1. BRITISH GAS

British Gas is Britain's largest supplier of energy services. It is a subsidiary of the multinational energy company Centrica. British Gas provides gas, electricity, and home repair services to millions of customers in the UK. The company operates in England, Scotland, and Wales, and is known for its high-quality products and services.

2. Challenges faced by HR managers at British Gas

The role of HR managers has changed from a less administrative role to more of a strategic role. HR managers will have to accommodate new ownership, which has changed the nature and structure of the energy industry. Thus, public electricity suppliers have been restructured, and the privatization of the gas sector has been followed closely by the privatization of the electricity sector. Restructuring has led to a change in technology, innovation, and global recession, and has also contributed to the increase in technology, innovation, and global recession.

3. UK's energy market

The UK enjoys a wealth of indigenous energy resources and has the technical expertise and experience to exploit them. The £10bn take-over of Powered PLC by E.ON of Germany remains on track for completion in 2002. However, the cost of acquiring energy customers has become too high for some US energy groups. The collapse of Enron Corp., the energy group that was responsible for providing energy to residential customers in Britain, has changed the nature and structure of the energy industry. Thus, public electricity suppliers have been restructured, and the privatization of the gas sector has been followed closely by the privatization of the electricity sector. Restructuring has led to a change in technology, innovation, and global recession, and has also contributed to the increase in technology, innovation, and global recession.

4. The role of HR managers

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5. The green village

The green village, (2009) Intuit, play a critical part in ensuring the organizational the need for performance management, suc the rise as the future workplace, the Virtual i employees work off-site-up to two thirds of i performance and results as opposed to the i

6. Off-site employees

In addition, off-site employees can expect to and management will spend nearly all its tir essence, there will be a movement, a trend t employees in their virtual work locations an orientation. In order to obtain and maintain and shape employees behavior without face managers by requiring new skills such as lan HR managers will either have to learn new la in order to facilitate communication among
organization must take into account cultural management programs. For example, British managers appreciate competent supervisors that give more importance of their culture and understand other cultural norms to promote cultural diversity will benefit because will benefit

With increasing globalization and competition, retaining a strong client base while competing effectively is a key priority. While competitive advantage is often seen as a competitive edge and ensures company survival.

Since 2006, the 'HR Challenges' research has found that employee retention is the biggest concern for HR managers. In an unstable economy, employee engagement tools such as effective goal setting, career planning, and understanding the needs of employees are essential for motivating and retaining employees.

3.0 HRM Models

3.1 Guest's model of HRM
David Guest’s (1989, 1997) model of HRM has the following components:

* HRM strategy
* HRM practices
* Behavior outcomes
* Performance outcomes
* Financial outcomes

The model is prescriptive in the sense that it suggests traditional personnel management. It is an idea approach as essentially those of the Harvard model, with a focus on the consequences. However, Guest has acknowledged the complexity between commitment and high performance, and also employs a 'flow' approach by viewing the model as a dynamic process of change. For example, American predecessors, this UK model is more of a 'flow' approach, and the value of trade unions in the organization.

3.2 The Harvard Model of HRM

This map is based on an analytical approach and shows how situational factors in the outside business environment, such as laws and societal values, labor market conditions, unions, work-force characteristics, business strategies, management philosophy, and task technology may affect a number of factors by means of the policy choices they make, including:

- The overall competence of employees,
- The commitment of employees,
- The degree of congruence between employer effectiveness and HRM practices.

3.3 HR Activities of British Gas

British Gas ran a number of diversity workshops, primarily for its senior and middle managers, to engage them and help them understand what British Gas is trying to achieve and why, and are able to make decisions free from bias. When recruiting for a more diverse workforce, the organization would look for 'on their patch'. Meanwhile, all managers who are either involved in recruiting and/or managing staff and all recruitment specialists have undergone equality and diversity training to ensure they fully understand what British Gas is trying to achieve and why, and are able to make decisions free from bias. When recruiting for a more diverse workforce, the organization would look for 'on their patch'.

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4.0 Recruitment and selection

The overall aim of the recruitment and selection process is to ensure that employees required to satisfy the human resource strategy are selected.

1. Defining requirements – Preparing job descriptions; choosing selection techniques.
2. Attracting candidates – reviewing and evaluating advertising, using agencies and consultants; including the Windsor Fellowship, a charity that offers educational, training and work experience opportunities for students from disadvantaged backgrounds; and YWCA, a charity working with disadvantaged women in England and Wales. Another way that British Gas is focusing this year on developing partnerships with organizations that have already established relationships with its target audiences, including Jobcentre Plus; the London Development Agency; housing associations and specialist groups including the Windsor Fellowship.

Recognizing that there are difficulties gaining access to under-represented groups, British Gas is focusing this year on partnering with organizations that already work with people who are among their target audience. The diversity team has introduced changes to all areas of the recruitment and selection process, including developing partnerships with organizations that have already established relationships with their target audiences; reviewing all its policies and practices to remove any gender, race or age bias; and changing the selection process, including developing partnerships with organizations that have already established relationships with under-represented groups including running taster days and building partnerships with organizations that already work with people who are among their target audience.

To attract as wide a range of talent as possible, the team has introduced changes to all areas of the recruitment and selection process.

One of the key objectives of the diversity team is to increase the number of applications from under-represented groups. To meet this objective, the diversity team has introduced changes to all areas of the recruitment and selection process, including developing partnerships with organizations that have already established relationships with under-represented groups including running taster days and building partnerships with organizations that already work with people who are among their target audience.

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4.1 British Gas Recruitment and Selection Process

The greater focus on customer service skills emphasizes the importance of selecting individuals who possess the right skills who will fit into our organization and help us move closer to where we want to be in terms of having a diverse engineering workforce.

Recruiting is an uncertain game, even at the greater your chance of finding someone who has the skills and experience you're looking for. Fact that you can't interview hundreds of candidates in the given context. (Pettinger and Allen, 2007)

British Gas ran a number of diversity workshops to help managers understand what the organization was trying to achieve and why, and are able to make decisions free from bias.

Selection involves a number of costs; the costs associated with recruiting and training new staff. (Gold, 2000)

4.2 British Gas Targeted advertising

British Gas uses a variety of ways and media to appeal to its target audiences, including:

- Using a variety of ways and media to appeal to its target audiences
- Ensuring that marketing materials such as recruitment brochures and its dedicated recruitment website are appropriate for more diverse backgrounds.
- Redesigning its recruitment advertising
- Producing DVDs for 'Bliss' and 'Sugar' which are aimed at teenage girls, careers-type websites like Voice and The Asian News, and the gay and lesbian media.

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4.3 Outreach

The diversity team adopts a number of positive action strategies to raise awareness of the different opportunities available at British Gas among under-represented groups including running taster days and building partnerships with organizations that already work with people who are among their target audience.

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4.4 Partnership working

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4.5 Taster days

British Gas regularly runs women-only and BME (Black and Minority Ethnic) taster days for students from disadvantaged backgrounds to help them understand what British Gas is trying to achieve and why, and are able to make decisions free from bias.

Selection involves a number of costs; the costs associated with recruiting and training new staff. (Gold, 2000)
Performance management is a process of performance measurement approaches, such as the balanced scorecard. While the balanced scorecard offers a framework for the collection of strategic information, performance management ensures that results are used to influence the selection of planned actions and to foster the renewal of dynamic, continuous improvement.

6.0 Performance Management

Performance management is a process on performance appraisal. It consists of the evaluation of the employee's job performance and the provision of feedback. The aim of performance management is to help employees improve their performance and to achieve the company's objectives.

5.1 British Gas Training & Development

At British Gas, training and development skills need to succeed. They want people trained to trainee's all the way through from the more they'll get out, with the ultimate goal of teams. Trainees will learn not only about their fantastic products and services, but also from skilled colleagues and managers. Company will also look to develop new ones if they don't come from a sales background.

Once completed training, they'll be supported to offer guidance and develop skills further. queries so trainee won't be left feeling on their own. Training that will give them the skills to develop and be an advantage of company position as the largest energy supplier in the UK when speaking with prospective and existing customers. Recruit'll also be rewarded for effective sales, and they will find that the more they put in, the more they'll get out, with the ultimate goal to be ready for a role within one of our existing British Gas Energy Sales teams. Trainees will learn not only about the history of British Gas, but also brand and what it means. Naturally this will be rewarded for effective sales, and they will find that the more they put in, the more they'll get out, with the ultimate goal to be ready for a role within one of our existing British Gas Energy Sales teams.

5.2 British Gas Academy

Established in 2003, the British Gas Energy Academy (the 'Academy') was set up to address a severe shortage of qualified gas engineers in the UK. This was caused largely by the privatization of the gas industry in 1986, which led to major fragmentation of the industry – large organizations were broken up while new players entered the market, and the number of qualified gas engineers failed to keep up with demand. With a plan to recruit an additional 5,000 new engineers by 2007/08 to address this skills shortage, and recognizing the financial investment this would involve, British Gas created the Academy.

The Academy runs two types of training programs for those who choose a career as an engineer: it offers party training, which is designed to support qualified engineers who wish to keep up to date with the latest developments in their field, and a year-long training program for those who wish to develop their skills. In addition to training new recruits, the training center also provides ongoing training and development opportunities for current employees. Today, the remit of the Academy has since been expanded to handle all volume recruitment for the company, including recruitment brochures and the Academy's dedicated website, and in media campaigns.

British Gas has developed a network of engineering 'ambassadors' from its workforce – apprentices, trainees and qualified engineers. The ambassadors are used as role models in promotional materials such as DVDs, recruitment brochures and the Academy's website. This facility enabled British Gas to recruit and train large groups of qualified engineers to become fully competent in their job roles.

The engineering opportunities at British Gas. Also to meet engineers to find out what the job is like and to have fun with them. Taster days are a good way to find out more about the various areas of the company and to meet potential colleagues. The Academy also offers a range of other services, including training in the use of specialist equipment, and a network of apprenticeships for individuals wishing to train as gas engineers. These are open to anyone who is interested in a career in engineering and who has the necessary aptitude and motivation.

4.6 Ambassadors

British Gas has developed a network of engineering 'ambassadors' – people who provide support to the company and work with their colleagues. They are people who work in the company and have a positive attitude towards work. They are people who are enthusiastic about their job and willing to share their knowledge and experience with others.

British Gas recognizes the importance of training and development in achieving its business objectives. (Mabey and Salaman, 1996) Such a quest begs all sorts of questions, Does strategic training only incorporate that which has a quantifiable effect on business performance? How can we measure the impact of training? How can we ensure that the training is effective?

To attempt to identify the dynamics in an organization, such as the remit of the Academy has since been expanded to handle all volume recruitment for the company, including recruitment brochures and the Academy's dedicated website, and in media campaigns.

Box 2: The British Gas Energy Academy

British Gas Academy

The British Gas Energy Academy (the 'Academy') was set up to address a severe shortage of qualified gas engineers in the UK. This was caused largely by the privatization of the gas industry in 1986, which led to major fragmentation of the industry – large organizations were broken up while new players entered the market, and the number of qualified gas engineers failed to keep up with demand. With a plan to recruit an additional 5,000 new engineers by 2007/08 to address this skills shortage, and recognizing the significant financial investment this would involve, British Gas created the Academy, bringing together existing internal training centers, the recruitment function and the management of third-party training.

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If, on the other hand, employee is exceeding goals, manager should discuss how added effort and/or resources may be utilized to further exceed the goal. Manager write down new agreements and set a follow up summary of the agreements so that both numbers are scheduled at a time when the data will be available. If the performance has been below agreed target, improve performance.

Performances discussions are monitored externally to ensure consistency. Staff are introduced to a series of mutual benefits. For the individual it stressed clarity of expectations, strengths, feedback on results and the improvement in motivation and ability to independently gain recognition. For the organization it stresses performance, team spirit, accountability, reduced errors and flexibility. Performance appraisals looks forward to agree standards, targets and training that will help improve performance.

7.0 References

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British Gas (2009)'Training and development', web page accessed on 19/12/2009 from http://www.britishgasjobs.co.uk
Management British Gas is a leading energy company in Britain. It really is an important area of the Centrica group, which provides various services to... Human Reference Management (HRM) is an efficient use of resources in an organization. Human resources management feels that the grade of work and free up resources for more effective and satisfied. HRM process courses the management in the business to be able to make the successful use of services and resources for the business. Generally contained in comprehensive human reference management activities, such as. Jobs. HOME Free Essays British Gas HRM Case Study. British Gas HRM Case Study Essay. A+. Pages:19 Words:5012. This is just a sample. To get a unique essay, Hire Writer. Download: .pdf, .docx, .epub, .txt. Subject: Human resources. University/College: University of Arkansas System. Type of paper: Essay. A limited time offer! Get custom essay sample written according to your requirements. urgent 3h delivery guaranteed. Order now. We will write a custom essay sample on British Gas HRM Case Study specifically for you FOR ONLY $16.38 $13.9/page. Hire Writer. We will write a custom essay sample on British Gas HRM Case Study specifically for you FOR ONLY $16.38 $13.9/page. Hire Writer. 1.1 BRITISH GAS British Gas is Britain’s favorite domestic energy supplier.