The Role of HR

Working with your C-Level Executives
What are the Challenges

- Traditional HR models
- Depth of business knowledge
- Metrics
- Legislation
- Collaboration
- Employee Champion
The Traditional Model

- Administrative
  - Payroll Processing
  - Benefit Processing
  - Helping Employees
  - Other administrative duties

- Results in little collaboration with Senior Managers.
Knowledge of Business

- Traditional HR Role
  - Reacts to the needs of the manager
  - Helps manager with employee problems when they arise
  - Offers support to managers when they request
Metrics

- Traditional HR Role
  - Difficulty in measuring things in HR
  - HR knowing how to measure or create a metric
  - Depth of understanding of the numbers
  - Expense view of the function
Legislation

- Traditional Role
  - Rely on what we know or have learned over time
  - Keep up with legislation for self knowledge
  - Practices that met legal requirements used from past position(s)
  - Share only on an as needed basis
Collaboration

- Traditional Role
  - Wait for Senior managers to role out next idea
  - Know of new concept or business need when others find out
  - Discuss with managers after the fact
Employee Champion

- Traditional Role
  - Help employees with needs
  - Provide managers with an employee perspective
  - Focus is on the employee needs
The New HR Role

- It's all about the business
- Strategy Architect
- Credible/Metrics Driven
- Change Agent/Relationships
- Business Ally/Legal Expert
- Technology Savvy
- Employee Champion
All about the Business

- Understanding the business from the inside out
  - Know the function of each department or unit and what role it plays in the organization
  - Understand the skill sets necessary to function in the department or unit
  - Get to know the daily problems of the manager within the department
  - Be Proactive
All about the Business

- Can you answer these questions about your business and industry
  - Where is the business going both short term and long term?
  - What are the measurements for success?
  - What are the key challenges facing the business?
Strategy Architect

- Understand the business, customers, industry and capabilities of the business
- Recognizes the opportunities and threats to actively identify trends and possible outcomes
Strategy Architect

- Perform a SWOT analysis on your business
- Research your company and the industry it serves

Then ask
- What requires partnership from HR
- What strategies can HR use to address the business issues
Credibility

- Know your issue thoroughly and be passionate about it
  - Be able to present how the issue is relevant to your business
- Be willing to be challenged and not know all the answers
  - Research questions and respond promptly
Credibility

- People who work for you must be developed into experts in their area of expertise
- Be accurate with work product
  - Do the simple things really well
- Flawless execution
  - Transactional work and processing related to employees needs to have zero defects
Metrics

- Define what needs to be measured and then figure out how to measure it
  - Break things down into single actions to measure that action
  - Six Sigma Practices
- Learn statistics and how to relate a statistic to items in HR
Metrics

- More than your basic metrics
- Examples
  - Time between interview to offer letter
  - Number of deficiencies in onboarding an employee
  - Trend of benefit plans and how a change affects the trend by percentage – relates to dollars
Metrics

- Determine what needs to be measured
  - Ask your CFO to help develop a measurement for the issue
  - Relates back to money for the organization
Change Agent/Relationships

- Collaborate with senior managers on strategy to implement change

- Organizations have constant change
  - Leverage the opportunity on best practices to implement change
  - Incorporate a change model practice such as The Prosci Model for Change
Change Agent/Relationships

- Develop a relationship with your CFO
- Develop relationships with business leaders and internal knowledge experts
  - Go to Lunch with them
  - Know what issues they are experiencing
  - Get to know them on a personal level
  - Help them solve or create ideas to help them with their issues
Business Ally/Legal Expert

- Immerse yourself in the legal aspect of HR
  - Communicate to leadership the issues from a legal perspective about how the change will affect the organization
  - Communicate the options leadership has when managing a legal situation
    - Pros and Cons of different options
    - It is not always black and white
Business Ally/Legal Expert

- Understand Business challenges and what is the right thing to do for the business from an HR perspective
  - Balance what the attorney states and the needs of the business
  - This is not always what is best for employees or satisfaction of employees

- Business Readiness
  - Disaster Recovery
  - Economic Challenges/Opportunities
Business Ally/Legal Expert

- Abreast of New HR legal updates
  - NLRB New Posting Requirement
  - E-Verify
  - Healthcare Reform
  - NC Workers Compensation law update/change
  - ADAAA
  - Social Media Lawsuits and outcomes
Technology Savvy

- Build a relationship with your IT Director
- Leverage IT to streamline practices and gain efficiencies
- Become proficient in programs for your company

- SharePoint
- Business Intelligence
- InfoPath
- HRIS System
- Excel
- Adobe – Professional
Technology Savvy

- Incorporate technology into HR systems
- Stay abreast of social media
  - Incorporate into business practices where possible
  - Get connected with Twitter, Facebook, LinkedIn, etc.
Employee Champion

- Understand the pressures faced by employees
  - Rising health care costs
  - Employee Health Issues
  - Greater demands on the amount of work to complete
  - Minimal salary increases
  - Higher stress levels
  - Family issues
Employee Champion

- Ask yourself how can the company help reduce the pressure on employees and meet the needs of the business
  - Develop a strategy and measure the results that maximizes the needs of the company and employee
- Develop and design work systems where people can succeed and contribute
Strategic HR

- Be informative and responsive to senior managers
- Don’t be afraid to voice concerns over a strategy
  - Offer alternative solutions, not a department of NO but a department of KNOW
- Build relationships and collaborate
- Be forward thinking raising concerns and informing about business related issues
Strategic HR

- Have an agenda short and long term derived from the company’s objectives
- Drive business results and marshal the efforts of senior management
- Define ways to measure your processes and drive efficiencies
Questions or Comments?