible for acquiring employees for different job positions following the appropriate skills, competencies, and disposition. Such recruitment and selection help acquire a workforce uniquely positioned to achieve specific organisational purpose and objectives. It also gives unemployed people jobs and creates opportunities for promotions of the company's employees, thereby benefiting both Salesforce and its workforce.

Designing workplace and Jobs for Motivation

When all employees at Salesforce can diligently and effectively discharge their services in their workplace, morale is improved organisation-wide. On the contrary, employees who are not sufficiently motivated to complete their tasks as designated could undermine the environment, especially regarding the culture. Through recruitment and selection, the HR practitioners at Salesforce ensure that individuals with the fitting disposition and skills are invited into the organisation as influenced by the specific requirements of their vacant position. Recruitment and selection may also replace employees who are unable to meet or deviate from the established criteria. For instance, through recruitment and selection, Salesforce can acquire motivated, self-driven and

highly competent employees who help maintain, reinforce, and advance its innovation-centric culture desired by its employees.

Performance and Reward Systems

Performance and reward management have critical role, especially with regards to meeting operational and financial objectives. Compensation and rewards are associated with improved productivity. This is because employees are recognised for their contribution, and more predisposed to commit more for further recognition and benefits. In addition, performance and rewards enhances satisfaction, as rewards are indicative of the important employees' position in a firm. Rewards also reinforces happiness, retention, and loyalty.

Flexibility in the workplace

Employees bring powerful energy into the workplace, but the impact is felt when employees are extended a level of autonomy and independence, and a reduction in supervision and micromanagement. This is demonstrated by the firm adapting the workplace in accordance with reasonable employee priorities, resulting in developments such as remote working. In fact, salesforce explained that more than 65% of its employees are likely to attend the company's premises between one and three days a week, an increase from 40% before covid-19 (Kelly, 2021). This shows trust in the workforce, and when employees are trusted enough, it is possible for Salesforce to benefit, as employees are more predisposed to experiment with and introduce breakthrough solutions that could create value for the company while achieving employee self-actualisation.

Development and Training

Salesforce proclaims that its employees play a pivotal role in achieving its current goals and vision. While the company invests in acquiring competent employees through hiring, it has established dedicated training and development initiatives. Salesforce operates in the technology service industry, which is a knowledge-intensive industry, and as such, training and development has a pivotal role, especially given the nature of its workforce. Dipboye (2018) described training involves equipping and improving employee's capacity in executing their tasks and processes, while development encompasses broader elements such as ad decision-making, relationships, communication, and leadership.

Adaptability and capacity for new technologies

Salesforce operates in a highly dynamic environment, which, when compounded with its clients' varied interests, raises the need for adaptability and innovation. Technologies are regularly being introduced, and training and development ensure that its employees can accept and use novel models and technologies and even develop the tools in-house.

Retain and attract talent

Employees in the technology sector are inherently in pursuit of more skills and competency advancement. Virtually every modern employee views a potential employer's ability to offer career growth opportunities as a factor of employment. When Salesforce deploys its training and development, the employers perceive that the company contributes to their desires, increasing their satisfaction and predisposing them to reciprocate through increased morale. This improves the company's reputation and ability to attract talented candidates.

Effectiveness of HRM practices at Salesforce

Flexible work arrangements

A motivated workforce is essential for salesforce, especially with a significant portion of the employees working in flexible arrangements, including working at home, and reduced time amongst others. Such arrangements might increase productivity for self-driven employees, especially as they can save time on commuting, begin work earlier and even stop working later. In addition, the flexible work arrangements have the propensity of improving the creativity amongst the company employees. This is because employees work in different contexts, thereby enabling exploration of new ideas.

Performance and Reward Management

Performance management, an HR activity, is a way of formalising and documenting employee recognition and praise. While highly dependent on objectives, performance reviews are intended to give leaders and managers an avenue to recognise individual and team performance. This is a paramount benefit, especially as studies such as Campbell-Allen, Houston, and Mann's (2008) have confirmed that employee satisfaction and commitment increases substantially if their contribution is recognised, enhancing an increase in performance in the future. For companies that are hiring internally exclusively, performance management outcomes provide insights into employees who qualify for promotions. With employees being subjected to the same processes in review, promotions are viewed as transparent and fair, reducing employee displeasure that could undermine performance. Furthermore, performance management provides an opportunity for communication and exchange of feedback, which employees regularly desire.

Expectations are regularly modified following the adoption and performance management outcomes—areas where performance is inadequate to gain more attention and focus, thereby enabling fast problem resolution. Performance management, primarily through appropriate systems, makes it possible to create graphical reports that show whether actual performance deviates from the desired objectives and responds to my necessary mobilising resources following the preconceived goals. Regular, continuous performance management provides timely data that could be leveraged for reconfiguring strategies and goals, making the activities more aligned with and agile following changing environment.

Development and Training

By salesforce training and development, the company gains benefits in relation to improved capacities in attending to its clients' concerns, while also ensuring that employees do not encounter personal challenges in so doing. In addition, training and development improve the competencies of the workforce, minimising the need for external hiring. This minimises hiring and onboarding costs and improves employee satisfaction and engagement due to internal promotions. This is because the employees are already conversant with an organisation's mission and culture, reducing the supervision and boosting autonomy. This streamlines hiring and onboarding processes.

Salesforce has numerous training and development programs for its workforce. The HR functions are synergetic and mutually supportive. Performance management is one of the undertakings that reveal competence deficiencies, thereby highlighting training and development needs. Reviews, regardless of whether they are informal or formal, help management understand the workforce skillset. Whether employees need to refine or advance a specific skill or be updated with the emergent trends in their profession, performance management and iterative reviews facilitate recognising the shortcomings of current and future training programs.

Job Design for Motivation

Job design encompasses outlining and configuring tasks, responsibilities, distinct tasks, relationships, and methods into a work unit to satisfy desired outcomes. Given the extensive flexible arrangement at salesforce, job design is paramount in retaining and advancing motivation. This is because it helps in evaluating the workload per employee, task repetitiveness, work hours, and definition and communication of work processes. Bu conducting job design for its employee positions, salesforce benefits from employee input with regards to their personal and social needs and as well reveals training needs. In addition, the company is able to adjust the tasks in accordance with the business priorities and the flexibility concerns, resulting in stable employee-job alignment.

Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation

The importance of maintaining good employee relations & employee engagement

Employee relations

The increasing significance of human resource management in firms has intensified the need for healthy labour relationship. Antonioli, Mazzanti, and Pini (2010) explain that companies with exceptional labour relationships recognise that an understanding between employers and employees is an essential factor for long-term success. A positive relationship minimises the risk of disagreements and extends the likelihood of employees

demonstrating productive behaviours. Part of this is because beneficial labour relationships benefit both the organisation and individuals.

Improved loyalty

The relationship between employee and employer is a more influential factor for employee leaving than the tasks themselves. If employees feel overlooked or undervalued, they are more likely to seek employment in a different workplace. Besides, unhealthy labour relations tarnishes an employer's brand, thereby undermining highly qualified candidates' flow.

Increased satisfaction

Employee satisfaction encompasses the extent to which an organisation's workforce is content in the workplace. Amongst the ways satisfaction is achieved is ensuring employees act in job roles for which they are qualified and competent, adopting flexible working arrangements, and compensation and the relationship with seniors, pursued by organisations adopting healthy labour relations. Labour relation approaches ensure that employees' contributions are acknowledged by their management, which creates a sense of achievement and belonging in the company' thereby boosting satisfaction.

Establishes a work culture

The relationship between stakeholders in an organisation is indicative of a culture. Employees desire to work for companies whose culture is thriving. While there lacks a single description of what culture involves, dimensions such as trust, teamwork, recognition for efforts, and support for employees are influenced by the type of relationship nurtured and sustained in an organisation. When the employees view the relationship with their employers as positive, they are more predisposed to subscribe and adhere to their values, norms, principles, and guidelines.

Benefits of employee engagement

Productivity

Research, including Ismail, Iqbal, and Nasr's (2019), has identified that engaged employees are more likely to be more productive as they are more invested. Engagement could be viewed as a symptom of individual employee success. This is because employees who are successful and perceiving their contributions positively are more inclined to be the product of a company and dedicate more efforts. Furthermore, in some instances, engagement is achieved by tackling challenges and assignment of more or better responsibilities. This means that an organisations pursuit of productivity could be realised by identifying new ways for engaging employees.

Loyalty and retention

Retaining employees, especially those with specialised skills and congruent with an organisation, is a modern organisation's primary objective. This is because it not only facilitates maintaining a company's culture while also being a significant mechanism to acquire new employees. When an organisation prioritises tapping the optimal benefits of an engaged workforce, the workers would feel satisfied, protected, and less inclined to leave the employer raises significantly.

Approaches/strategies for employee relations & employee engagement at Salesforce and the effectiveness of those approaches

Approaches/strategies for employee relations

Opening for dialogue

As Kassing (2000) describes, liberty to express oneself is one strategy usually adopted by firms to boost their labour relations. The open dialogue goes beyond regular communication to imply an environment where employees do not hesitate providing there input and sentiments to managers, especially constructively and transparently. Open dialogue is highly effective in addressing employee problems. At Salesforce, the code of conduct dictates that managers are expected to be welcoming and receptive to comments, concerns, and inquiries escalated by employees and, consequently, resolve the issues or direct them to people who could address them. The code of conduct informs employees that matters that indicate a violation of company policies regarding personal or firm affairs should be escalated through various channels, including the personal manager, the employee success platform, the company's legal department, or the ethics point online portal. Employees at Salesforce are also at liberty and without risk of harassment or punishment to freely associate, seek representation, become members of trade unions or otherwise, and bargain collectively.

Diversity and inclusion

Discrimination against minorities is inhibiting stable and resourceful labour relations. Whether explicit or implied in terms of denial of economic opportunities, Pervasive discrimination could contribute to organisation missing out on the benefits of inclusion. Salesforce has expressed condemned and criminalised discrimination based on diversity of opinions and 12 aspects of background, including race, religion, and pregnancy. The company expects that all employment opportunities be assigned based on aptitude and skills. As a result, underrepresented groups account for 47.4% of Salesforce's Unites States workforce, a figure expected to surpass 50% by 2023 (Salesforce (2021c). Women represent 33.6% of the company's global workforce. By embarking on promoting equality in recruiting, development for the underrepresented through programs such as equality mentorship, the warmline program, and inclusive leadership, marketing, and promotion, Salesforce

can leverage diversity and inclusion practices to enhance its labour relations.

Respect and dignity

According to Salesforce (code of conduct), every person has equal value and deserves utmost respect and dignity. The company has outlined its stance on dignity in its business conduct principles, police force, and the harassment policy. As such, employees are legally protected from situations that they do not accept, find intimidating, or offensive. These include bullying, comments or exclusions, and as well as unwanted sexual advances and harassment. By preventing such incidences, Salesforce improves perception by the employees, primarily as it caters for the employee's interests, thereby improving the relationship.

Compensation and benefits

Salesforce not only complies with the applicable laws governing employment, including wage and hour provisions. This includes overtime compensation, applicable minimum salary following jurisdiction, and legally enforced employee benefits. The company does not expect its employees to work for more than the established work hours without the company's request or unaccompanied by the associated benefits. Even before employment, potential employees are provided with transparent and understandable documentation of their jobs' nature and conditions, including salary, benefits, work location,n and even living conditions.

Health and safety concerns

Salesforce complies with the regulations and stipulations established to govern the safety and health requirements in the workplace. It has also implemented additional programs covering emergency preparedness, hygiene, machine safeguarding, occupational safety, and ergonomics (Salesforce, 2020).

Approaches strategies for engagement

Unwillingness an inability to have an engaged workforce undermines performance and increases employees' likelihood of looking for employment elsewhere. As companies continue appreciating the role of employee engagement and consequently pursuing it, Salesforce is one of the companies perceived to have a high level of employee engagement. Therefore, it would be essential to identify the strategies adopted by the company.

Organisational culture

One of the reasons Salesforce has been repeatedly on the list of best places to work for is its dedication to employee engagement. In the pursuit of an engaged workforce, Salesforce has prioritised its company culture, a vital differentiator between companies. This is demonstrated by the company documenting its culture strategy, reinforcing it with programs, evaluating the outcomes, and iteratively improving and anchoring its culture activities (Robins, 2019). While the company's leadership oversees the culture to create engagement, the

workforce is empowered to take ownership of the culture. At Salesforce, employees fill in two engagement surveys in a year, and all data and results are made available to employees. Thus, the employees take responsibility for developing the culture while also providing insights on areas that management could emphasise to improve engagement.

Using Data for employee experience

Employee experience is a prerequisite for companies focused on building engagement. Salesforce is a company that leverages data to provide solutions to its clients, and this has equipped it with skills to translate data into solutions for human resources. This is attributed to extensive experience in analysing customer data to enhance relationships, from which principles are obtained and best practices are sourced and adapted to improve the workforce experience. At Salesforce, the employee experience is contingent on many factors and priorities as determined by career stage, job role, learning and development needs, attached compensation and benefits, amongst others (HR Technologist, 2019). The company applies people analytics into each of these elements to deduce insights on how the employees perceive and company and the nature of emotions, cognition and behaviours that characterise the relationship.

Leadership

Salesforces uses its in-house V2MOM (vision, values, methods, obstacles and measures) model that interlinks its leadership, strategy, and individual goals. Therefore, Salesforce strongly leverages on leadership approach to provide resources and equip both the management and employees with relevant tools and skills. This is because the model considers the challenges individual employees encounter in their practice and professional life, reinforcing trust. This is founded on the company's Ohana philosophy, which implies that every person in the company has a responsibility towards one another, leaders included (Kohner, 2017). By assuming a holistic rather than a perk-centric approach to influence behaviour, Salesforce can improve engagement. For instance, for new entrants, the company has a sophisticated onboarding program with boot camps to familiarise its ideologies (Donaldson, 2016). For its seasoned employees, there are quarterly career fairs. In so doing, the company boosts engagement, as exemplified by the high level of passion expressed by employees in their jobs, commitment, and attachment.

Comment on the adoption of flexible organisation and flexible working practices

Flexible organisations are characterised by increased ability to adapt and reconfigure following developments in the business environment. This may encompass opportunities and threats that could be responded to by acquiring and reconfiguring resources and capabilities. The faster an organisation can quickly study and respond to such changes, the higher the chances of maintaining or advancing its competitive position. While

flexibility is associated with increased competitiveness, effectiveness, and growth, consistent adaptation is an arduous undertaking not only demands companies to monitor the environment but as well raises the risk of not utilising assets fully.

While a flexible work arrangement is advantageous to both employers and employees, there are unique challenges. For instance, with different work schedules, communication, and meetings are difficult to schedule. Over time, the inability to solve the scheduling incompatibilities and lack of opportunity for spontaneous correspondence could undermine project processes and success. Furthermore, frustration and resentment could result if colleagues are unable to collaborate with the desired team members. Besides, they are not suitable for all employees' roles. For instance, client-facing staff may have to maintain a consistent schedule. Flexible practices are also exposed to a lack of accountability amongst the employees, especially if the managers and supervisors cannot ascertain their activities. This raises the need for a flexible practices policy that should govern scheduling and communication processes, deliverables, impacts of absence on team outcomes, and workload management.

Changing employee/employer attitudes and the influx of technologies have minimised the relevance of the traditional work arrangements, whereby employees could only work from their physical designated workplace. As employees can discharge their role outside the workplace, alternate arrangements provide an opportunity for employees to adapt their activities for a more fulfilling work-life balance. For instance, family demands, such as responsibilities for new parents to attend to infants, an activity that might disrupt morning and afternoon routines.

Flexible work arrangements are presented as if they benefit the employees more than employers. However, flexible arrangements are used for companies to attract talent that prefers nontraditional arrangements, including young families, older workers, or those leaving far from the company's premises. Flexible arrangements are famous for remote working. Furthermore, the arrangements offer an opportunity to minimise operational costs, as firms do not have to rent offices that could provide space for all its employees, and only coming to the office only when necessary provides logistical benefits reducing the pressure on other facilities such as computer systems, networks and parking.

Purpose of employment law

Numerous federal laws and regulations determine the rights attributable to employers, employees, and a wide society and these are amplified and synergised by statewide and local laws. For instance, employees benefit from protection while also educating employees about their rights and responsibilities and the procedures to follow when there are violations. Employers also could use the laws to justify their hiring and dismissal

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actions. This is because operational ambiguities are minimised as legal expectations are already documented, accompanied by employers' instructional materials satisfying the responsibilities.

Identify critical areas of employment legislation within which the organisation must work or operate

The FLSA (The Fair Labor Standards Act): This has established the minimum allowable compensation alongside overtime considerations. It also criminalises child labour and outlines new mothers' accommodations while establishing acceptable leave duration documented in an organisation's policies. The FLSA also criminalises employment for children under age of 14 in non-agricultural jobs, as well as restricting type of work and work hours for people under 18. The FLSA provides guidelines for wage standards for people under 20 years, workers with disabilities student learners and students amongst others.

OSHA: The work and safety policies outlined by the occupational safety and health act (OSHA) describe the relevant safety requirements depending on the industry's nature, with industries where there is the use of hazardous inputs and heavy machines being highly regulated. Injuries resulting from non-compliance with OSHA policies -;

Civil Rights Laws: There exists numerous statutes at local, state and federal levels outlining the employment approach regardless of the different candidate/employee background. The initial statutes are outlined in 1964 civil rights act, and the many amendments implemented since. Anti-discrimination laws define the norms that prohibit discrimination against employees, but more so, the protected classes demarcated by abilities, race, gender, and age, amongst others. Furthermore, these laws protect employees who expose non-compliance with safety, employment, or discrimination laws.

Finance, taxation, and payroll laws: Companies are expected to execute the payroll function while aided by the federal provisions, including handling taxes and other deductibles such as Medicare and social security. The pensions are as well partly influenced by federal laws.

Labour relations laws: while many states subscribe to the 'right-to-work' ideology, there exists specific laws operational at federal level that ensure protection of workers who want to exercise right of association and probable collective bargaining. Under these laws, a firm is not allowed to discriminate or punish an employee due to perceived, or even actual involvement or association with unions or their activities. In fact, the national labor relations act stipulates that dismissal due to involvement in union issues should culminate in an employee being rehired and remunerated, inclusive of their back wages despite absence.

Compensation laws;

In the event an employee gets sick or is injured due to workplace environment, compensation laws are effected. In most states, employers have the liberty to either insure their workers or avoid entirely. Firms that purchase insurance are usually protected when employees file lawsuits or seek compensation. Employers without insurer protection have to service both compensatory and punitive damages if confirmed they are legally liable. As such, companies have to abide by the compensation laws.

Immigrant employment laws;

The immigration reform and control act of 1986 establishes that an employer should not recruit or employ people who lack permit to work in the country. Furthermore, employers are prohibited against recruiting or hiring identified illegal immigrants.

Explain how these critical areas of legislation impact/influence the HRM decision making

Legislations have a profound on the HR function at Salesforce. Though the United States legislation has been explained in the preceding section, it is important to recognize that Salesforce being an international company, and thus, its HR operations have to comply with different jurisdictions. For instance, Salesforce offices are in 58 locations globally dispersed in 27 countries, including the United States, Sweden, India, and Singapore, which have different legislation governing how employee affairs are addressed. Furthermore, the company is in 19 locations within the industries in several states. As such, Salesforce has to comply with the federal and state and local stipulations that regulate HR decision-making.

Different regulations impact companies in a different manner and Salesforce decision making is significantly informed by the laws. For instance, the fair labour laws imply that Salesforce has reconfigured its workforce if employees need to work for more than 40 hours a week or proceed and adopt special overtime compensation. In addition, salesforce's HR complies with the regulations that govern the employment of apprentices, workers with disabilities, students, and employees aged below 20 years.

Typically, Salesforce is not extensively regulated with regards to health and safety, given the relative lack of exposure to risk associated with other industries, such as manufacturing. Nonetheless, the company has to adhere to some legislations. For instance, the occupational health and safety act implies that Salesforce has to establish the extent to which its offices are safe before employees are instructed to commence working. As such, the company may intentionally delay operations to avoid litigations that might result from accidents or reputation impacts of whistleblowing. Besides, HR has to mobilise resources for training on avoiding and reporting accidents and incidents.

Salesforce's HR decision making on compensation, bonuses, and benefits is also influenced by regulations, for instance, the equal pay act. Therefore, the company has to ensure that employees with similar responsibilities

and similar position regardless of gender. The age discrimination act implies that HR cannot dismiss candidates over 40 years of age from applying for jobs, meaning that Salesforce has to consider such employees as potential employees and subject them to appropriate hiring processes.

Salesforce HR has to consult the family medical leave act in its human resource planning initiatives. For instance, the act gives employees the leeway to take twelve weeks to leave within a year, with acceptable reasons for giving birth or illness to a parent, child, or spouse. In such events, Salesforce HR has to make necessary accommodations, such as seeking additional human capital to ensure tasks and responsibilities continue to be discharged. Upon returning, the employee is entitled to the salary and responsibilities associated with their former position.

Apply Human Resource Management practices in a work-related context.

Job specification or personal specification for a DevOps role at Salesforce

Salesforce is a leading CRM service provider across the globe. We are announcing a DevOps professional's vacancy who will help us design solutions to meet our customers' business needs. Candidates are requested to respond to this announcement to satisfy the job position roles below:

Description:

- Working alongside the engineering, project management, and management to monitor development progress and the deployment of initiatives

- Assist, prepare, and train software engineers in the company for continuous process improvement

- Create and communicate succinct goals specific projects in the pipe stream and oversee completion promptly

- Give comprehensive specifications for probable and proposed solutions, including the required resources such as time, labour, and materials

- Help other department level engineers in conceiving and creating demonstrations of relevant solutions, especially on how they relate to the company's purpose

- Establish and oversee the achievement of milestones for various engineering teams and identify opportunities and relevant processes that could enhance collaboration

  - Iteratively analyse the technologies currently at use at Salesforce and develop plans and appropriate processes to improve and extend the functionalities

- Providing practical cloud computing services in a company with large-scale software as a service infrastructure

- Addressing any complicated system change as influenced by business dynamics

- Providing adequate communication in the event of system failures

- Localising and using tolls to monitor infrastructure and handle monitoring alerts to ensure systems' stability

- Analyse Salesforce cloud systems and communicate any recommendations on creating long-term solutions, for instance, system monitoring and automation

- Ensure Improve support available for the company's engineers

Few CVs of applicants.

CV1: Kevin Wright

A DevOps engineer with two years of practical experience designing, automating and enhancing mission sensitive deployments over medium-scale infrastructure. Conversant with tools for configuration management and creating CI/CD pipelines.

Education and Certifications:

- Undergraduate in Computer Science

- Docker Certified Associate

- CKA Certified Kubernetes Administrator (CKA)

- Puppet Professional Certification

Skills and Experience

- CI/CD pipelines development

- Proficient with several DevOps tools used in designing, testing, and deployments such as Ansible, Kubernetes and Puppet

- An adequate understanding of DevOps main concepts, including infrastructure as code

- Knowledge and experience in scripting languages including ruby and python, and as well as Linux platforms

- Used Docker swarm and Kubernetes to configure, manage and coordinate Docker containers

- Managed source code for GIT workflows

- Used Jenkins to design and maintain automated CI/CD for deploying code

- Designed and implemented Docker containers for migrating from monolithic to the microservice architecture

- Used Ansible and puppet for the deployment of features, as well as provisioning servers

CV2: Penelope Smith

A versatile DevOps engineer with six years' experience. Seeking opportunities to grow and leverage my continuous design and deployment skills. Used DevOps tools to reduce customer complaints by 56% at Neemac Plc, reduced release times by 33% at Marshallina and enhanced customer satisfaction by 19%.

Diplomas and Certifications:

- Undergraduate degree in computer science

- Masters in information systems: analysis and design

- AWS Certified SysOps Administrator

- AWS certification on DevOps engineering

Experience and skills:

- Leading a team of 3 Sysadmins, ad seven developers for the development and administration of software as a service for a real estate company with more than 1 million users

- Administered a network of more than 30 Unix services with 98.9% up-time.

- Reduced customer complaints by 7% by using Zabbix and Puppet to enhance service quality

- Developed scripts for automating security upgrades

- Deployed three software iterations every month for two years, increasing customer satisfaction and customer growth

Preparatory notes for interviews

- How the candidates express and describe themselves

- The job requirement, namely education, skills and length and nature of experience

- The on-the-job duties beyond the primary job requirements

- Nice-to-have add-ons such as language proficiency and other certifications

- The willingness of employee candidate to accept the nature of the job, including location and existing flexibility arrangements

- Any significant problems solved in the past in a similar role, how?

- Experience in leading a team?

- Did something original?

- Awareness of industry, including products, services and clients

- Predisposition to self and company-led growth and development

- Perception of Salary, bonuses, and benefits

Interview notes based on selection criteria along with the justified decision of the candidate selected.
Selection Criteria

- Advanced knowledge about version control tools

- Advanced knowledge in cloud computing

- Confirmed expertise in usage of CI/CD tools

- Soft skills, including self-motivation and the ability to work in teams

- Expertise in automation tools

- Proficiency in bash scripting

- Expertise in version control tools

- Proven infrastructure management expertise

Reasons for Choosing

Kevin Wright demonstrates an assortment of skills in developing and using DevOps tools. As such, he would fit the DevOps role. Unfortunately, he does not meet the requirements, as collaboration and interfacing with staff from other departments are critical. He does not demonstrate the experience. Besides, he does not demonstrate experience in leading teams, which is critical for the vacancy. As such, Penelope is offered the job as she has exhibited proven skills and competencies in helping address issues in a quantifiable manner, with

data to support.

Job offer letter to the selected candidate

Subject: DevOps Job Offer from Salesforce:

Dear Penelope Smith:

It has been exciting meeting you and knowing you over the last several days. You have been your skills and experience have been impressive and fit or the job role for which we have been corresponding. Therefore, we would like to offer you a DevOps position.

This is a full-time position (reporting at 9:00 AM and leaving at 5:00 PM), whereby you will be reporting to the IT director. Please be aware that Salesforce is not an at-will employer, and you or us cannot terminate the employment at any time without documented reason or notice.

Salesforce will offer you annual gross compensation of US$138,000, and you will be eligible for the bonus programs in the department and organisation. Besides, you are eligible for benefits, including health, insurance, travel, and mobile expenses. In a year, you will be eligible for company holidays, leaves, and time off (compensation, bonus, and benefit details are attached)

Your expected first day is Monday 7th March 2017, and you will be requested to append a signature for a contract as earlier discussed. You will also sign non-compete, confidentiality, and non-disclosure agreements, which will be enforced immediately.

We are awaiting your response, which should reach us before 25th April 2021. However, please contact my manager or me through phone or email if you have any inquiries.

Salesforce and the IT department is awaiting to have you.

Best regards.

Comments on the whole recruitment & selection process at Salesforce

Salesforce has a unique recruitment and selection approach where the emphasis is filling an identified skills gap in the firm. Instead, it is about finding candidates who possess the necessary characteristics to adopt the necessary skills. By focusing on competencies, Salesforce can eliminate bias in recruitment and selection, thereby leading to the acquisition of a workforce that understands its purpose with minimal incongruence. Therefore, the recruitment and selection process is consistent, predictive of future performance while allowing obtaining feedback. The result has been an organisation that benefits from a highly committed and engaged workforce with low turnover.

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