



People



ALIGNING HR TO MEET LEADING WORKPLACE ISSUES AND OPPORTUNITIES

Alexandria, VA

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 Segal Group

10 Trends Impacting HR Organizations

1

Continuous pressures to reduce costs across the institution will require HR to be experts in organization design, operational efficiency, employee productivity and high performing cultures

2

High level of retirements in the next 10 years will result in the loss of intellectual capital and will create more demands for succession planning, retention and recruiting support

3

Declining local and national employment base—national trends predict 10 million fewer US workers than needed over next 15 years—and increased competition will require innovative recruitment, retention and development programs to attract and retain key personnel

4

Increased globalization will increase diversity of the workforce and place new demands for cultural sensitivity programs and initiatives from HR

5

Higher demands for operational efficiencies across the institution will result in more technology and increased demand for highly trained technology workers—increasing demands for HR to enhance technology training programs and efforts

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6

New generations of workers will demand alternative forms of compensation, benefits and work arrangements placing higher expectations on HR to provide flexible and innovative employment scenarios

7

Demands for more HR technology, apps, and faster services, will require HR to be nimble, agile and highly responsive to the changing demands of the institution

8

Complex financial, technical, organizational and other systems will require greater demand for critical thinking and problem solving skills and will require the need for more professional development

9

Culture will continue to define and dominate institutional success and HR needs to drive programs and initiatives that builds cultural excellence

10

Environment sustainability issues will increasingly resonate with candidates and employees resulting in the demand for workplace policies and practices that are environmentally sound

The Challenge in Addressing These Trends

Many HR organizations are transactional in nature—and simply not organized or staffed to sufficiently develop or deliver services that allow HR to address many of the leading trends

- Historical focus on compliance and personnel matters
- Historical lack of investment in HR systems or competencies
- Lack enough people with the skills and competencies to build leading edge HR practices, services and programs

Many HR units operate in a decentralized organization with highly distributed HR processes

- Difficult to deliver strategic services across the organization in a consistent and efficient manner across multiple departments/offices
- Varying levels of HR support from department leaders
- Inconsistent administration of policies and procedures, varying levels of HR skills, uneven service quality at the department level

The Decentralized HR Model

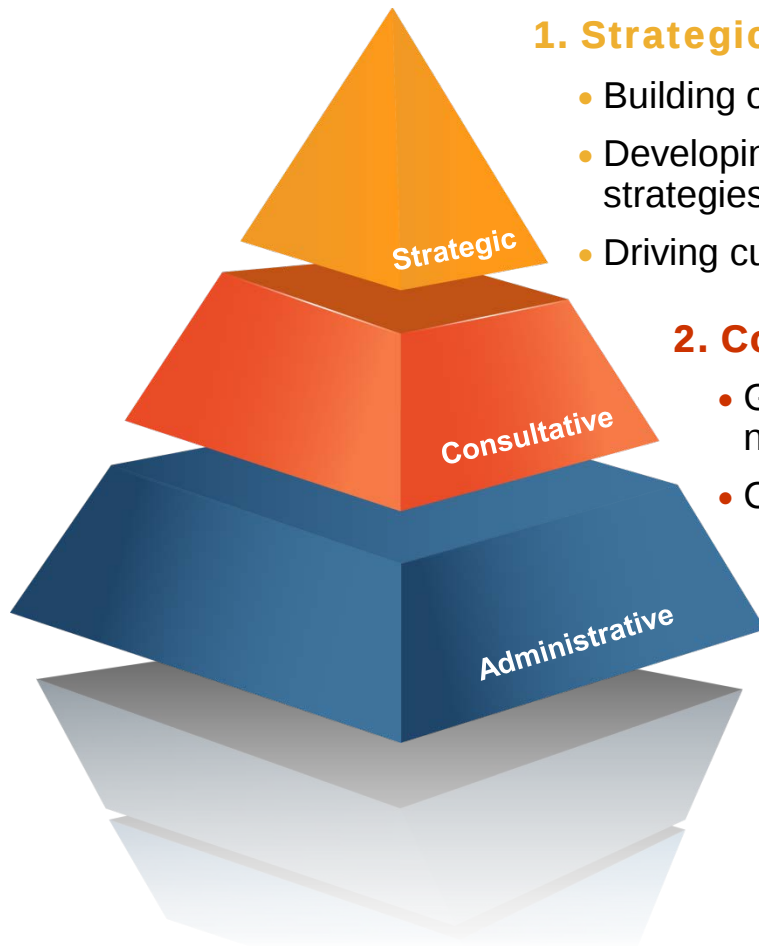
Decentralized HR Models often result in several institutional challenges

- Uneven levels of service quality
- Inconsistent application of policies and processes
- Varied levels of specialized skills and competencies
- Shadow systems
- Data security risks
- Limited communication and collaboration between departments
- Slow turn around times
- Increased error rates
- Limited value-added consultative and strategic services
- Limited professional growth opportunities



Where HR Adds Value to the Organization

Three Primary Ways for HR to Create Value



1. Strategic Value and Leadership

- Building organizational competencies
- Developing and delivering effective retention, succession and recruiting strategies
- Driving culture and leading change

2. Consultative Value

- Guiding and supporting leaders and managers on workplace needs and issues
- Consulting with employees on workplace needs and issues

3. Administrative Value

- Payroll and Benefits Administration
- Record Keeping
- Compliance

Best Practices HR

BEST PRACTICES

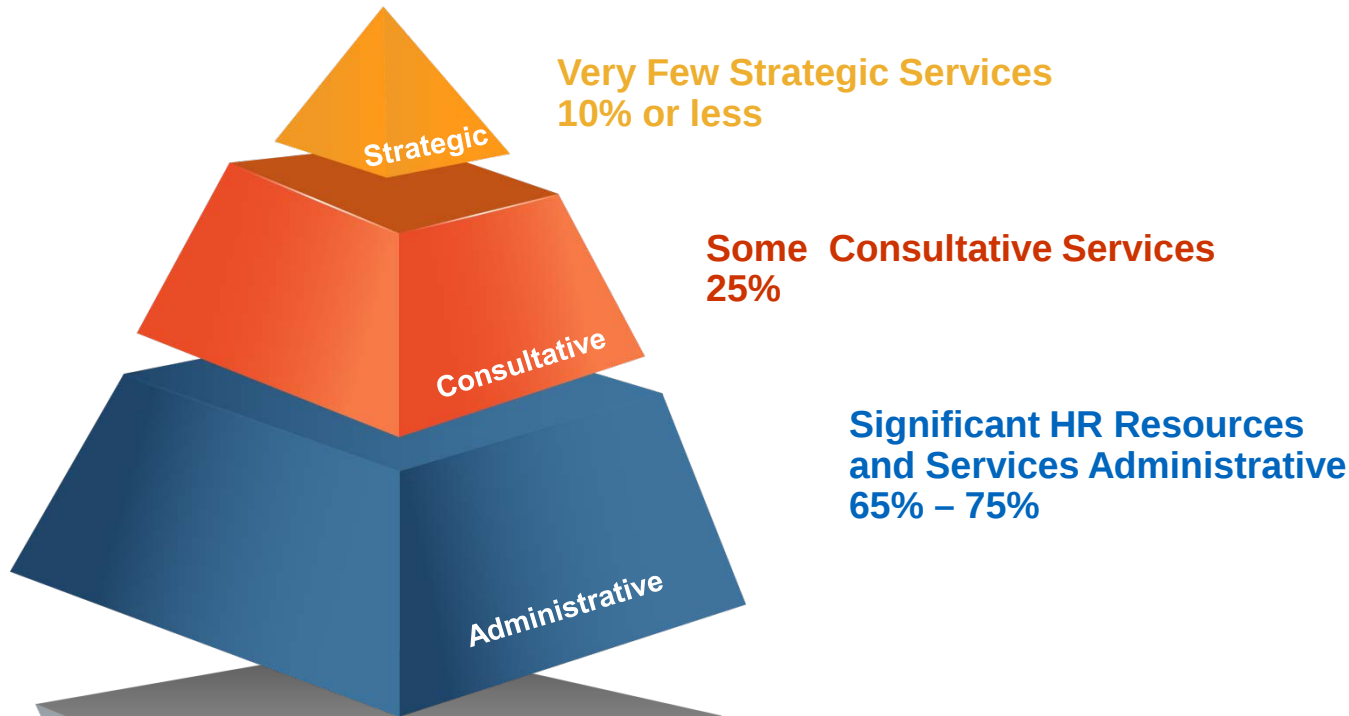


**An Appropriate Balance Exists
Between Strategic, Consultative
and Administrative Services**

Traditional HR Service Distribution

TRADITIONAL PRACTICES

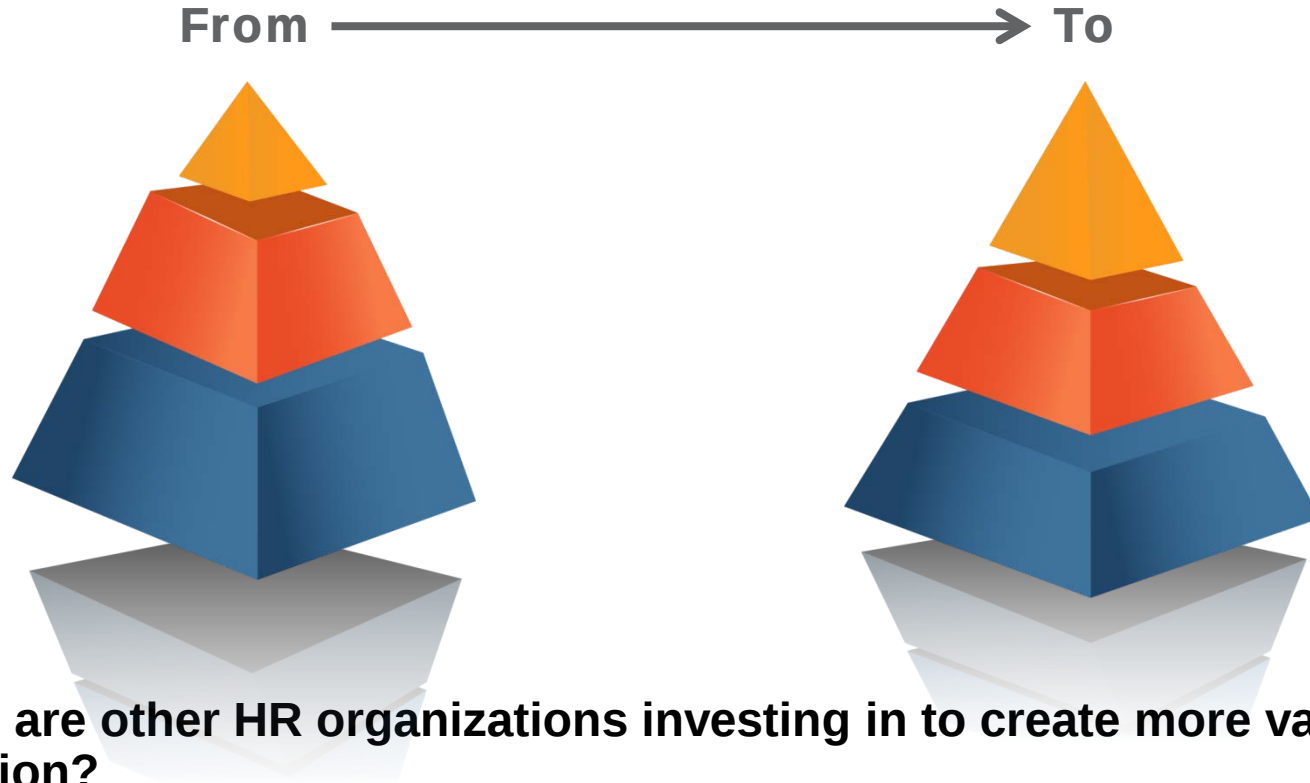
Heavy Focus and Investment on Administrative Services



The Challenge and Solution
Migrate resources, investments, and functions from
Administrative focus to Consultative and Strategic Focus

The Key Questions

1. How can HR move from being administrative and transactional to being strategic and consultative?



2. What areas are other HR organizations investing in to create more value to the institution?
3. How do you build a case for change so that institutional leaders support the move toward HR becoming more strategic and consultative?

The Key Questions

1. How can HR move from being administrative and transactional to being strategic and consultative?

Key Strategies

Actions

Result

Gain efficiencies in administrative processes

- Streamline HR processes and practices
- Eliminate redundant, legacy, unnecessary or low value processes
- Add technology and automate processes
- Build greater technical competency among HR staff
- Be willing to assume additional risk
- Adopt a culture of continuous improvement

- Creates new capacity
- Frees up resources to provide new services
- Improves service quality

Redeploy Resources into new Strategic or Consultative Roles

- Align new roles with the demands of the organization (recruiting, professional development, employee relations, etc.)
- Invest in building new skills and competencies within existing resources, where possible

- New value added services to the organization
- Career path for HR professionals

Creating More Value

2. What areas are other HR organizations investing in to create more value to the institution?

Common Areas in Which HR is Creating More Value

- Increased focus on culture building
- Enhanced recruiting and selection activities and support
- Effective retention strategies and programs
- Significantly improved professional development efforts
- Meaningful rewards and recognition programs
- Efficient performance management systems and structures
- Greater consulting, counseling, mediation and mentoring
- Expanded diversity and inclusion activities and services
- Increased opportunities for alternative work arrangements
- Shared services to gain economies of scale in transactional areas



Building a Case for Change

3. How do you build a case for change so that institutional leaders support the move toward HR becoming more strategic and consultative?

Educate leaders on workplace trends

- Continuously changing workforce landscape
- New generation of workers
- Loss of intellectual capital through attrition and retirement
- High competition for extraordinary talent

Continuously educate leadership and others on the value of people

- In many organization people are the largest single financial investment
- Need to continuously invest in the people assets to retain top talent
- The cost of turnover—loss of productivity, costs to replace and reeducate