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Introduction

For the following report, the company identified is Maxcart. Maxcart is a new retail company operating in the retail industry in the United States (US). The company will have its chain of supermarket stores in different cities in the US. The company plans to deal in electronic goods, groceries, clothing, toys, non-prescription medicines, furniture, etc. The following report will provide an overview of the HRM system of Maxcart and the various HR policies and programs that will be effective at Maxcart.

1. Vision and Mission

Vision: The company's vision defines what the company aspires to become in the future. It describes the future identity of the company. It is mainly focused on the future and is a source of inspiration for its employees. Maxcart believes in providing its customers with only the best retail products and services. Moreover, the company firmly believes in providing its customers with an enriched shopping experience at its stores both online and offline. The vision statement of MaxCart is "to be the one-stop-shop for all our customers to fulfil all their daily needs and enrich their lives by helping them shop and save better, and hence become the best retailer in the world".

Mission: The company's mission is the company's approach to fulfill its vision and achieve its purpose. The mission is in the present context of the organisation and talks about the organisation's purpose. It states what the company does and why and how it does so. The mission statement of Maxcart is to "help our customers and communities lead a better life by saving their money".

2. HR Policies and Programs

The Human Resource Management (HRM) system of an organisation plays an essential role in achieving organisational objectives, and hence it is considered vital for organisational success. As a new company in a challenging and competitive business environment, Maxcart plans to have an effective HRM system to ensure organisational success and long-term profitability. The HRM system at Maxcart is responsible for dealing with numerous issues concerning employees' compensation, recruitment, selection, training and

development, performance management, motivation, administration, and safety and benefits. The HRM at Maxcart plays a crucial role in changing its employees' attitudes and motivating them towards raising their performance. Maxcart is a new retail organisation with an HRM system that has the following HR policies and programs:

Recruitment: The HRM at Maxcart is responsible for identifying the workforce requirements of the various stores of the organisation and, depending on the size of the vacancies, carrying out the recruitment function. The recruitment system of Maxcart is highly effective and helps maintain low costs while recruiting new employees for the organisation. The organisation will recruit employees both through internal as well as external recruitment. For filling vacancies internally from within the company itself, the company will use an internal recruitment approach. At the same time, recruiting employees from outside the organisation will utilise external recruitment. The company will help external agencies recruit new candidates from outside to ensure quality recruitment further. At the same time, the HR system at Maxcart makes sure that each employee is being recruited in accordance or line with the national minimum wage policy.

Selection: Another important HR program at Maxcart is the selection of candidates. After having recruited the employees, the employees will be required to pass the selection criteria. Based on its results, employees will be selected for the vacant job position at Maxcart. Conclusion: selections at Maxcart will take place based on group discussions and personal interviews.

Induction and Training: The HRM system of Maxcart also arranges for the induction and training program for their employees. Induction and training are the kind of introductory training provided to new employees of the company to make them comfortable with the new job and new working environment. The HR manager of Maxcart arranges for the induction program for the new employees where these

employees are given a clear idea about the various rules, policies, and other working manners of the organisation.

Performance Appraisal: Another important HR program performed by the HRM system of Maxcart is the performance appraisal program. Maxcart provides its employees with appraisal opportunities based on their present performance and past performance.

Training and development: Due to the intense competition in the retail industry, there is a huge demand for highly trained and skilled employees in this sector. As a result, the HRM at Maxcart will introduce a training and development program responsible for providing training and development opportunities to employees of the company. Like every other organisation, Maxcart also provides training to its employees to further enhance their skills and knowledge. Maxcart makes sure that every new employee is fully nested into the organisation. Besides training, Maxcart will also provide learning and development opportunities to its full-time permanent employees to help them learn new skills and advance their career growth.

Besides, Maxcart will also conduct personality development and career advancement programs to motivate their employees and boost their morale. Therefore, to make the employees more productive and keep their knowledge and skills updated with the latest technology, a training and development program will be mandatory for every employee of Maxcart. Maxcart will arrange training and development programs at all the levels of employees, i.e., operative level and mid-level.

Compensation: The HRM system of Maxcart will also ensure that every employee of the organisation is being paid fairly and in line with the national minimum wage policy. Compensation refers to the amount being paid to the employees in exchange for their services for the organisation. It motivates the employees of Maxcart to put their best and grow further.

Rewards & Incentives: Rewards and incentives will also be one of the essential HR policies at Maxcart. To motivate its employees to perform better and reduce the employee turnover rate further, the HRM at Maxcart will provide its employees with rewards and incentives based on employee performance. Employee recognition, monetary rewards, and paid leaves are the kinds of motivators Maxcart will use to motivate its employees. The company will also introduce "Star Performer of the Month" rewards at each of its stores to boost the morale of its employees and make them put their best.

Performance Management: the HRM at Maxcart will also emphasise performance management. Keeping track of the employee performance and providing them with the opportunity for overall growth will be the main motive of the performance management program carried out by Maxcart.

Employee Relations: Another important HR policy at Maxcart will ensure healthy and positive employee relations. Providing employees with a safe and healthy work environment and maintaining strong and positive work relationships is the main objective of the employee relations policy of Maxcart.

3. Organisational Structure

The top governance structure of Maxcart comprises of Board of Directors, CEO, the Chief Financial Officer, and other non-executive and executive officers.

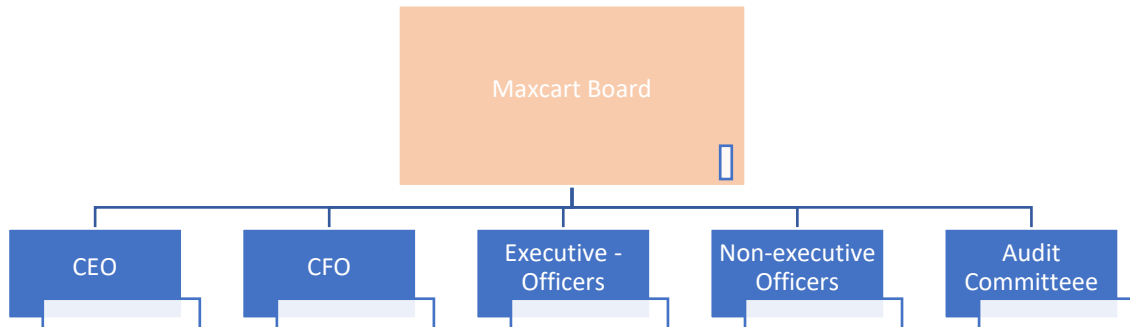


Figure 1: Governance Structure of Maxcart

Maxcart's organisational structure is hierarchical, with the top executive officers at the top level. In contrast, the middle-level managers are at the second level while the third comprises the lower staff. The authority or power flows from top to bottom. There are as many as four layers of management at the store level.

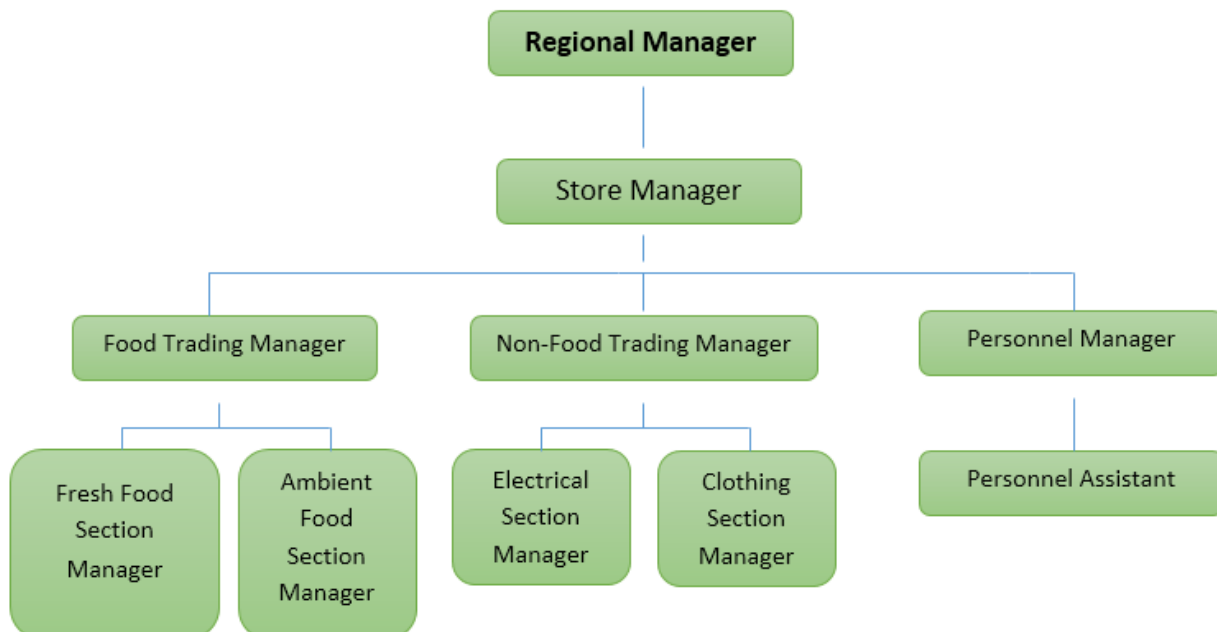


Figure 2: Organisational structure of Maxcart

4. Job Descriptions for different job positions

i) **HR Manager**

Job Responsibility: A HR manager is responsible for forecasting the company's present and future hiring needs, especially during the peak sales seasons, designing job requirements for various positions, and positing jobs to attract suitable and well-qualified candidates for various vacant positions. Besides this, the HR manager is also responsible for taking care of the employees' needs and maintaining employee records.

Skills Required:

- Previous experience of working as an HR manager in the retail industry
- Knowledge of employee payroll systems and leave database
- Excellent communication skills
- Effective problem-solving skills
- Good knowledge of employment laws and labour laws
- Experience in interviewing candidates for various roles

ii) **Sales Associate**

Job Responsibility: The main objective of the Sales Associate is to ensure customers that someone is there to answer their queries related to products and show them the products that fulfil their needs. A sales associate is responsible for checking out customers and maintaining the store's clean appearance.

Skills Required:

- Effective communication skills
- Attention to detail

- Quick and practical problem-solving skills
- Decision-making skills
- Team working ability
- Financial knowledge and basic calculation knowledge

iii) Cashier

Job Responsibility: A cashier at Maxcart is responsible for processing the customer's purchases and transactions, assisting the customers with the exchange and returns process, answering the phone calls, and promoting the ongoing in-store discounts or schemes.

Skills required:

- Customer service skills
- Experience in point-of-sale systems
- Cash handling skills
- Organisational skills
- Communication skills
- Knowledge of using company's software
- Basic computer knowledge

iv) Customer Service Representative

Job Responsibility: A customer service representative at Maxcart is responsible for answering all the customer's queries and resolving their issues. A CSR is responsible for resolving all the customer's concerns in line with the company's policies while at the same time ensuring that the customer has an overall positive experience with the company.

Skills required:

- Excellent communication skills

- Practical and quick problem-solving skills
- Basic computer knowledge and MS-Office Knowledge
- Patience
- Active listening
- Great energy and adequate enthusiasm

v) Store manager

Job Responsibility: A store manager is responsible for managing day-to-day activities, managing store employees, maintaining and managing sales trends, taking care of store requirements, budgeting, and at the same time taking care of the company's policies and procedures.

Skills required:

- Experience in handling a retail store is a must
- Trustworthy
- Excellent problem-solving skills
- Proven ability to achieve business objectives
- Excellent customer service skills
- Experience in creating employee schedules and managing employees

vi) Assistant Store Manager

Job Responsibility: An assistant store manager mainly has all the significant responsibilities as that of a store manager, but in addition to those responsibilities, an assistant store manager is also responsible for assisting the store manager in day-to-day activities and in most of the employee-related responsibilities such as managing employees and their scheduling.

Skills required:

- Problem-solving skills
- Experience in managing a team
- Customer service skills
- Financial and business knowledge
- Effective communication skills

vii) Security Officer

Job Responsibility: A security officer is responsible for keeping a watchful eye on the store's stock and the customers. The main objective of the security officer's role is to prevent any theft or damage from taking place at the store and help customers in their needs.

Skills required:

- Physically fit
- Polite and helpful
- Confident
- Communication skills
- Knowledge of using CCTV and other monitoring software and equipment
- Honest

viii) Inventory Control Specialist

Job Responsibility: The job responsibilities of an inventory control specialist involve tracking store inventory and maintaining inventory, preventing loss, implementing cost-effective procedures and ensuring smooth flow of inventory, maintaining good relations with suppliers, creating inventory reports, demand and quantity analysis, and checking quality and quantity of received inventory against standards.

Skills required:

- Experience in handling and managing inventory
- Experience in creating and analysing inventory reports
- Inventory control knowledge
- Ability to increase company's profitability through cost-effective inventory management
- Strategic thinking ability
- Knowledge of working with inventory control software

ix) Marketing manager

Job Responsibility: A marketing manager's job responsibility includes analysing customer insights, consumer trends, doing market research and developing marketing plans, working in collaboration with the creative team to meet the marketing objectives of the company. Developing marketing strategies and communicating marketing plans to senior leaders is also a part of their responsibilities.

Skills required:

- Excellent communication skills, both verbal and written
- Multi-tasking and decision-making skills
- Experience developing marketing plans and marketing campaigns
- Experience using CRM tools

x) Sales manager

Job Responsibility: A sales manager is responsible for organising all store operations and supervising the store staff towards maximum performance. The job duties include analysing sales revenue reports and making future sales forecasts, monitoring stock levels and purchases, planning promotional events, preparing and controlling the store's budget, and dealing with customer complaints.

Skills required:

- Knowledge of retail management

- Commercial awareness
- Excellent leadership skills
- Effective communication skills
- Knowledge of retail management software

5. HR Ethics

Implementation of HR ethics remains one of the most challenging tasks for the organisation.

Implementation of HR ethics will help Maxcart handle various human resource issues effectively. HR ethics mainly tell employees what is right and what is wrong. It will help Maxcart better manage and maintain its workforce. The major ethical issues that need to be resolved by implementing HR ethics include privacy issues, cash and compensation issues, safety issues, employment issues, performance appraisal, harassment, and race and disability issues. Maxcart needs to ensure practical HR ethics to ensure effective outcomes further. The HR manager of Maxcart should resolve various issues based on HR ethics such as the presentation of fake documents by employees, discrimination of employees based on their sex or colour, provision of equal opportunity for all employees, sexual harassment of female employees, etc. As a result, the following will be the HR policies implemented by Maxcart under its HR ethics:

Disciplinary and Dismissal policy: Maxcart will establish its clear disciplinary policy, making it easy for the management to deal with the problems arising at the workplace. The discipline policy of Maxcart will outline the expected behaviour of the employees at the workplace and further ensure fair and equal treatment of all employees. The discipline policies set by Maxcart will comply with the ACAS code of practice.

Grievance Policy: The HR ethics of Maxcart will also include a grievance policy. Grievance policy acts as a guiding tool for the employees to understand how to make a complaint against peers or superiors and

discuss such issues. It also outlines the steps that need to be followed by the company's management to deal with the employee's complaint.

Health and safety policy: The health and safety policies of Maxcart will primarily highlight the safety procedures of the workplace. In addition to this, it will also outline the responsibilities of each employee to keep the workplace safe and secure. It will highlight what each employee is expected to do in case of emergency or accidents at the workplace. The safety of its employees will be a prime concern at Maxcart, and as a result, the HR ethics of the company includes safety policies.

Equal Opportunities: Maxcart's HRM system practices an equal opportunity policy that prevents it from discriminating against its employees based on their gender, age, sex, religion, disability, marital status, etc. Establishing an equal opportunity policy under HR ethics will make sure that Maxcart treats all its employees in a fair and equal manner and hence ensures a fair working environment for everyone. It ensures that every employee at Maxcart has an equal opportunity for growth, can get trained, promoted, transferred, or risk getting terminated at the workplace.

Leave and absence policy: Maxcart will have policies in place concerning different kinds of leaves and absenteeism from work. This includes maternity leaves, paid leaves, sickness, paternity, unpaid leaves, etc. Implementing a leave policy will enable the employees to be aware of the benefits and consequences of different types of leave and the process required to follow to apply for the leaves.

Training and development: The HR ethics of Maxcart will ensure that the company provides its employees with the training of the skills, knowledge, and technology that will enable them to perform their jobs more perfectly and efficiently. The training and development policy of Maxcart will be a crucial part of its overall HR strategy.

Bullying and harassment: To minimise the risk of being held legally in bullying and harassment-related acts, Maxcart will have a bullying and harassment policy in place, ensuring that the management takes

proper action against such acts and prevents any bullying or harassment from occurring at the workplace. Moreover, this policy makes the employee clearly understand the steps required to make such a complaint and its consequences.

Code of conduct: Maxcart will set its code of conduct policy as an essential part of its HR ethics. It clearly defines the standards that are expected out of each employee. This includes punctuality, following proper dress code, mobile phone use policy, use of company property, smoking rules, etc. Moreover, the code of conduct policy will also outline the behaviours that are not acceptable by Maxcart as an employer and how the company intends to deal with such behaviours if encountered. These policies will be communicated to every employee during their onboarding process. All the employees at Maxcart are required to report on time and be regular in attendance. Maxcart does not tolerate absenteeism and tardiness.

Drug and alcohol use: To further promote a safe and risk-free working environment, Maxcart will promote a no-alcohol usage policy as it leads to loss of productivity and increased absenteeism, which is not in favor of the organisation's growth.

Internet and email: The HR management at Maxcart will make clear policies regarding the appropriate and inappropriate use of the company property, including its laptops, computer systems, and internet. Any employee being found violating the policy needs to deal with the consequences.

Privacy policy: The HR ethics at Maxcart has a significant responsibility to safeguard its employees, customers and store visitors' personal information. The company will therefore set a privacy policy that outlines how the company manages the personal information of its employees and customers. The privacy policy of Maxcart will state that the organisation will not share any personal information of the employee or the customer without obtaining their consent and that their personal information remains safe with the company. These include their mobile numbers, account numbers, address, emails, etc.

6. Recruitment and Selection process

Recruitment refers to attracting candidates for the different organisational vacancies as per the standard set by the company. To recruit candidates for various job positions, Maxcart will advertise jobs and vacant positions differently. Depending on the job position available, the process of recruitment differs. At first, Maxcart will look for internal recruitment through its Talent Plan to fill the vacant job position. All the employees working with Maxcart who are either expecting or awaiting a promotion or are looking for a move at the same level or higher are listed through the Talent Plan program of Maxcart. In case the management of the company is unable to find any suitable candidate from within the Talent Plan list, the vacant job position gets listed internally on the company's intranet for at least ten days to inform the candidates of the position and provide them with the opportunity to apply if they want.

In the case of external recruitment, Maxcart will advertise its vacant job positions through its website and advertise it through boards in stores and post it on social media networks. For the various managerial and executive positions, applications will be invited online. The applicants chosen are required to appear for an interview, followed by attending an assessment centre for the final selection of the candidate. The candidates interested in in-store jobs with Maxcart need to register through the external recruitment agency, i.e. Jobcentre, or apply directly to the store manager with their CVs. The store manager will prepare a final list of people who have applied for the in-store jobs and call them for the interview when and where required.

However, for more specialised roles such as pharmacists or canteen specialists, Maxcart will advertise its job positions externally by using its company website, social media networks, newspapers, billboards, etc. Although it is costly to advertise offline compared to choosing online media, it becomes necessary for Maxcart to ensure that it has suitable candidates for the positions vacant. The company will choose the most cost-effective way of attracting candidates for its various positions. The application process of Maxcart is simple, which allows candidates to apply for the positions quickly. The candidate can find all

the vacant job positions within Maxcart, i.e. local jobs, management jobs, head jobs, head office specialised positions, etc., simply by accessing its website. The website offers an online application form that allows candidates to apply directly for vacant job positions.

Selection refers to the process of choosing the most suitable candidate from among those who have applied for the jobs. One of the essential parts of Maxcart's selection process will be screening the candidates. Screening of the candidates will ensure that the selected candidates for interviews are the best-fit for the vacant job position. During the first stage of the screening process, Maxcart selectors will look at the candidate's CV that summarises the candidate's past job history and education level. Based on the CV, the selectors will decide whether or not the applicant is suitable for the given job role. The candidates who can make it through the screening stage must appear at the assessment centre. The candidates will be given various individual and group exercises during the assessment centre, including teamwork and problem-solving tasks. Those who clear the assessment centre are required to appear for the final interview, where the final selection of the candidate takes place.

7. Basis for rewards

To meet the workforce demand and further make its people happy and satisfied, Maxcart will use an effective rewards strategy. Employee procurement and retention have become crucial with increasing competition in the retail industry. Therefore, the right compensation strategy has become a vital factor for employee motivation and retention. Maxcart values its people and considers them as its most valuable assets. The business success of Maxcart mainly depends on its employees' performance. This is why the company will develop a framework of common objectives that guides its reward strategy. The main objective of Maxcart's reward strategy is to enable the company to attract suitable candidates for the jobs, motivate its employees to work hard to achieve its goals, acknowledge individual contribution towards goals achievement, align corporate goals with the personal goals of the employees and eventually to foster loyalty among employees and retain them for longer.

Maxcart will provide different rewards to its employees to motivate them. Maxcart will pay good basic pay to its employees, fair overtime compensation, monetary rewards, and several other non-monetary benefits to satisfy its employees. Besides these, the company will offer child care benefits, hospital bills, medical insurance, medical drugs, dental and vision care, etc., to its employees. Other benefits include pension schemes, share schemes, shopping vouchers, etc. In addition to this, Maxcart will support its employees with flexible work options that allow them to balance their professional lives with their personal lives. Gym memberships, staff discounts at stores, competitive salaries, free health check-ups, etc., are among the other non-monetary benefits that Maxcart will offer its employees under its rewards strategy. All these incentives and rewards will be provided with the employees' perceived expectation of hard work in their efforts to achieve company goals.

The reward program introduced by Maxcart is based on the equity theory that believes that the more advantageously the individual is treated, the more motivated they become. On the other hand, the more mistreated the employees, the more demotivated they become. Based on this theory, Maxcart will motivate its employees based on their inputs towards company goals and the outcome the company receives from their job.

The rewards program of Maxcart will be driven by the following:

- Identification of the company goals supported by the company's reward program.
- Setting standards of employee performance that are required to achieve set objectives or goals.
- They are identifying proper rewards for achieving essential performance standards or behaviour standards.

Thus, the company's rewards system will be based on the measurement of individual and team performance. Both the individual and group-based rewards are received based on the performance. The

reward system of Maxcart encourages its employees towards common business goals. At the same time, they also encourage under-performing employees to put in their best and improve their performance.

8. Performance management process

The performance management process of Maxcart will aim at making employees perform their tasks most efficiently and meticulously by clearly communicating business goals and aligning their personal goals in line with the business goals. The performance management process of Maxcart will reflect its HRM strategy that aims at monitoring the overall performance of the individual employees and their contribution to the organisation. The performance management process at Maxcart will help the organisational managers to develop a compelling future growth strategy. It is the medium through which the company will ensure that its business goals are met timely by the employees and effectively. The critical components of Maxcart's performance management system are as follows:

- The essential component of Maxcart's performance management system will be performance planning that helps set standards for individual employee performance.
- Performance appraisal will be the second most crucial component of the performance management system. The review of individual employee performance will take place between managers and employees of Maxcart based on which performance appraisal is given.
- The feedback system will be another essential component of Maxcart's performance management system. Feedback will be provided by the employee's superiors and their managers on their past performance.
- A pay and reward system will help motivate the employees by providing rewards based on their performance.
- The performance improvement plan will include providing training, coaching, and mentoring to employees based on their requirements and performance.

- Future appraisal of employees, including the promotion or future growth of the company's employees.

Critical features of Maxcart's Performance Management Process

The key attributes of Maxcart's performance management system include the following:

- Maxcart's PMS (performance management system) uses annual goals setting. Every employee at Maxcart will be required to discuss their yearly goals, and the same goals will then be used to track their performance. These goals need to be aligned well with the company goals.
- The management of Maxcart will involve employees in the goal-setting process. The goals will be set based on the inputs collected from the employees.
- The company will use a standardised performance management system, which will become possible because of the training programs for the appraisee and an appraiser.

Conclusion

The report has discussed the various HR policies and programs that will help Maxcart manage its workforce and motivate them towards higher performance. Besides, the report has also highlighted the organisational structure, different job roles and their requirements, HR ethics, basis for rewards, and the performance management process of Maxcart. Maxcart's PMS will enable the company's employees to work with a high level of motivation and productivity. It will enable the employees to set their goals and achieve them in line with the company's vision. With the help of an effective HRM system, Maxcart will achieve its goals and objectives.