

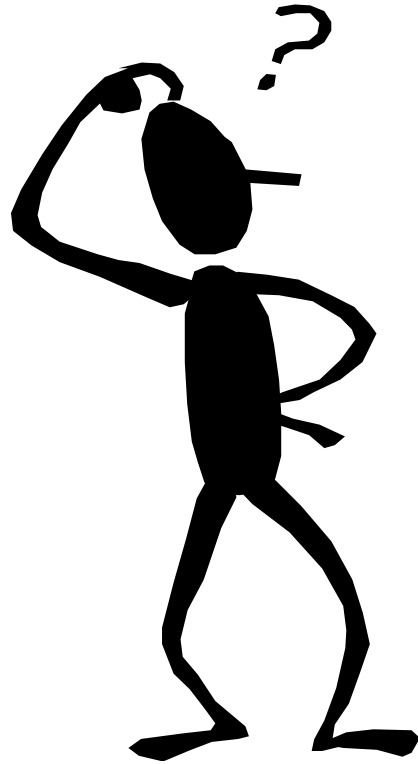


Delivering Value Through HR – From Personnel to Professional HRM



Some Basics

Spot the difference?



Describe the difference between these key nomenclatures...

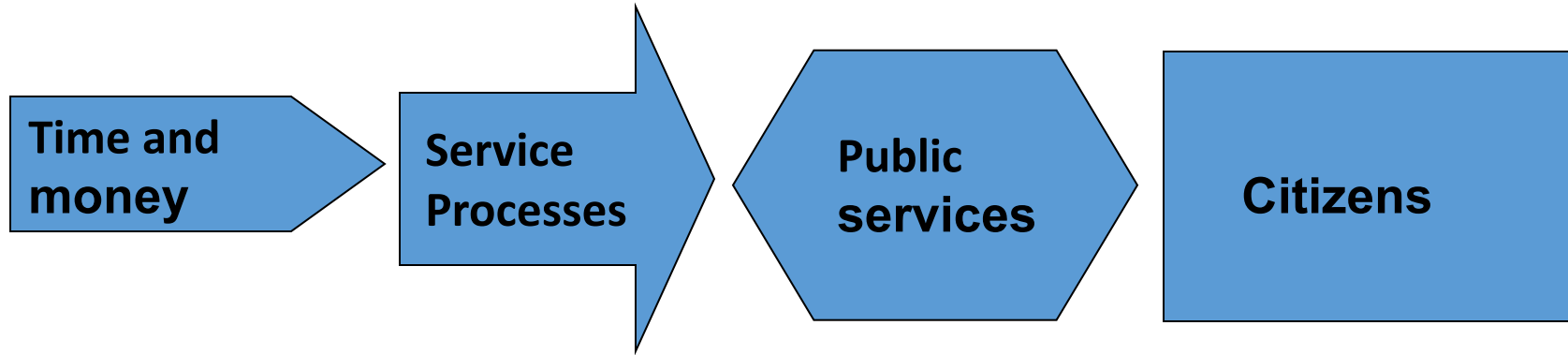
- Personnel
- Human Resources Management
- Human Capital

What is a value chain?



- In your team, put your thoughts together on your understanding or your idea of a value chain.
- Your team lead will make a presentation on your ideas.

The supplier-customer value chain

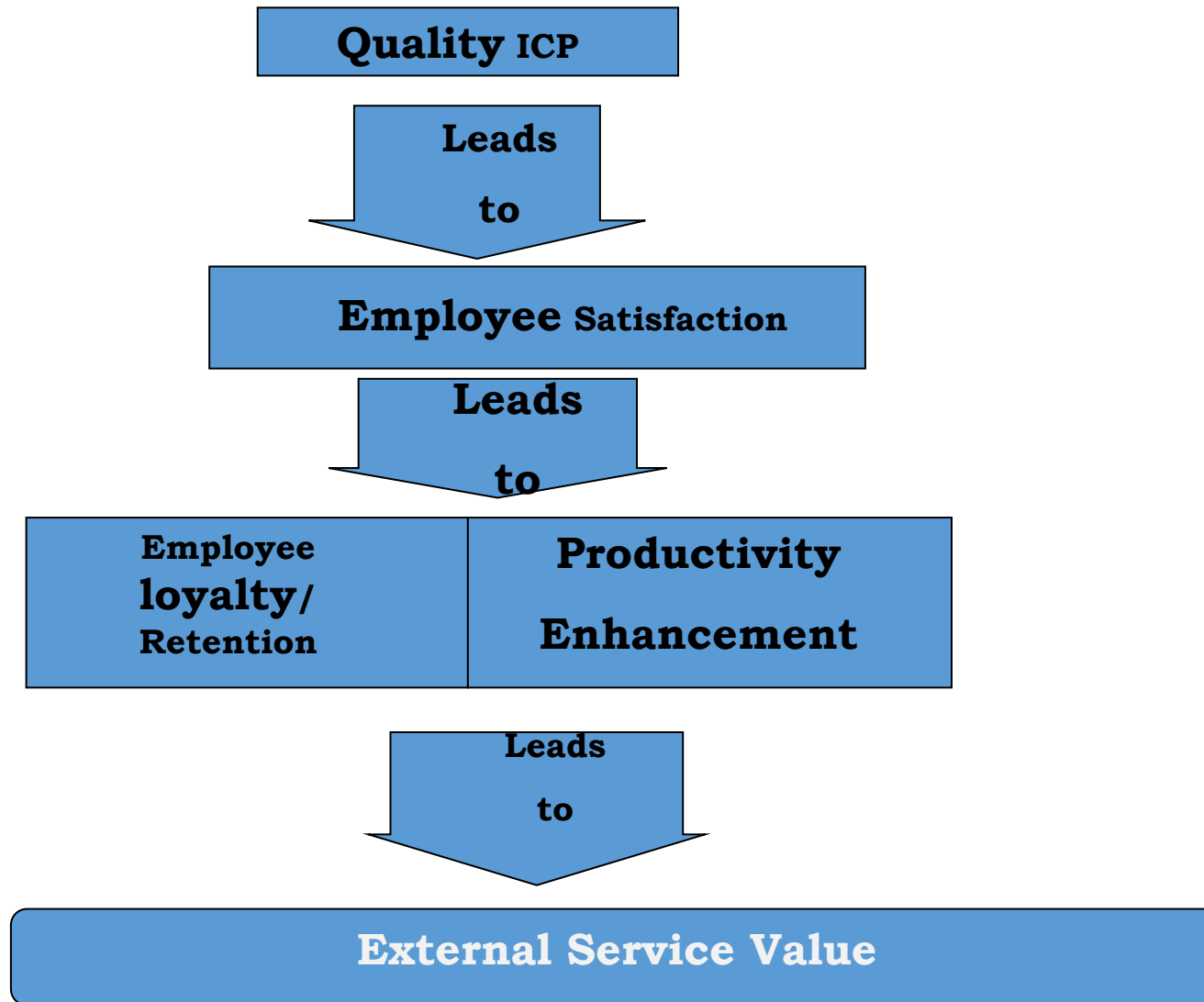


Individual giving greater quality and quantity of work in his/her respective areas of expertise leads to:

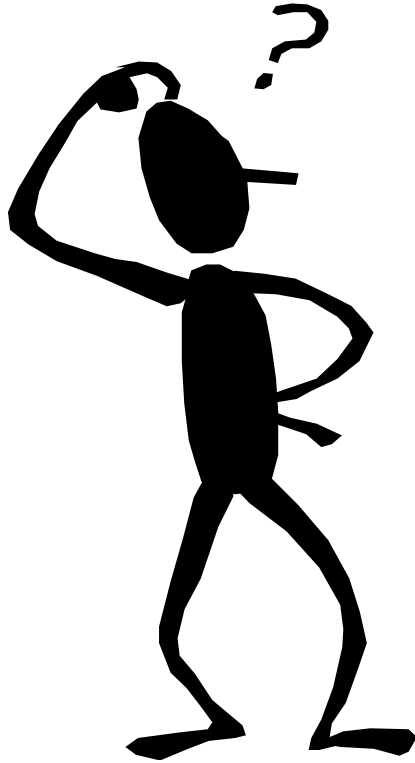


- Higher organisational productivity;
- Greater employee rewards and recognition in appreciation of the hard work put in;
- Higher employee motivation and a new vigour to achieve more for the organisation.

An internal customer value chain



What is an HR Value Proposition?



- HR professionals add value when their work helps someone reach their goals
- It is not the design of a programme or declaration of policy that matters
- It is what recipients gain from these actions

What is an HR Value Proposition 2?



- In a world of increasingly scarce resources, activities that fail to add value are not worth pursuing
- Unfortunately, in some organisations, HR is still not seen as an occupational group that delivers value to key stakeholders.

What is an HR Value Proposition 2?



“HR practices, departments, and professionals must produce positive outcomes for key stakeholders – employees, line managers, elected representatives and citizens.”

Value...



They must shape behaviour and create stakeholder VALUE

Please remember...

Value is defined by the RECEIVER, not the giver.

Strategic Imperatives



Human Resources does not begin with HR – it begins with the organisation's purpose and objectives

Strategic Imperatives



The ultimate receivers of public goods and services are the citizens that the government serves

Strategic Imperatives



HR should maximise the organisation's competitive advantage i.e. its people as a tool for achieving organisational goals

Strategic Imperatives



HR professionals must align practices with the requirements of internal and external stakeholders

Strategic Imperatives



HR Professionals must acquire the knowledge and skills necessary for using HR activity to achieve stakeholder value and organisational goals

Strategic Imperatives



HR Professionals should view government's key stakeholders from a unique and powerful perspective

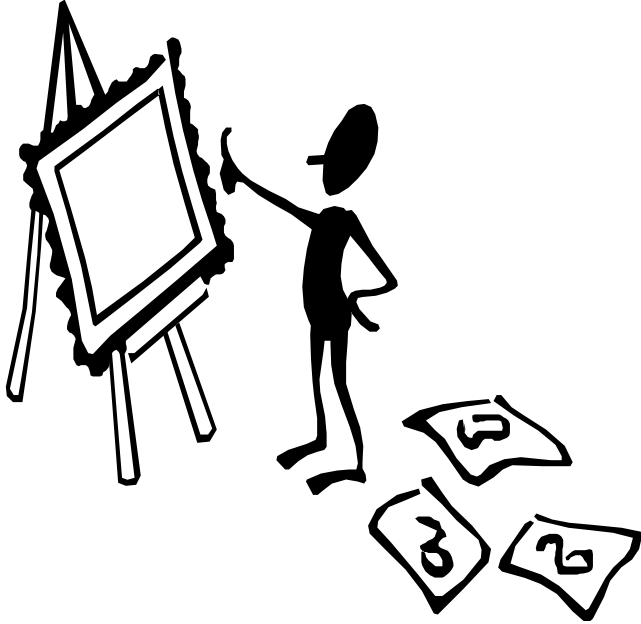
Need to Measure People & Impact



- Critical success factors/areas
- Key performance indicators
- Service level reviews
- Customer surveys
- Employee attitude surveys
- Process mapping/activity analysis
- Audits/reviews (including quality)
- Scorecards
- Benchmarking

HR as the Strategic Partner

My assignment



- Understanding the concept of HR partnering
- The ‘business’ case for HR partnering
- Profile of an effective HR partnership

Putting it in Context...



HR's NEW MANDATE (strategic business partners)

- This concept was launched with funfair and wide acceptability in 1997
- 15 years on...

Team Brainstorming



- HR Partnering...

- In your team in the next 20 minutes – what in your opinion do you think brought about the concept of HR partnering?
- A new mandate? Why? And how new?
- Your team lead to present.

A Definition



- HR Partnering - designing and institutionalising HR systems and processes that address strategic business issues

Why Strategic Partnering?



- Today's HR function needs to be much more focused; i.e. being more customer-focused; cost efficient; innovative and structured in such a way that it can quickly respond to changing priorities

Why Strategic Partnering Cont'd?

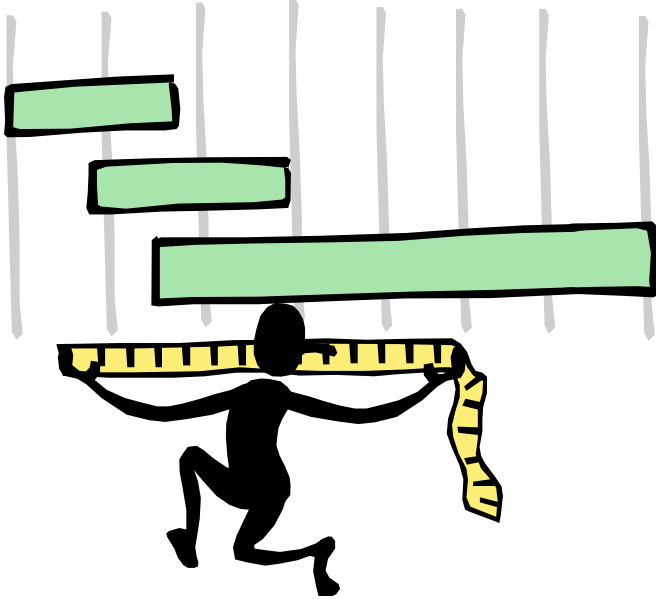


- Globalisation
- Technology
- Intellectual capital
- Rapid change

Deliverables and Do-ables

- Assisting HR professionals to integrate more thoroughly into the corporate process of MDAs and to align our day-to-day work with service delivery outcomes;
- focusing more on deliverables: what the government requires to WIN;
- Versus do-ables: what HR activities we did or do.

Then vs Now



- It used to be fashionable – ‘how many leaders received 40 hours of training’ – No!
- Measure results – the impact of the training on corporate performance

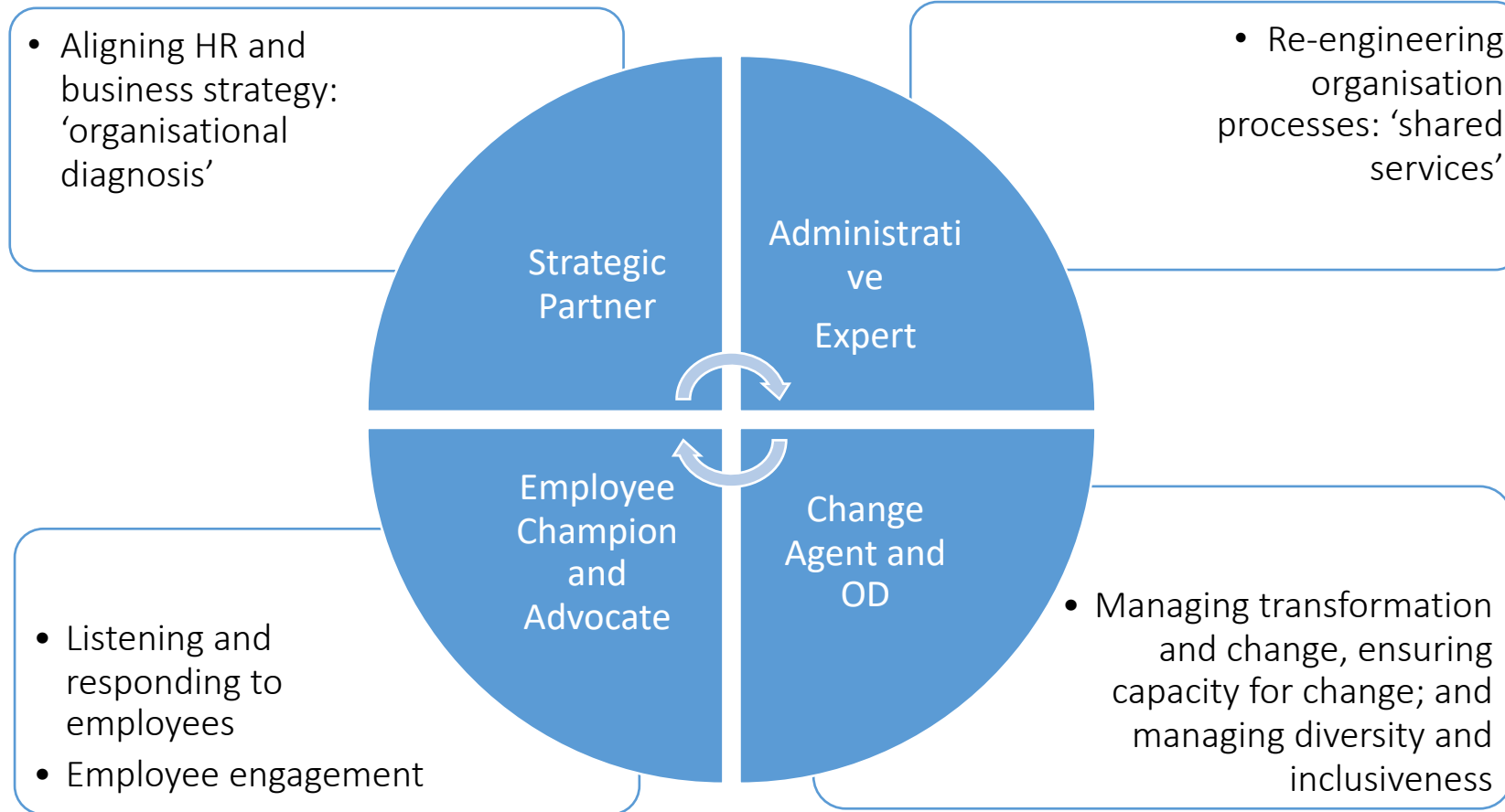
This attitude showcases HR strategists role in the creation and maintenance of capabilities that an organisation must have to deliver value to all stakeholders

Then vs Now

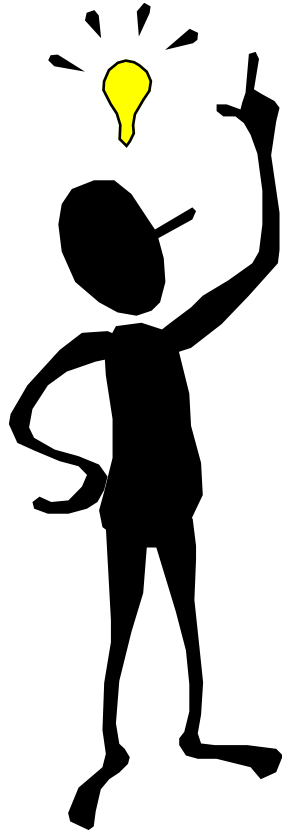
- **Cost efficiency:** Through shared services; ratio 1:100; etc
- **Accelerating competition:** Ability to deliver skilled, motivated, flexible and committed staff. Innovative world-class HR a necessity
- **Rising expectations of HR:** Organisations expect more from HR on execution of strategy and business plans. The answer is the appointment of strategic HR partners

Frameworks and Practice

Professional HRM Model



Team Brainstorming



- Design a business case for HR strategic partnering in your organisation
- Do a brief cost-benefit analysis
- State the strategic advantages?
- Time allowed: 20 minutes
- Team leads to present in 3 minutes

HR Strategic Partner's Key Skills/ Competencies



Relatively enduring
characteristics of a
person enabling superior
performance in a job

HR Strategic Partner's Key Skills/ Competencies

Knowledge

Skills

Abilities

Personality / Work
Style

Motivation

Attitude

Information
acquired through
education, internet
search, schooling,
etc and actually
used on the job

Acquired through
practice and
experience

Inherent capacity
to acquire skill and
knowledge

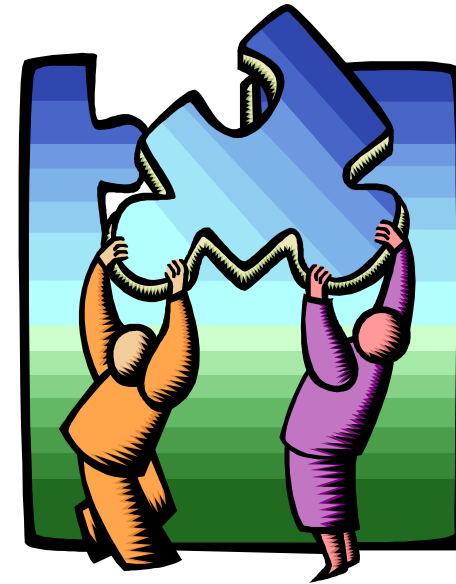
Preferred style of
behaving

What's driving you.
Your current
thought that drives
behaviour

The behaviour in
all its
ramifications

HR Strategic Partner's Key Skills/ Competencies

1. A knowledge of self – people skill, HR inclined
2. Strategic thinker
3. Consultancy skills
4. Customer Relationship Management
5. Networking
6. Business & financial understanding
7. Change management
8. Influencing skills
9. 'Political' awareness
10. Personal development
11. Employee engagement
12. A bias for execution (result-oriented action)

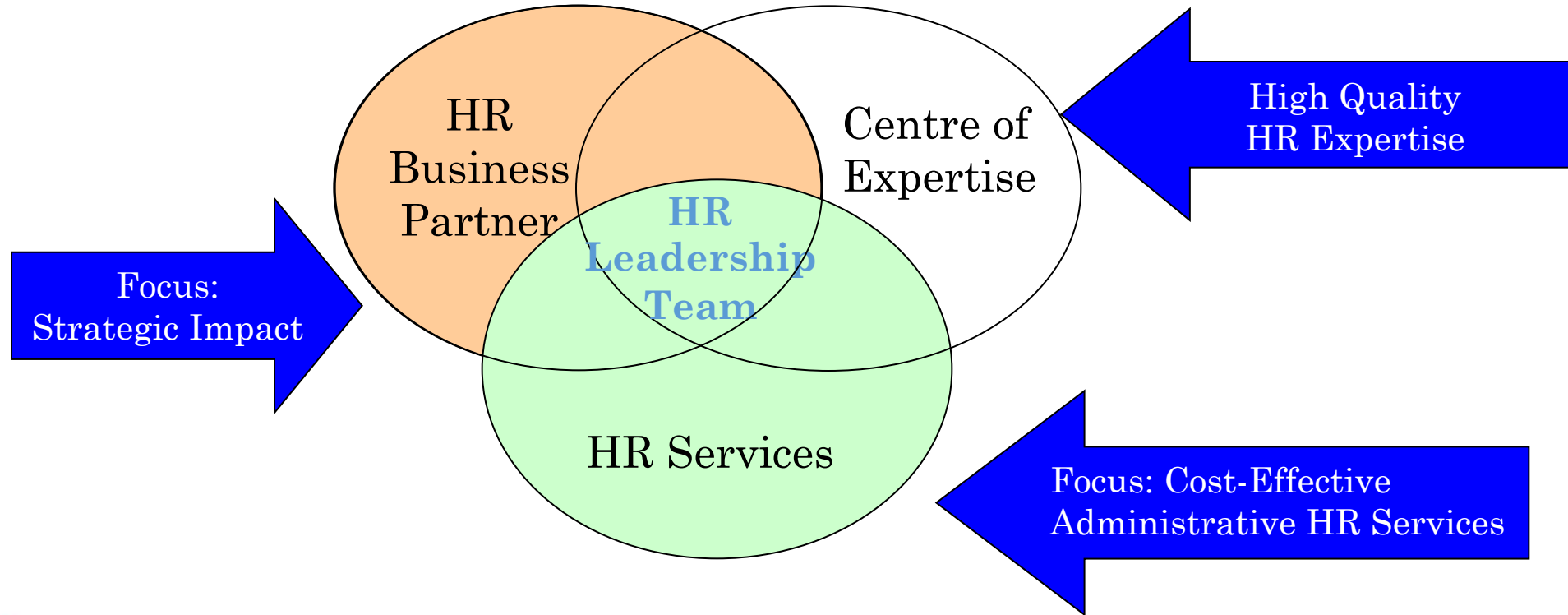


Operating Models



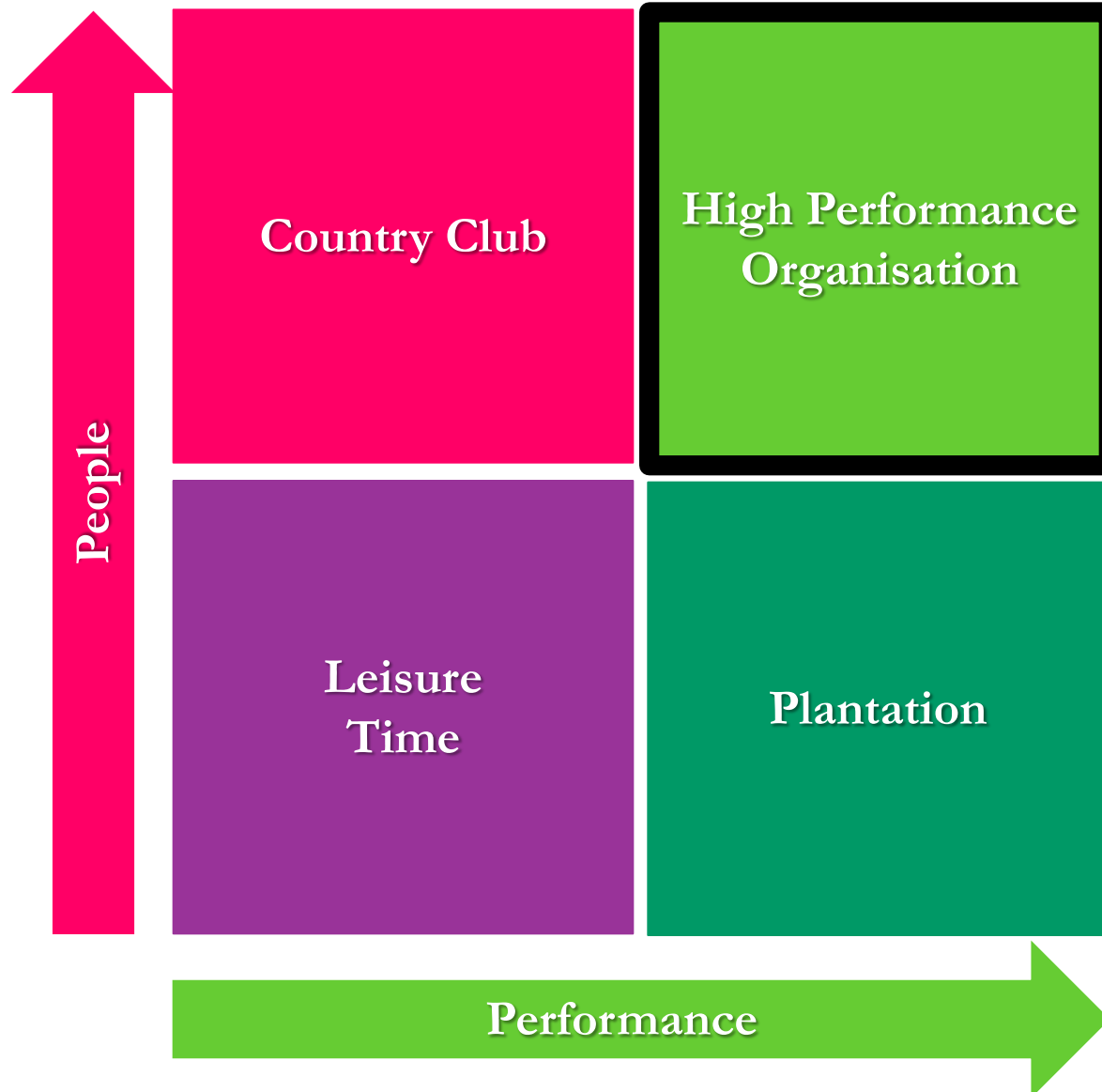
- Organisational & people capability building
- Longer term resource & talent management planning
- Driving change in people management using business insight
- Intelligence gathering internally & externally to guide Executives

HR Service Delivery Model



- Credible HR professionals who have the right skills/competencies
- Faster and more efficient service delivery

Engaging People for Superior Performance



Engaging your workforce drives performance. Engagement level is directly proportional to performance level

Links to the Bottom Line

Engaged employees:

- Lower turnover
- Higher levels of performance
- Advocates of the business
- Better change management

(G. Robertson-Smith and C. Mackerick, *Employee Engagement: a review of current thinking*, IES report no. 469, 2009).

“Improving engagement correlates
with improving performance”

Engagement and Alignment

- **Tin Soldiers:** Too much alignment, too little engagement. Everyone lived up in neat and rigid rows but going nowhere.
- **Headless Chickens:** Plenty of engagement without proper alignment. A chaotic workforce each enthusiastically pursuing their own goals to no overall effects.
- **Simply Bookends:** Low in engagement low in alignment and going nowhere.
- **Highflying:** When both alignment and engagement are present and in balance that your people and your organisation will really succeed.

Questions, Comments, Observations

THANK YOU