



THE NEW ROLE OF HUMAN RESOURCES

Chapter 3





MISPERCEPTIONS REGARDING HR FUNCTION

- The book on “The Human Capital Edge,” by Bruce N. Pfau and Ira T. Kay, quoted Thomas A. Stewart's point of view of HR functions in Fortune Magazine's January 15, 1996 issue:

“(1) Nestling warm and sleepy in your company, like the asp in Cleopatra's bosom, (2) is a department whose employees spend 80% of their time on routine administrative tasks. Nearly (3) every function of this department can be performed more expertly for less by others. Chances are (4) its leaders are unable to describe their contribution to value-added except in



trendy, unquantifiable and wannabe terms – *yet* like a serpent unaffected by venom, the department frequently dispenses to others advice on how to eliminate work that does not add value...”





MAKING A CORRECTIVE ACTION

- What separates good HR departments from the bad is that the bad ones forget their service orientation.
- They forget that if they don't help others get their jobs done, they won't get cooperation from these department
- The good ones recognize that while they have to initiate and implement rules and regulations they don't dictate and go absolutely by the book, but balance the needs of the organization and the needs of the managers and the employees.



THE BALANCING ACT OF HUMAN RESOURCE PROFESSIONALS

- Serving both management and employees
- As employee advocate and chief social worker
- Owning the people issues
- A rubber stamp of other managers rather than a partner



HOW TO GET A SEAT AT THE EXECUTIVE TABLE

- Before claiming your seat at the executive table, you should ask these questions:
 - Do managers seek your opinion?
 - Do you influence your company's direction or at least, contribute some inputs to it?
 - Do you contribute to the corporate discussion about customers, products and strategies?
 - Are you a participant in senior level meetings?



- If your answers to these questions are “yes” and you also initiate people, programs and processes, you have earned yourself as a strategic partner and sit at the executive table.





Suggestions How to Get a Seat at the Executive Table

- Understand your organization's business
- Share responsibility for business goals and plans
- Run your department like a business



THE FUNCTIONS OF HUMAN RESOURCES DEPARTMENT





DEVELOPING A PUBLIC STATEMENT OF THE HR PHILOSOPHY

The consultative function of human resources is that it provides overall guidance and direction on workforce matters.



BUILD AND IMPLEMENT HR PHILOSOPHY

- FedEx practiced what it preached. Its managers lived by it.
- Managers were rated annually by subordinates on a leadership index containing questions about how well they helped subordinates, listen to their ideas and showed them respect.



HIRE THE RIGHT PEOPLE: KNOW WHAT YOU WANT

- Most successful companies are clear about the kinds of people they want
- They hire only those who fit their own culture and their own style.



KEEP EMPLOYEES

- Successful companies cited by Fortune Magazine's Most Admired Companies, start by offering attractive pay and benefits
- To keep their good and high potential employees, they protect jobs, promote within, and give people a piece of their action.





REWARD WELL

- Overcompensating people who contribute little value is a losing proposition.
- But skilled, motivated, and involved employees justify high pay for their exemplary contributions.





PROTECT JOBS

- In this highly volatile globally competitive market marred by the present worldwide recession, job security seems to be an old-fashioned, paternalistic policy
- Job rotation or reduced pay of executives and all employees could be some alternatives to layoff.





PROMOTE FROM WITHIN

Advantages

- It encourages both management and employees to invest time and resources in upgrading skills
- It is a powerful performance incentive
- It fosters trust and loyalty
- It capitalizes on knowledge and skills of veteran employees
- It reduces serious errors by newcomers unfamiliar with history and proven ways
- It increases the likelihood that employees will think longer term and avoid impetuous, short-sighted decisions



SHARE THE WEALTH

- It is a truism that employees work harder if they have a share in the profits of the company
- People oriented organizations have devised variety of ways to link employee rewards to corporate productivity.
- This includes productivity gain sharing, profit sharing, employee stock ownership plans(ESOP)





INVEST IN EMPLOYEES

- When the organization and its processes become more complex, training and development are needed more than ever.
- Undertrained workers hurt companies in terms of sloppy supervision, shoddy services, poor quality products, higher costs of production, work connected accidents, inefficiency and costly mistakes.

Training is a must.

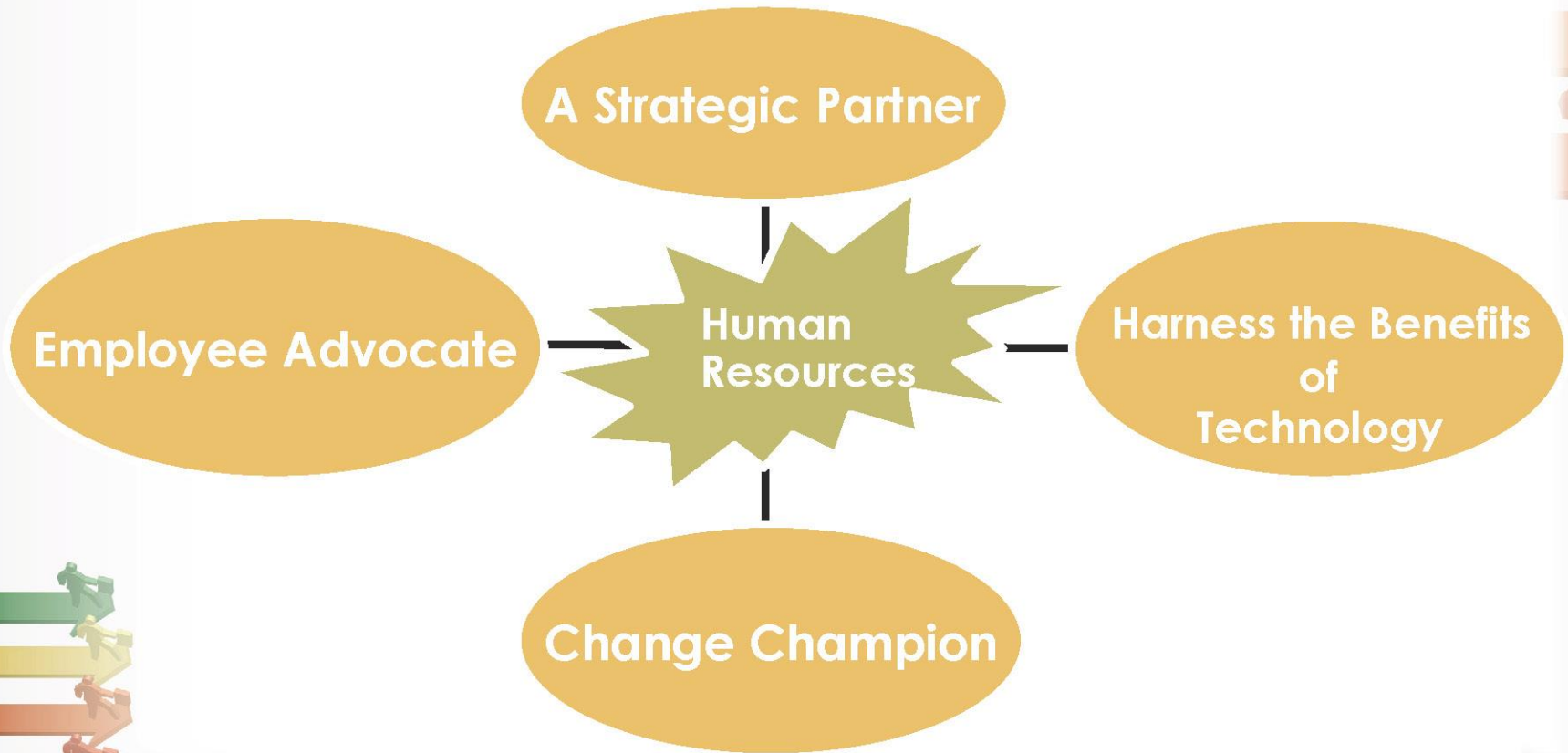


EMPOWER EMPLOYEES

- Allowing employees to participate in problem solving and decision making is not only a Constitutional precept it is good business sense.
- Empowering employees includes employee involvement in work and process improvement Quality Circles, fostering team effort, and many other participatory activities.



THE NEW ROLES OF THE HUMAN RESOURCE PROFESSIONAL





A Strategic Partner

- HR's business objectives are established to support the attainment of the over all strategic business plan and objectives.
- The HR professional is knowledgeable about the design of work systems in which people succeed and contribute.



Employee Advocate

- As an employee advocate or champion, the HR professional plays an integral role in organizational success.
- HR advocacy includes expertise in how to create a work environment in which people can be motivated, productive, and happy.





Change Champion

- HR professional is a change agent.
- The role of the HR professional must be parallel with the needs of his changing organization.
- HR professional champions changes and helps determine the measures that will tell his organization how well it is succeeding.





Harness the Benefits of Technology

- Human Resources Information System (HRIS) can save time on repetitive work load not to mention on manpower costs.
- HRIS could provide better and faster customer service.





CONTINUE TO UPGRADE YOUR PROFESSIONAL SKILLS AND COMPETENCIES

- Seek out a more experienced mentor
- Be active in professional organizations
- Attend executive leadership and management conferences
- Spend significant hours of training and education every year