

# **BRIEF INTRO: SELECTED HUMAN RESOURCES MODELS**

FRODE HVARING  
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# SOME BASICS ON HUMAN RESOURCES MODELS

- After WW1: «Labour relations» or «Industrial relations»
- After WW 2: «Personnel administration»
- After the 30 glorious: «Human Resources»
- End of the '90s: «Human Capital»
- Situation in the early 21st century: identity spread between:
  - Finance & Administration (past/traditional model)
  - Business partnership (current dominant model)
  - HR+Customer or HR+Communications (holistic models)

# AREAS OF HR INTERVENTION

## HR Steering

Develop HR Strategy and Policies

Plan and Analyze Workforce and HR Function

Manage Labor Relations

Support Company Reorganization

Attract and Select

Engage and Develop

Reward & Recognise

HR Management

**HR Operational Efficiency**  
The HR function's ability to deliver quality services to employees and the business at a low cost

Manage Travel

Improve Company Image and Working Atmosphere

Ensure Health and Safety

Manage Mobility

Manage HR IT

Administer Employment

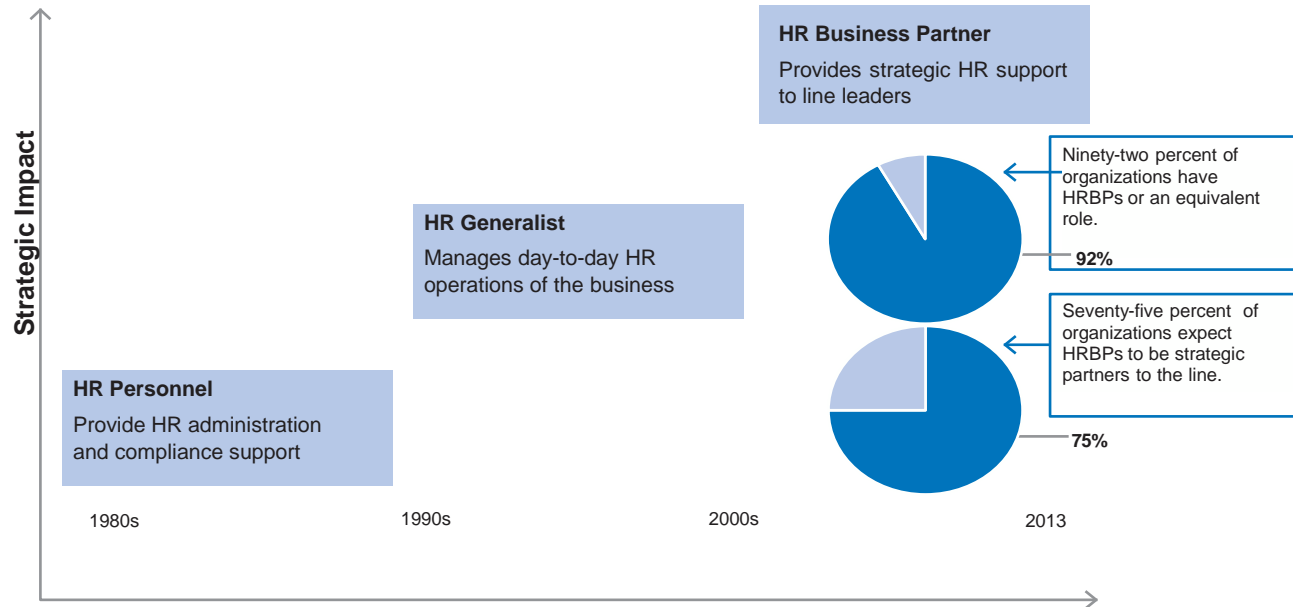
## Other HR

## HR Services

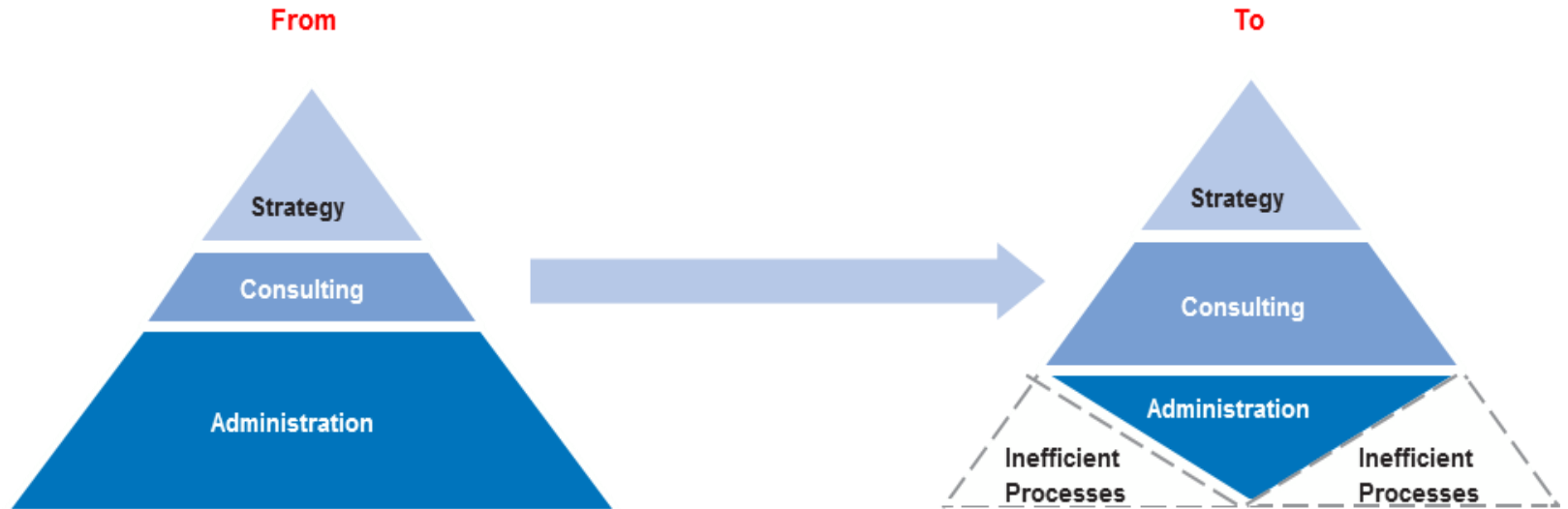
# THE PRESENT SITUATION IN WW HUMAN RESOURCES:

## WIDESPREAD ADOPTION OF HR BUSINESS PARTNER ROLE

Evolution of HRBP Role Over Time by Strategic Impact on the Organization



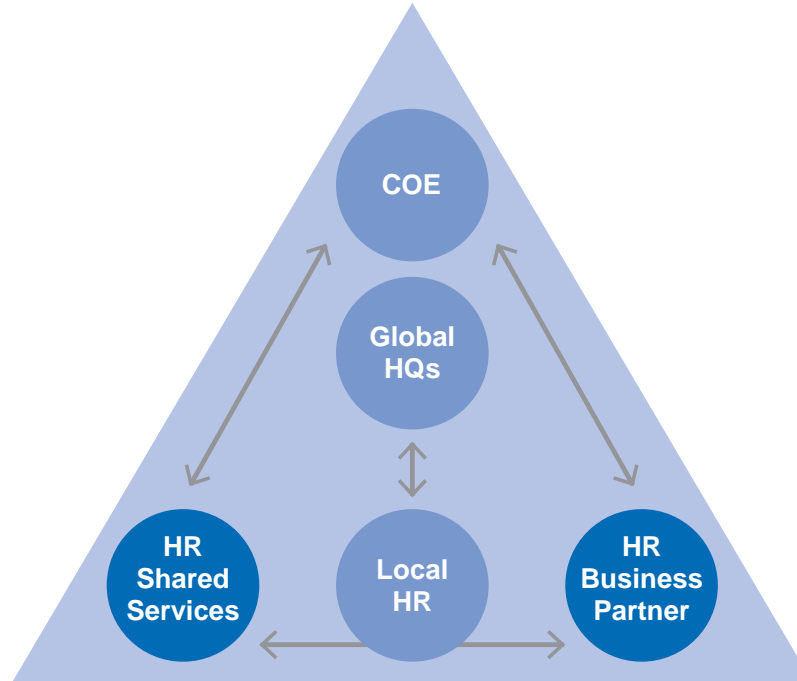
# DO YOU RECOGNISE THIS SITUATION ?



## HR Complexity Challenges

- ✘ Expansion into new markets, technologies, services, ... and skills
- ✘ New or increased labor regulations and increased scrutiny
- ✘ The line's permanent expectation for HR to be a strategic business partner

# THE ULRICH MODEL - EXAMPLE



## Centers of Excellence

**Expertise:** Deep functional expertise (e.g., recruiting, performance management, total rewards)

**Goal:** Develop central HR processes and programs for line use.

## HR Business Partners

**Expertise:** Line talent needs  
**Goal:** Customize and own talent strategy for individual business units.

## HR Shared Services

**Expertise:** Transactional HR activities  
**Goal:** Manage costs and drive efficiency.

## Global Headquarters HR

**Expertise:** Corporate HR strategy  
**Goal:** Develop and manage global HR strategy.

## Local HR

**Expertise:** Local HR needs  
**Goal:** Develop and manage local HR policies, processes, and talent strategy.

## FUTURE ORIENTED HUMAN RESOURCES MODELS

- Increasing focus on people impact on results (engagement survey-driven models, Hay leadership model, CEB's maturity model)
- Link to Customer experience: Communications & HR Director, Customer and People Officer, ...(also in survey cycles, integrating staff surveys and customer surveys like f.ex. TW)
- HR outsourcing most transactions and concentrating on strategy, talent development and coaching of the organisation

# STANDARDIZE OR CUSTOMIZE ?

## Standardize

## Decision Variable

## Customize

The process is highly strategic and important to the organization's overall goals.

### 1. Strategic Process

The process does not have a large impact on the business's strategy or goals (or is only important locally).

The company has a uniform workforce profile.

### 2. Workforce Profile

The company has a highly varied workforce profile.

Standardized technology can produce economies of scale.

### 3. Technology

Customized technology is needed.

There is a high level of regulation.

### 4. Compliance

There is a low level of regulation (or highly disparate locally).

General business knowledge is needed; process is generic and static.

### 5. Business Expertise

Specialized business knowledge is needed; process is unique and dynamic.



# WORLD CAFÉ QUESTION:

**WHICH HUMAN RESOURCES MODEL  
IS MOST FITTING TO YOUR  
ORGANISATION'S FUTURE NEEDS ?**