

# **The Context of HR**

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## **CONTENT**

- HR attitude
- **H**uman **R**esource **B**usiness **P**artner (HRBP)
- HR Scorecard
- Hands On

## HR Attitude

Top 5 CEO Missions for HR\*

1. Balance company goals & employee happiness
2. Recruit, develop & retain quality employees
3. Understand the relationship of the trade, employees & the bottom line
4. Work together to find the best solutions for the company
5. Keep things running smoothly

\*Matt Ferguson "What Your CEO Wants You to Know" SHRM2006

## HR Attitude\*

Vision... Mission... Goal...

***How can we build an organization that adds value to the customers, investors & employees ?***

***What can we do to help make it happen ?***

***Be able to do something that makes a difference in business results***

\*, Dave Ulrich, Prof. "The Future of HR", 2001

## HR Attitude

### Continuing Education\*

- 75% of CEO say they would **PREFER** their HR executive to have a MBA
- 41% of CEO consider it a **REQUIREMENT**

\* "What Your CEO Wants You to Know" SHRM2006

## HR Attitude

"HR with an attitude means associating with peers in the HR profession & within line management with confidence & a swagger knowing that you have something of value to offer" \*

Bob Eichinger

## **HRBP**

### **Administrative Efficiency**

*HR Admin Processes (eg. C&B, Grading, Sal. Plg)...*

- Functional expertise
- Design for understanding & business ease
- Streamline & automate
- Design out cost, time & inconvenience

*Role of HR Business Partner*

- Communication intensive
- Access to relevant data
- Customer service
- Program management & logistics

## **HRBP**

### **Employee Commitment**

*Employee effectiveness....*

- Employee relations & welfare
- Empathy vs. sympathy
- Customer proximity
- Questioning, listening & enabling
- Conflict resolution
- Encouraging responsibility & ownership
- Look for underlying patterns

*Role of HR Business Partner*

- Consult
- Listen
- Communication

## **HRBP**

### **Transform/Renewal**

*Right people, right place, right time...*

- Competency modeling
- Workforce planning
- Targeted selection
- Development & redeployment
- Consultancy skills
- Orchestrating change
- Project management

*Role of HR Business Partner*

- Develop & implement process & tools that prepare organization/people for change
- Change agent leader

## **HRBP**

### **Business Strategies**

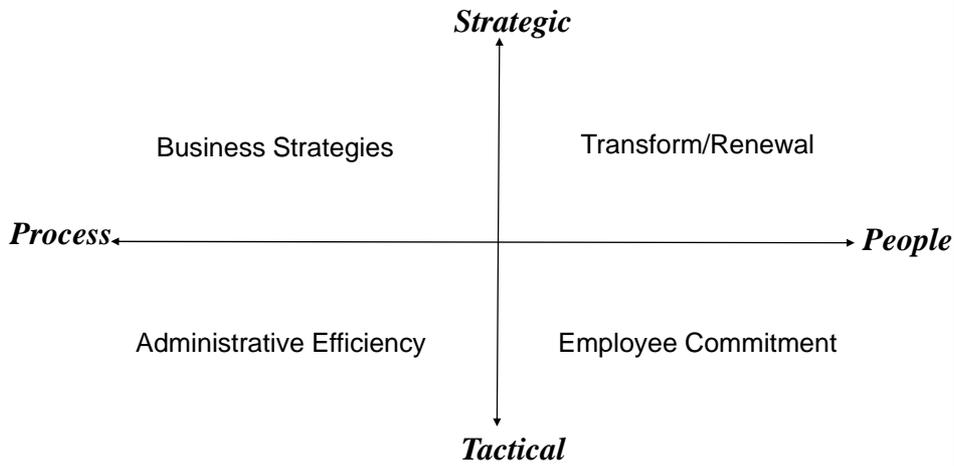
*Organizing for success...*

- Process redesign
- Visioning & planning change
- value chain selection
- JV, partnering, acquisition & divestiture
- Leveraging core competencies

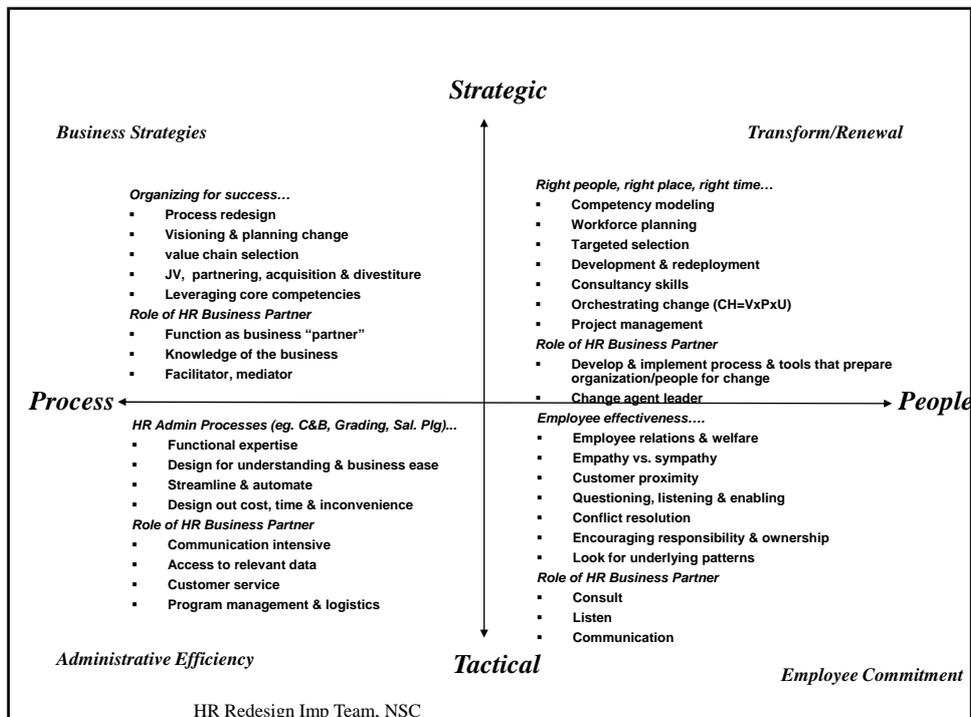
*Role of HR Business Partner*

- Function as business “partner”
- Knowledge of the business
- Facilitator, mediator

# HRBP MAP



\* Dave Ulrich. PhD, Graduate School of Business, University of Michigan



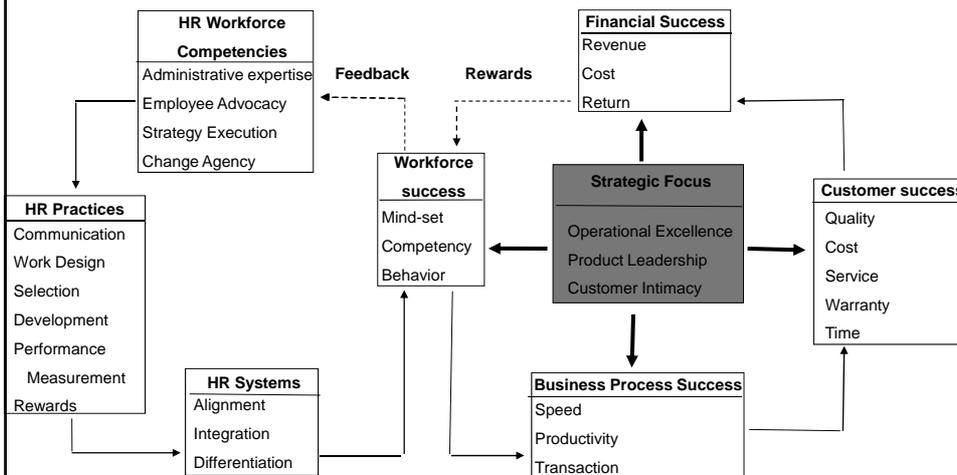
# Balanced Scorecard



# Scorecard

## HR

## BUSINESS



Richard W. Beatty .Prof. "Measuring the HR function",  
University of Michigan

## Hands on .....

### **HR STRATEGIC PARTNER**

#### **Job Duties\***

- Decrease HR costs
- Statistically show HR value, maintain & take action on the following metrics:
  - Recruiting resources - save\$ and use what nets a real hire
  - Selection-meet current needs & needs
  - Employee satisfaction & contentment - act on surveys
  - Absence & tardiness - reduce it
  - Training - conduct or outsource management training that impacts bottom line & sticks
  - HealthCare - work on costs
  - Workers' compensation - decrease costs
  - Safety – Decrease accidents & associated costs
  - Turnover – keep the good ones
  - Unemployment claims - win

\* Lynn Haggerman, M.S "How to become a strategic partner in your company" ,HRM2006

## **HR STRATEGIC PARTNER**

### **Job Duties (cont 1)**

- Show solid understanding of operations, products, services, sales & expenses -& work to advantage of company vs. forcing company to comply with HR
- Understand company vision & determine how to partner with operations to achieve the vision
- Help managers solve HR-related problems Vs. “knee-jerk” requirement to comply with rules
- Align HR goals with the departmental & company goals
- Focus on how to make the money & solve problems
- Only hang out with management
- Manage by walking around - help identify & solve problems

## **HR STRATEGIC PARTNER**

### **Job Duties (cont 2)**

- Constantly seek the input of management
- Speak up & prevent or resolve conflicts with management personnel
- Be an internal consultant –give good advice
- Toot your HR horn

## **HR STRATEGIC PARTNER**

### **Knowledge, Skills & Abilities**

- Focus on results
- Make things happen – “can do” attitude
- Make things simple
- Save every one time
- Understand how operation manager think
- Keep confidential info. Confidential
- Don't accept responsibility without authority

**Thank You**  
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