Essential Skills for HR Practitioners: a Strategic Development Framework

Brian Goulden
18 April 2012
Overview

- The ICT sector context
- The Human Resource role
- Professional HR Areas
- Professional HR Behaviours
- Frameworks for development
- The way forward
The ICT sector context

- Turbulent & uncertain
- Technology-led
- Growing consumer expectations
- Increased stakeholder engagement
- Fast-paced
- Demands for higher ROI
## The HR Role: Ulrich’s Business Partner Model

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partner</td>
<td>Aligning HR and business strategy: ‘organisational diagnosis’</td>
</tr>
<tr>
<td>Administrative Expert</td>
<td>Re-engineering organisation processes: ‘shared services’</td>
</tr>
<tr>
<td>Employee Champion</td>
<td>Listening and responding to employees: ‘providing resources to employees’</td>
</tr>
<tr>
<td>Change Agent</td>
<td>Managing transformation and change: ‘ensuring capacity for change’</td>
</tr>
</tbody>
</table>
## Changes in Ulrich’s Business Partner model

<table>
<thead>
<tr>
<th>Year</th>
<th>Strategic partner</th>
<th>Administrative expert</th>
<th>Employee champion</th>
<th>Change agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>Strategic partner</td>
<td>Administrative expert</td>
<td>Employee champion</td>
<td>Change agent</td>
</tr>
<tr>
<td>2001</td>
<td>Coach</td>
<td>Leader</td>
<td>Conscience</td>
<td>Facilitator</td>
</tr>
<tr>
<td>2005</td>
<td>Strategic partner</td>
<td>Functional expert</td>
<td>Employee advocate / HC developer</td>
<td>HR leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Architect</td>
</tr>
</tbody>
</table>

Professional Areas: the CIPD model

- Insight, strategy & solutions
- Leading HR
- Organisation design & development
- Resourcing & talent planning
- Learning & talent development
- Performance & reward
- Employee engagement & employee relations
- Service delivery & information

Source: CIPD HR profession map - www.cipd.co.uk
Some Key HR Professional Areas

- **Insight**
  - Actionable insights & solutions
  - Prioritised & tailored around business
  - Understanding of business & context

- **Service**
  - Accurate information
  - Efficient, timely, cost-effective delivery
  - Professional approach

- **Learning**
  - Develop skills, knowledge & experience for all
  - Focus on short & long-term business needs
  - Motivate to learn, grow & perform

Source: CIPD HR profession map - www.cipd.co.uk
Professional HR Behaviours: CIPD model

- Curious
- Decisive thinker
- Skilful Influencer
- Personally credible
- Collaborative
- Driven to deliver
- Courage to challenge
- Role model

Source: CIPD HR profession map - www.cipd.co.uk
Some Key HR Behaviours

Curious
- Seeks insight into strategic business context
- Understands how people behave in differing contexts

Skilled Influencer
- Secures consensus across complex stakeholders
- Communicates authoritatively, delivers clear & memorable messages

Personally credible
- Keeps HR & professional practice flexible to meet evolving business needs
- Combines HR & business insights to provide advice to senior leaders
Human Capital KSA Framework

- **Knowledge**
  - Technical
  - Professional

- **Skills**
  - Business-focused
  - Strategic
  - Tactical

- **Attitudes**
  - Flexible
  - Challenging
  - Enquiring

Global Perspective / Forward-looking
Skills Development Framework

- Experiential learning
- Training
- Expanding work tasks
- Mentoring
- Coaching
- Networking
- Knowledge sharing
- Time & Budget
- Management commitment
## Business / HR Alignment Process

<table>
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<tr>
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<th>Description</th>
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<tbody>
<tr>
<td>Define Business Strategy</td>
<td>Review HR policies against objectives</td>
</tr>
<tr>
<td>Analyse The Context</td>
<td>Identify core competencies, Learning Needs, Performance expectations</td>
</tr>
<tr>
<td>Identify Business Needs</td>
<td>Identify resource needs to deliver business Objectives (numbers / skills / experience)</td>
</tr>
<tr>
<td>Identify Key Issues</td>
<td>Identify appropriate learning interventions</td>
</tr>
<tr>
<td>Develop Strategic Framework</td>
<td>Link L&amp;D to related HR issues – performance, talent</td>
</tr>
<tr>
<td>Define Specific Plans</td>
<td>Specify HR actions (inc L&amp;D) to meet objectives</td>
</tr>
<tr>
<td>Assess Capabilities &amp; Resources</td>
<td>Assess extent to which HR can fulfill its obligations as a “business partner”</td>
</tr>
</tbody>
</table>

**IMPLEMENTATION PLAN**
The Way Forward

Professional Skills + Aligned HR + Credibility = Influence
Sources & Resources

Thank You

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