

The Future of Human Resources

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Contents

“HR should not be defined by what it does but by what it delivers - results that enrich the organization’s value to customers, investors, and employees”³⁸

David Ulrich

The New Economy ²⁶

The business environment:

- Global growth
- Emerging businesses
- New technology
- Intellectual capital
- Continuous change
- Competition

Requires companies to focus on:

- Increasing value
- Culture
- Organizational capabilities
- Leadership development
- Attracting/retaining talent
- Strategic recruiting
- Change management
- Diversity

Requires HR to change:

- Strategic partner
- Business savvy
- Align with strategy
- Accountability
- Manage talent
- Knowledge transfer
- Leverage technology
- Flexibility

Traditional Views of HR ^{15, 33}

- ♦ Administrative
- ♦ Transactional
- ♦ Compliance police
- ♦ Associated with HR processing activities only (staffing, compensation, benefits)
- ♦ Costly / overhead
- ♦ Reactive
- ♦ Not client-centered

Why Change?

- ♦ Companies need strategic support from HR in the New Economy ³⁸
- ♦ HR is more important than ever, people are the only sustainable source of competitive advantage – Watson Wyatt Study ³⁰
- ♦ HR is under scrutiny in this economy ³³
- ♦ Companies run the risk of employees leaving their jobs once the labor market turns around: ⁵
 - 48% of US middle managers say they are currently looking for another job or plan to do so when the economy recovers (Accenture Survey)
 - 64% plan to intensify their search when the job market strengthens (Accenture Survey)
- ♦ Set the tone for best practices
- ♦ Career development for HR professionals ¹⁸

HR Transformation Activities

Percentage of Companies Reporting Internal HR Changes



Mercer HR Consulting

Trends ⁵

- ◆ Centers of expertise
- ◆ HR Councils
- ◆ HR as internal consultants
- ◆ Line accountability for HR processes
- ◆ Shared services
- ◆ Outsourcing
- ◆ eHR
- ◆ Self Service
- ◆ HR Portals
- ◆ HR Scorecard
- ◆ HR Competency development

Centers of Expertise ^{2, 5, 9}

- ♦ A small, highly-skilled group of specialists who leverage expertise across the company
- ♦ Develop and assist in the delivery of world-class HR practices and processes
- ♦ Tend to focus on strategic change, design and development of programs
 - Talent management, leadership development, skill building, improving performance, rewards, work/life, etc.

- ♦ Unisys ⁴¹
- ♦ General Motors ²³
- ♦ Seagate Technology LLC ⁴³

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HR Council ^{8, 23}

- ♦ A group of HR leaders who meet to align HR strategy with overall firm strategy
- ♦ Provide HR development guidance and support
 - Measure and evaluate HR (Balanced Scorecard)
 - Allocate resources
- ♦ Effective for complex organizational structures with many distinct business units
 - Breaks down silos
- ♦ Leadership representation from all disciplines and businesses of HR
- ♦ Can be more of a sounding board or an active working group that makes decisions

- ♦ Ernst & Young
- ♦ Honeywell

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HR as Internal Consultants ^{2, 3, 5, 8, 9, 31}

- ♦ HR professionals who use process consultation and other methods to empower clients to solve problems and make positive changes
 - Provide insight using trends and data
 - Know the business
 - Focus on activities such as organization design, change management, workforce planning, leadership, coaching, partnering with business leadership
- ♦ Can be assigned to each business unit or centralized and leveraged across the company

- ♦ Unisys ⁴¹
- ♦ Sears ²⁰
- ♦ Wells Fargo Bank ¹²

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Line Accountability for HR Processes ^{3, 5, 23}

- ◆ Managers take responsibility for processes such as:
 - Performance management
 - Promotions
 - Career development
 - Compensation
 - Etc.
- ◆ HR may facilitate the process or remove itself from the process
- ◆ Can be technology-enabled through manager self service

- ◆ IBM
- ◆ General Electric
- ◆ Dow Chemical Company ¹⁶
- ◆ Marriott International Inc. ¹⁶

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- ◆ Bates, S. (2002). Facing the Future. *HR Magazine*, July, 26-32.
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Shared Services Model ^{14, 27}

- ◆ Consolidating transactions, information and data by leveraging consistent processes and integrated technology
- ◆ Services are consistent across business units
- ◆ Examples include benefits administration, expatriate management, training administration, recruiting administration, payroll
- ◆ Consider: size of workforce, workforce locations, cost of labor and consistency in service requirements
- ◆ Types of shared services include multiple vs. single site, national vs. global and via web vs. phone ²¹

- ◆ Intel
- ◆ Hewlett-Packard
- ◆ Intuit ⁴³
- ◆ Goldman Sachs

Shared Services Model ^{31, 40}

Benefits

- Cheaper through economies of scale
- More efficient and effective service, higher quality, consistent answers
- Avoid duplication, re-work
- Potential savings in labor costs is between 15% and 40% (Mercer HR Consulting)
- Possible to reduce admin. costs between 20% to 50%

Challenges

- Takes time and money
- Huge effort to gain consistency of processes
- May face resistance to change
- Potential service disruption
- New skill sets required for HR
- May require large investment in technology
- Challenges associated with centralization

Shared Services References

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- ◆ Greengard, S. (2000). Technology Finally Advances HR. *Workforce*, January, 79 (1), 38-41.
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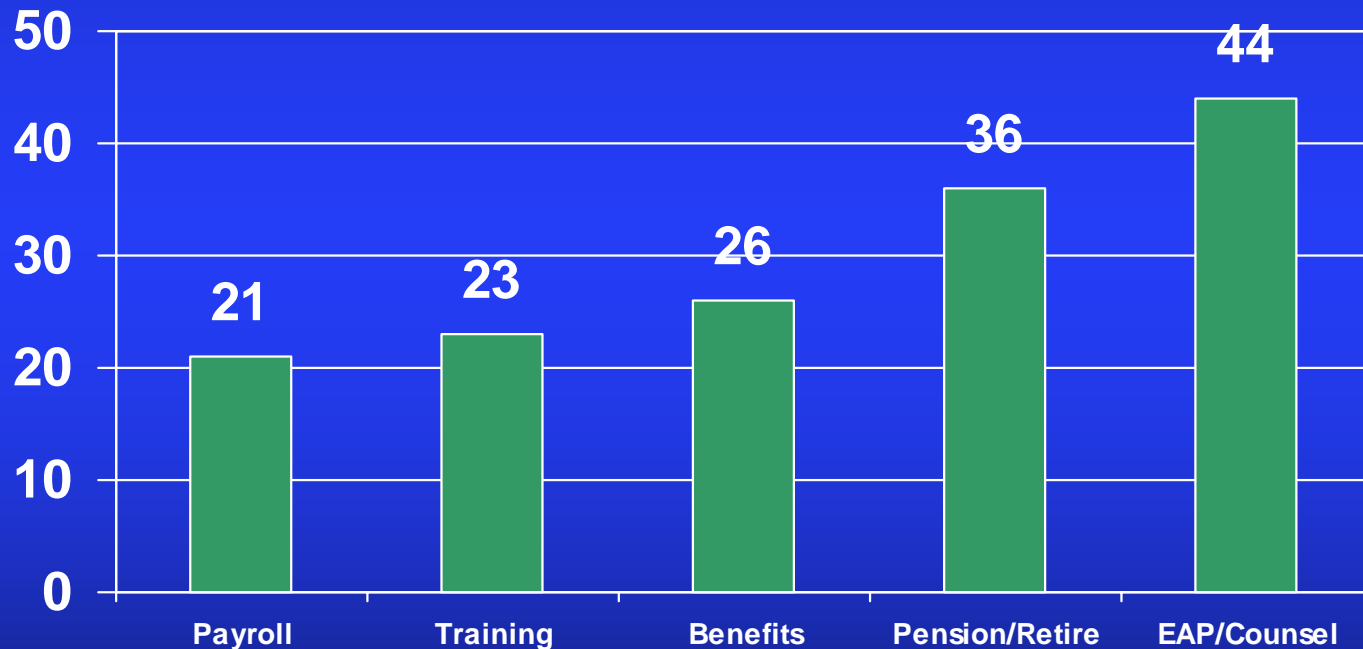
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Outsourcing^{2, 3, 5}

- ◆ When a company uses an outside provider to offer services to their employees
 - ◆ Services tend to be transactional in nature (high volume and repetitive)
 - ◆ Companies can choose to outsource anywhere from one function to all functions
-
- ◆ BP
 - ◆ AT&T
 - ◆ Bank of America
 - ◆ International Paper
 - ◆ Johnson & Johnson

Outsourcing

Top Five Outsourced HR Activities Percent of All Employers



HR Department Benchmark and Analysis TM Report. (2003).

Outsourcing ²⁹

Benefits

- Some services can be provided more effectively by others
- Allows the company's HR department to spend more time focused on core and strategic activities
- Often available 24 hours a day
- Sophisticated reporting and data capabilities
- Have a standard, integrated platform
- Sometimes cheaper through economies of scale

Challenges

- Outsourcing firm may not understand company culture and processes
- Quality of service can be an issue
- Outsourcing firm may not be as invested in company's success
- Getting processes to an "outsourcable" state
- Initial resistance to change

Outsourcing References

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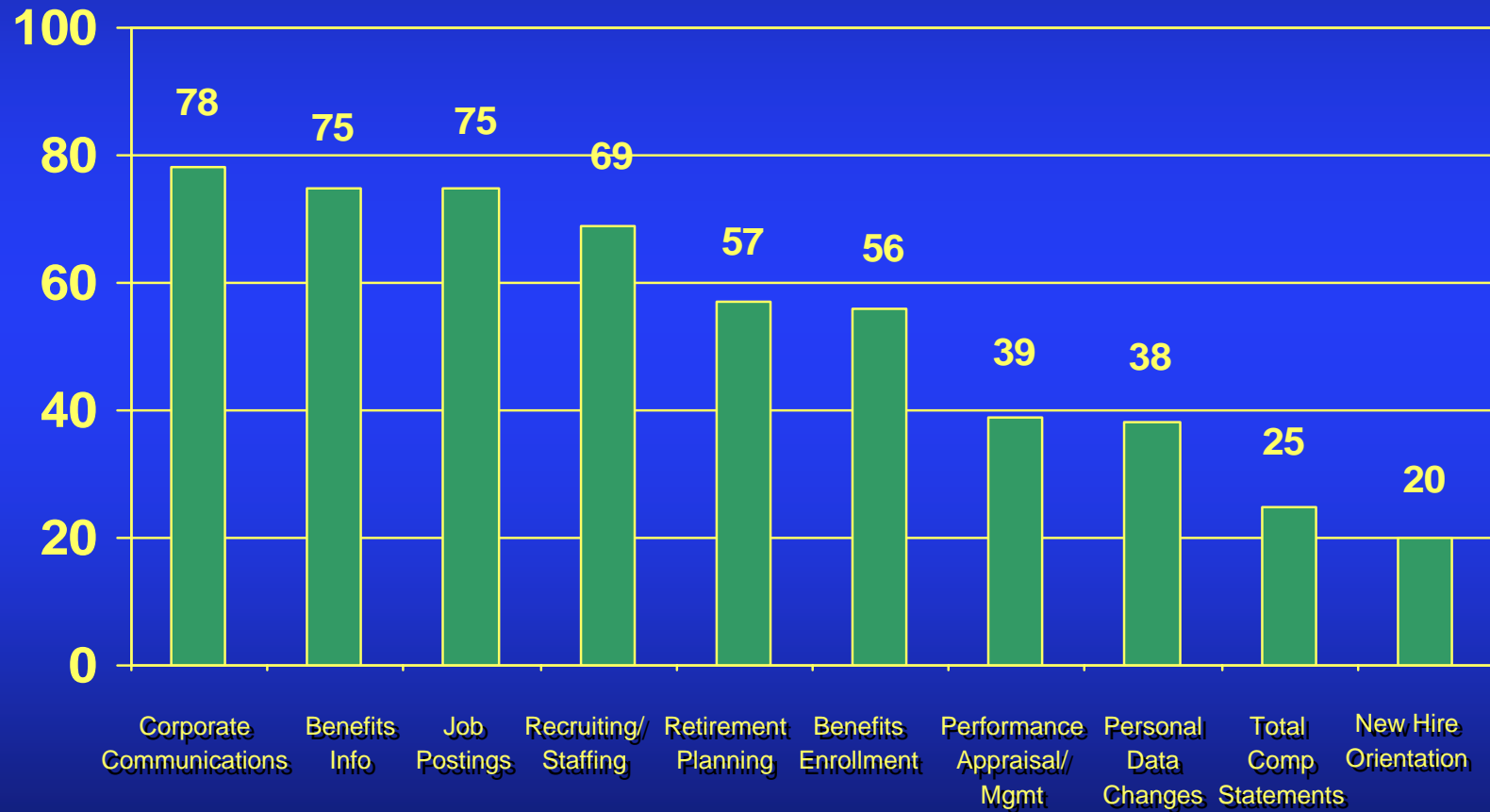
eHR 7, 14, 29, 34, 43

- ♦ Using technology to provide HR services
- ♦ The web will become the most frequent medium used in the next few years followed by email. Phone use is decreasing (Probe Research) ¹⁴
- ♦ Intranets
- ♦ Web-based learning
- ♦ Online recruiting

- ♦ MCI Worldcom
- ♦ Unisys
- ♦ Sears
- ♦ Kinko's
- ♦ Military Health Service
- ♦ Monster.com
- ♦ HotJobs
- ♦ CareerBuilder
- ♦ Chili's

eHR

% of Surveyed Employers Using Technologies for Various HR Applications



Watson Wyatt Worldwide. (2000). The Net Effect: e-HR and the Internet.

eHR References

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- ◆ Workforce Online (2003). Interviews with VPs, CEOs, presidents, and other Workforce-Management Leaders.

Self Service ^{1, 31, 34}

- ♦ “Employee Self-Service (ESS) is a combination of technology and organizational change that enables users to interact directly with their Human Resource data to inquire, review and act upon transactions in the workplace.” ¹
- ♦ Can be via internet, intranet, interactive voice response
- ♦ Examples of activities include enrollment in benefits, updating personal information, inputting vacation time, enrolling in training classes, viewing payroll and compensation data, applying for internal job, etc.
- ♦ Access information on HR policies, forms, EAP info, etc.
- ♦ Manager self-service
 - HR is no longer in the middle
 - Examples of activities include salary planning, performance management, employee transfers, staffing processes, management reports, etc.
- ♦ General Motors
- ♦ Southern California Edison

Self Service ¹

Benefits

- Cost savings on labor
- Information more accurate
- Paperless, streamlined administration
- Managers encouraged to take personal responsibility for their employees' development
- Can engage employees on improving data integrity

Challenges

- Access issues
- Potential technology glitches
- Employees' may view as HR's role, would rather focus on their jobs
- Employees may resist self service training
- May require investment in technology

Self Service References

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- ♦ Roberts, B. (2002). Content To Order. *HR Magazine*, July, 47 (7).
- ♦ Stone, A. (2003). The Intranet Boom. *Philadelphia Business Journal*, March 28-April 3, 17-18.

HR Portals ^{13, 14}

- ♦ Combine data from various systems into a single point of interface
- ♦ 24/7 access to information
- ♦ Information exchange and knowledge transfer take place
- ♦ Fit into larger knowledge management initiatives

- ♦ Unisys ³⁴
- ♦ General Motors ²³
- ♦ Gevity HR ³⁵

HR Portals ²¹

Benefits

- Ability to conduct surveys, sign up for learning, report open positions, etc.
- May save money in long term by reducing all redundant systems
- Goal is to improve communication and increase productivity
- Business units can share best practices
- Portals can be linked to external vendors

Challenges

- Requires investing money in technology
- Employees may resist training
- Requires time and effort to link initiatives in a way that makes sense for the employees
- Difficult to ensure that information is continually updated
- Technology glitches can lead frustration and error

HR Portals References

- ♦ Goodridge, E. (2001). Portal Gives Workers Cruise Control. *Information Week*, November 19.
- ♦ Greengard, S. (2000). Technology Finally Advances HR. *Workforce*, January, 79 (1), 38-41.
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HR Scorecard - 7 Step Process ⁴

1. Clearly define business strategy
2. Build a business case for HR as a strategic asset
3. Create a strategy map
4. Identify HR deliverables within the strategy map
5. Align HR architecture with HR deliverables
6. Design the HR measurement system
7. Implement “management by measurement”

Sample from GTE Scorecard ⁴

	Objectives	Enterprise Measures (Lagging Measures)	SBU Measures (Leading Measures)
Financial	Maximize shareholder value	Total shareholder return Revenue per employee	Human capital value added
Customer	Business partner (strategic support)	Rating on corporate service agreements	Employee engagement index
Operations	Align HR planning with business priorities	% of HR strategic plans implemented	Time spent with executives
Strategic	Talent (select, assimilate and train)	Voluntary separation rate / separation cost	% New hires retention, 6 months/1 year ratio Targeted workforce churn rate

HR Competencies ⁴

- ◆ Personal credibility
- ◆ Ability to manage change
- ◆ Ability to manage culture
- ◆ Delivery of Human Resource practices
- ◆ Understanding of the business

There is No “One” Way to Transform HR It Depends On... ⁶

- ◆ Company History
- ◆ Culture
- ◆ Strategy
- ◆ Structure
- ◆ Size / Industry
- ◆ Current HR model
- ◆ Readiness for change
- ◆ Return on investment
- ◆ Cost saving opportunities (short term/long term)

Sears, Roebuck & Co. - Aligning with the Vision ²⁰

- ♦ Changed reporting relationship from centralized to businesses
- ♦ Re-staffed HR function – new standards for customer service and responsiveness
- ♦ Communicated transformation through “Learning Maps” and town hall meetings
- ♦ Aligned all HR systems with Sears vision, strategy and competencies, including executive compensation
- ♦ Employee customer-profit model – correlation between employee satisfaction and profitability
- ♦ Created an HR scorecard closely aligned to firm vision and strategy
- ♦ Sears University – Trains employees on company strategy, changes and developing new competencies

General Motors – The Three T's ²³

Technology

- Global HR Website
 - Education line managers on HR changes and value
- HR Portal
 - Enhances ability to communicate and work together
- Employee Service Center
 - HR is not in the middle
 - Transfer HR processes to line (e.g., comp plan)

Talent

- GM University
 - 15 colleges develop curriculum
 - Programs dedicated to improving skills of HR professionals
 - Develop HR to be internal consultants
 - Develop business acumen, change mgmt skills and relationship building

Transformation

- VP of global HR reports to CEO
- HR Centers of Excellence
- Internal consultants
- Outsourced transactions
- Standardized programs and processes
- Open communication and collaborative design between corporate and line HR
- Broken down silos

BP – Outsourcing Model ⁵

Outsourced all functions except U.S. Learning and Development:

- Payroll
- Recruiting
- Expatriation/Relocation Services
- Records Management
- Vendor Management

Unisys 9, 34, 41, 44

- ◆ COE Practice Areas:
 - Employee Development
 - Business Effectiveness
 - Global Recruiting
 - Global Rewards
- ◆ Business Consultancy
- ◆ HR Client Services
- ◆ Unisys University

Process for Transforming HR ⁶

- ♦ Assess current strengths / areas of development
- ♦ Identify desired future state
- ♦ Create a plan to address gaps
- ♦ Design and plan for implementation
- ♦ Implementation
- ♦ Evaluation



Critical Success Factors 6, 28, 32

- ♦ Stay focused on the needs of the business
- ♦ Top leader sponsorship and buy-in
- ♦ Alignment with company strategy
- ♦ Stakeholder identification and communication
- ♦ Involvement from all levels in development and implementation
- ♦ Change management and communication strategy
- ♦ Address fears, resistance to change

Additional Resources

- ♦ SHRM – www.shrm.org
- ♦ Workforce – www.workforce.com
- ♦ Human-Resources.org
- ♦ The Conference Board – www.conference-board.org
- ♦ Corporate Leadership Council – www.corporateleadershipcouncil.org
- ♦ Linkage – www.linkageinc.com
- ♦ Center for Creative Leadership – www.ccl.org
- ♦ OD Network – www.odnetwork.org www.odofgny.org
- ♦ Human Resource Competency Toolkit – SHRM bookstore
- ♦ Call Center online learning – www.call-center.net

Additional Resources

- ◆ Books
 - The HR Scorecard
 - The Human Capital Edge
 - Tomorrow's HR Management
 - Human Resource Champions
 - Valuing People: How Human Capital Can Be Your Strongest Asset
- ◆ Measurement
 - Saratoga Institute
 - Bureau of National Affairs – www.bna.com
 - Gartner Research
- ◆ SHRM Webcast
 - HR: The New Reality
- ◆ SHRM Seminar
 - HR Scorecard: Components of the 7 Step Model October, 2003

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