

## What does the **Personnel Director** actually do?

The Personnel Director's role is to ensure the company has the right resources at the right level to meet today's requirements and also to be prepared for what should be needed tomorrow.

The role of personnel in today's fast moving environment is becoming increasingly strategic, which demands looking ahead as well as managing for the present. The main elements that make up the Personnel Director's role include: **Recruitment and Redundancy, Performance measurement, Appraisal, Training** and increasingly **policies and legislation**

### Recruitment and Redundancy

Whatever the economic climate there will be some movement of staff into and out of the organisation; taking staff into the organisation demands a knowledge of the company strategy and future job requirements in order to recruit the person with the most suitable personality and values to ensure they fit well and work productively. For staff leaving the organisation there are a host of *policies and legislation* that must be considered, however it is important that the person leaving should feel good about the company and about their original decision to join.

### Performance Measurement

Effective performance measurement demands an intimate knowledge of where the organisation is headed to identify those areas that will need strengthening and what level of performance will be needed to take the organisation forward. This will be used to establish the minimum number of sensible metrics needed to assess progress towards that goal.

### Appraisal

Appraisal follows naturally from performance measurement in evaluating how well people have performed against defined metrics and also in assessing how well people will probably perform against the up coming new metrics. It is quite possible that someone who has not done too well in the past could excel in the future with different needs to be met. The strength of good appraisal is to develop those strengths to go forward, not to dwell on those weaknesses that might have held the organisation back.

### Training

The good Personnel Director will ensure training takes place ahead of the need, not after the event – keeping the sails filled and the boat on an even keel; not bailing for all you're worth because the crew are being trained on the job.

### Policies and Legislation

As noted above, policies and legislation are an ever-increasing aspect of business which benefits from a close link with the Company Secretary who has the mechanisms and contacts in place to properly stay abreast of new requirements.