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COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

The HR landscape in the New Era: Redefining the role of the Human Resources professional

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Overview

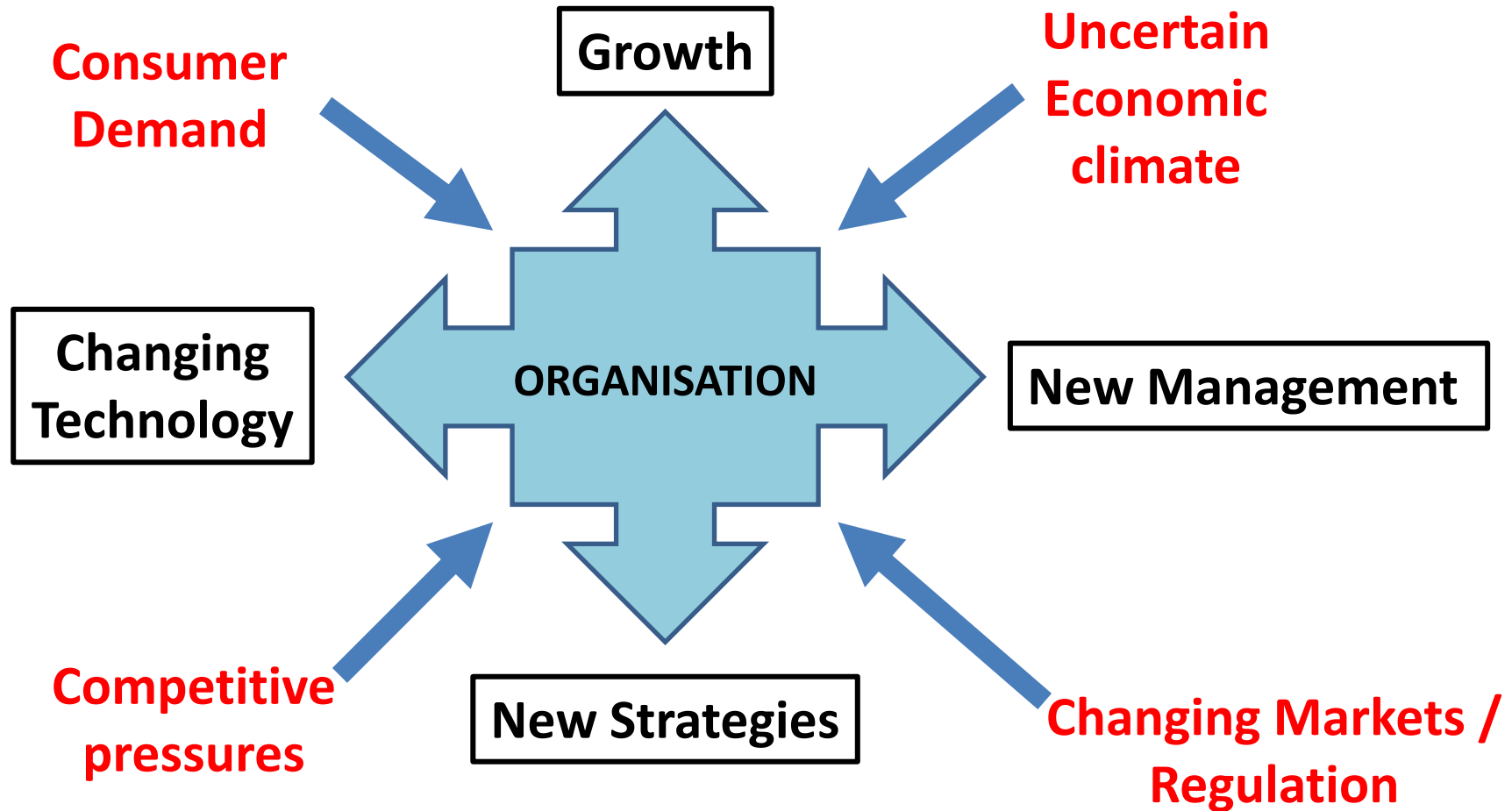
- The “new era” in context
- The “new era” - drivers & processes
- HR “new era” roles & skills
- The Way Ahead

The “new era”

- Fast-moving, technology-led society & workplace;
- POTS to PANS: person-to-person network to place-to-place;
- Consumers' / society's expectations growing rapidly;
- Pressures for quicker decision making & greater stakeholder engagement;
- Demands for social & economic development;
- Organisations seeking enhanced performance & ROI;
- Economic downturn & uncertain future prospects;
- Overall, turbulent & challenging environment;
- Organisations pressured to change.

HR has to operate in this context

The Drivers of Change

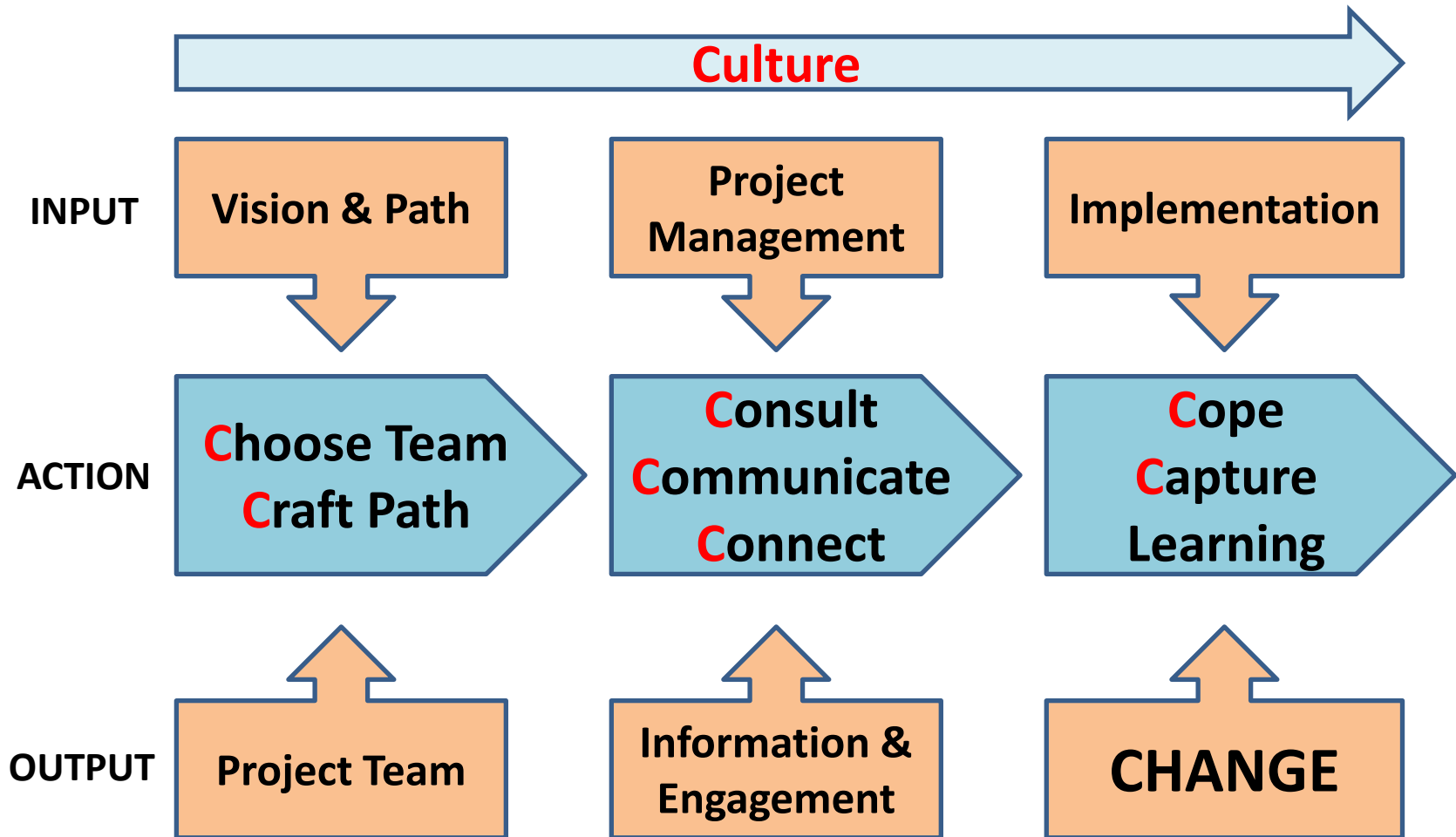


The Change Process (Kotter)



Source: Kotter (1995)

The 7+1 Cs of Change



Source: CIPD (2005)

Human Resources Roles & Skills

The Reality: McKinsey's "State of Human Capital Report (2012)"

Inhibitors – HR "clients" views

- Lack of capability,
- Too much time tied up in routine / transactional work,
- A support-function, "heads-down" mind-set

Positive Opportunities

- Anticipating the workplace of the future
- Securing the pipeline of skilled workers
- Capitalising on employee engagement
- Ensuring an agile workforce

Ulrich's "State of the HR profession"*

Role	Activities
Strategic Positioner	Acting "from the outside-in" by considering business context, customer needs, using HR knowledge to co-create business strategy
Credible Activist	Building a profile as credible & trustworthy professional by influencing others through clarity, consistency & communication
Capability Builder **	Conducting capability audits & optimising collective organisational capability
Change Champion	Building the rationale for organisational change & implementing sustainable change
HR Innovator & Integrator **	Tailoring latest practice into integrated solutions
Technology Proponent **	Using technology to drive effectiveness & efficiency

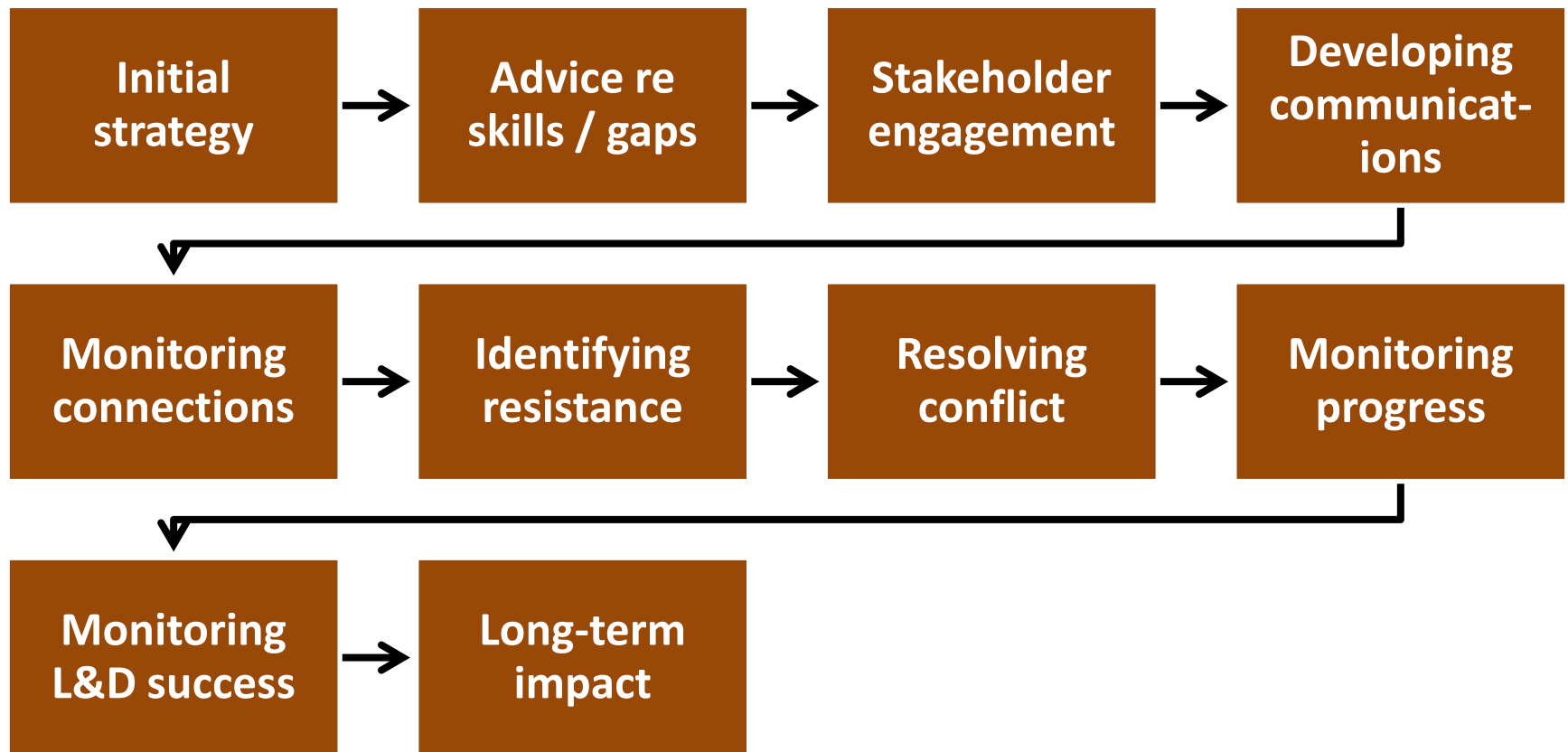
Ulrich, Younger & Brockbank 2013

* Based on 20,000 survey responses

** Significant impact on business performance

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The HR role in the “new era”

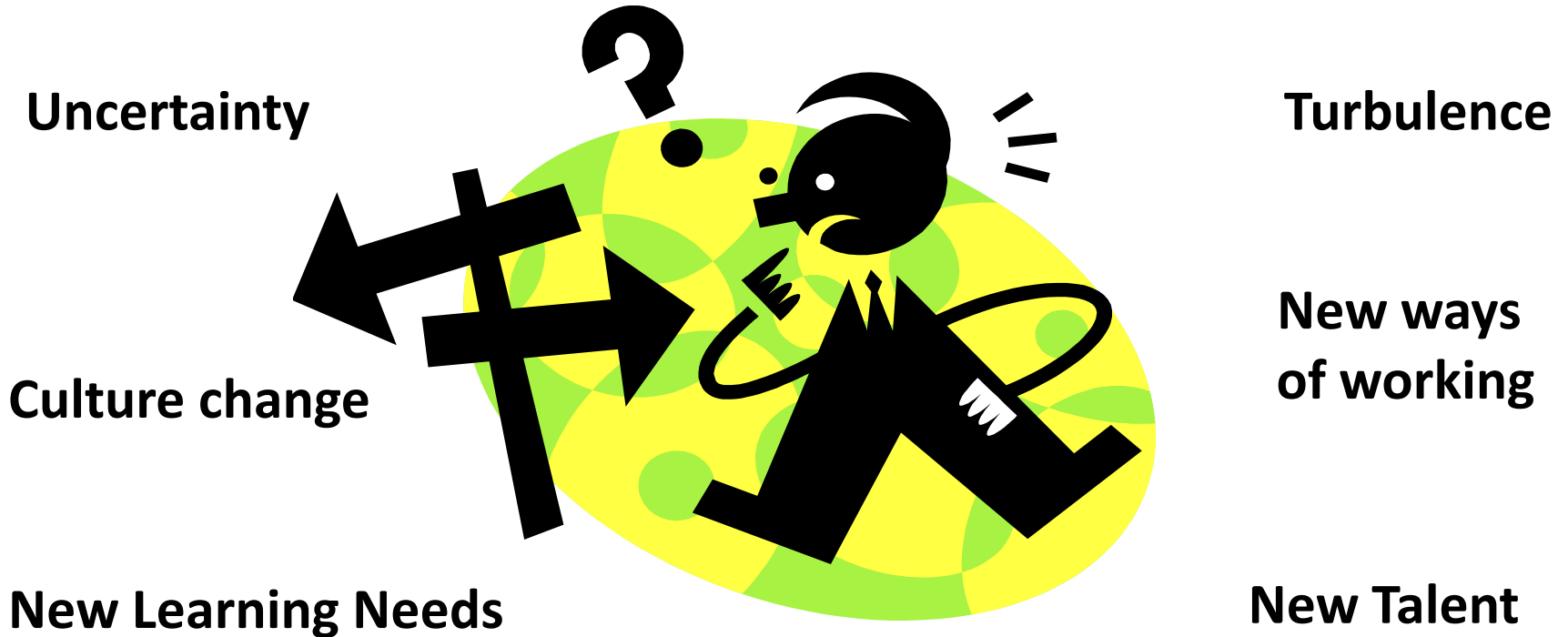


HR skills focus in the “new era”



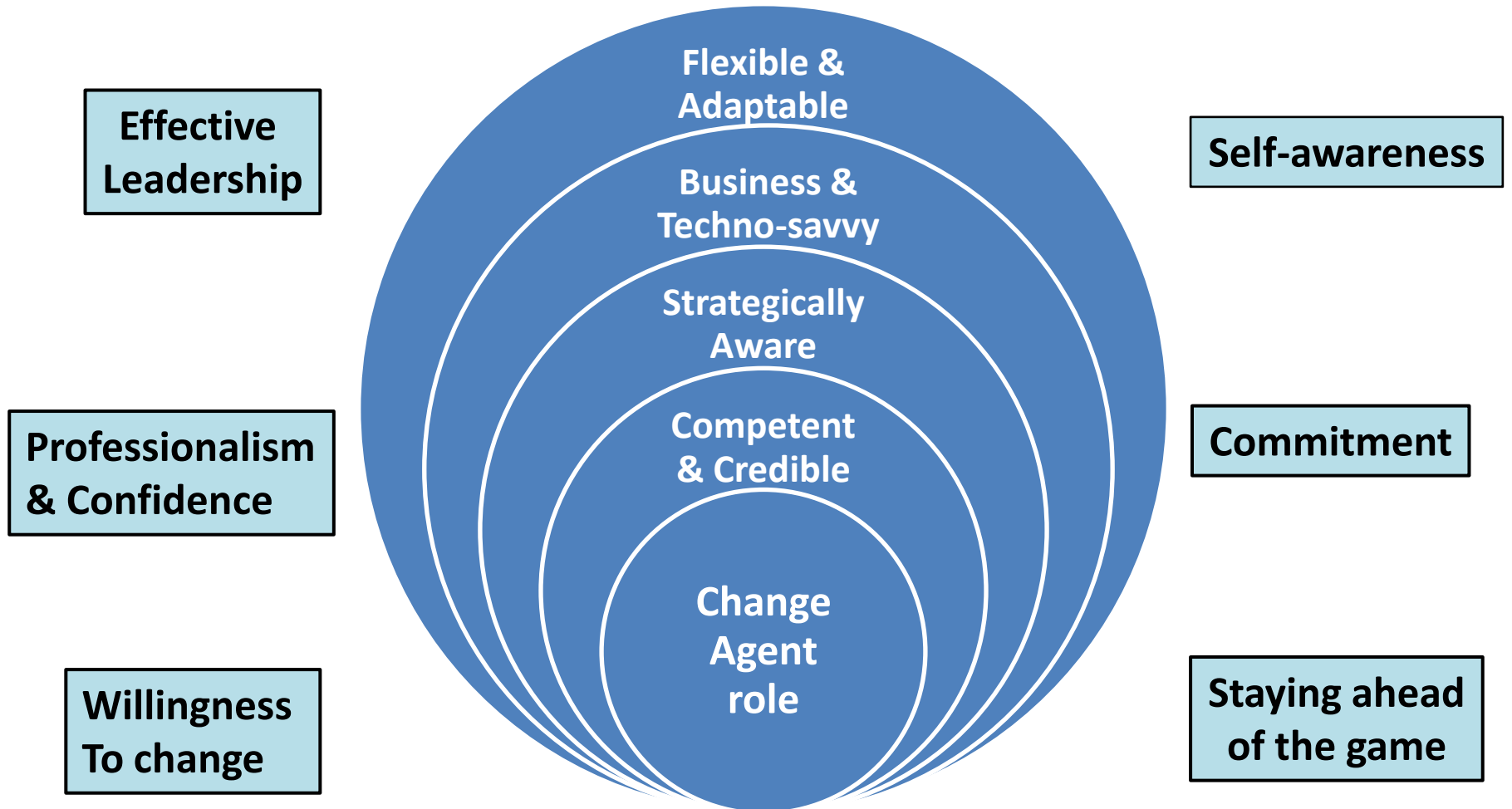
The Way Ahead

What does the future hold for HR?

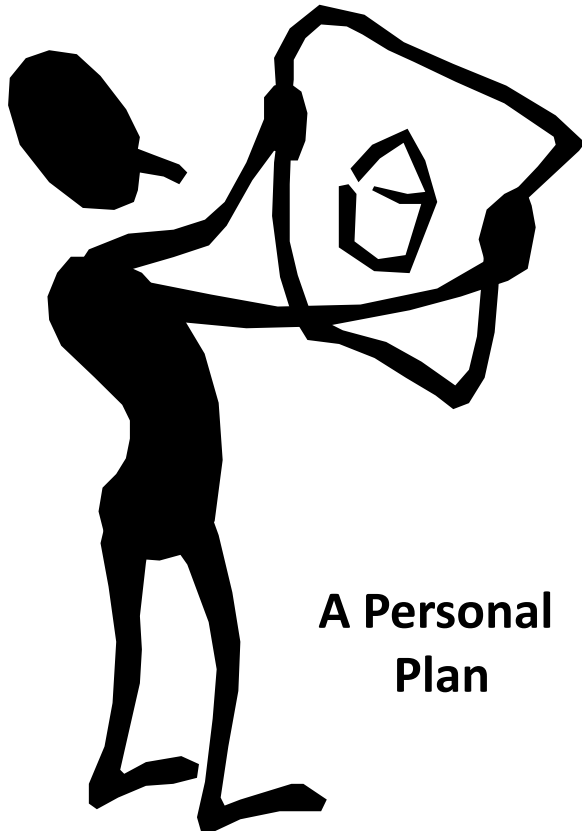


**OPPORTUNITIES TO CONTRIBUTE
& INFLUENCE ORGANISATIONS**

The Way Ahead for HR Professionals



What do we need to do?



- Align ourselves to the business strategy
- Identify our needs (knowledge / experience gaps)
- Identify solutions – focus on “learning” not “training”
- Develop realistic confidence
- Perform



THANK YOU

Sources & Resources

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