

**The Changing Role of
Human Resources/Assessment Professionals:
Adding Value in the “New” Organization**



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Demonstrating Selection Procedure Utility - An Example

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 - E. All of the above



Today's Organization Requires New Roles and Models

- ▼ **As organizational trends and demands change, new ways of thinking and operating are needed**
- ▼ **HR and assessment professionals are no exception.**
- ▼ **To add value in the “new” organization:**
 - **HR professionals must play new roles and demonstrate broader competencies**
 - **Better models are needed to help decision-makers implement HR programs**

Evolving Trends in HR and Personnel Assessment





Evolving Trends and Impact in Human Resources Management

- ▼ Linking HR strategy to business strategy → ▼ Many organizations conducting HR strategic planning
- ▼ Automating HR process → ▼ Develop “people strategies” and aligning them to strategic objectives
- ▼ Outsourcing HR activities → ▼ HR “administrivia” transferred to users, customers
- ▼ Measuring the return on investment of HR programs → ▼ HR staffs spend more time on high value tasks
- ▼ Outsourcing HR activities → ▼ Smaller HR staff serving as strategists, consultants to managers and vendors
- ▼ Measuring the return on investment of HR programs → ▼ Balanced measurement systems linking process, output, and outcome measures
- ▼ Quantifying hard dollar benefits



Evolving Trends for Assessment Professionals

- ▼ **Changing Needs in Organization** → ▼ **Assess existing skills and abilities and those which could be developed**
- ▼ **Fewer Employees Existing in Organizations** → ▼ **Selection measures have greater impact on bottom lines**
- ▼ **Rapid Organization Change** → ▼ **Selection focuses on hiring generalists to ensure adaptability of skill sets**
- ▼ **Workforce Continuing to Become More Diverse** → ▼ **Continued sensitivity to diversity and bias in measurement**



Shifting Paradigms

What's Out

- ▼ Job Analysis
- ▼ Personnel Management
- ▼ Rulemaker
- ▼ Functional Orientation
- ▼ One Size Fits All
- ▼ Centralized Decisions
- ▼ Mutual Distrust
- ▼ Focus on Activities

What's In

- ▼ Competency Assessment
- ▼ HR Management
- ▼ Consultant
- ▼ Business Orientation
- ▼ Tailored Programs
- ▼ Framework for Others to Decide
- ▼ Partnering
- ▼ Focus on Impact



SIOP Competency Model Task Force

Impact Factor	Level of Rigor	
	Job Analysis	Competency Modeling
Method of investigation	High	Low
Type of description content	High	Low
Development of description content	High	Low
Detail of description content	High	Low/ Med
Link to business goals/strategies	Low/Med	High
Content previews by SMEs	High	Low/ Med
Ranking of description content	Med/High	Low/Med
Reliability assessment	Med/High	Low
Item category/retention criteria	Med/High	Low/ Med
Documentation	High	Medium

Tracking the Impact of HR/Assessment in Organizations





Agency Customers Rate HR Services Provided

Results From HR Specialists and Directors-Service Quality

Overall, how would you rate the quality of service you are receiving?





Supervisors Rate Their Personnel Offices

Supervisors' Views of Timeliness and Quality of Personnel Office Support



Source: 1997 MSPS Survey of Current Managers and Supervisors



Supervisors' Performance of HR Management Responsibilities

- ▼ **Overall:**
 - Most supervisors do good job performing technical work, but have hard time with HRM tasks to ensure ongoing effectiveness
 - Focus on short-term perspective
- ▼ **Staffing:**
 - Sacrifice quality to improve efficiency (e.g., inservice placements)
- ▼ **Training:**
 - Little regard for strategic impact on organizations
 - On-the-spot decision-making
- ▼ **Performance Management:**
 - Little action for poor performance



Patterns of HR Practices Among Fortune 100 Companies



*Deloitte and Touche 1998 Survey of Fortune 1000 Companies on their Patterns of Human Resource Practices



Manger and Supervisor Concerns with HR Over the Next 5 Years

In order of importance:

- ▼ **Dealing with a lack of promotion opportunities**
- ▼ **Helping employees keep their skills current**
- ▼ **Managing influx of new technologies and automation**
- ▼ **Reengineering work processes**
- ▼ **Implementing new mission requirements**
- ▼ **Empowering employees**
- ▼ **Managing a diverse workforce**
- ▼ **Reducing number of employees in the work unit**
- ▼ **Managing employees working at alternative work sites**



Changing Role of the HR/Assessment Professional

- ▼ **As change continues to reshape organizations and the workplace, the role assessment professionals play must also change**
- ▼ **The assessment professional must be knowledgeable and skilled technically, but must also be a strategic partner and change agent**
- ▼ **Assessment professionals need to demonstrate to leaders how they contribute to ensuring the organization's success**

**Making the Transition:
New Roles/Competencies
Improved Models for Decision-Making**





New Roles for the HR/Assessment Professional

- ▼ The IPMA Competency Model provides insight into the new roles of the HR/Assessment professional





HR Expert

- ▼ Only one of the 22 competencies deals with ***HR expertise, Knows Human Resource Laws and Policies***
- ▼ The IPMA model focuses on the three emerging roles while acknowledging the ongoing need for HR expertise. Those three roles are depicted in the model at the three points extending from the center of the model, i.e. The HR Expert



Business Partner Competencies

- ▼ **Knows Mission**
- ▼ **Innovation/Creativity**
- ▼ **Organizational Development**
- ▼ **Client/Organizational Culture**
- ▼ **Human Resource Linkage**



Business Partner

- ▼ **More than a provider of services**
- ▼ **A management partner who shares accountability for organizational results**
- ▼ **Does more than explain what is prohibited**
- ▼ **Works with management to devise solutions**
- ▼ **Involved in business strategic planning and working toward results aligned with mission**



Change Agent Competencies

- ▼ **Business Process**
- ▼ **Marketing**
- ▼ **Information Technology**
- ▼ **Customer Service**



Change Agent

- ▼ **Help management and employees deal with change in organizational culture, mission, skills requirements, and job security**



Leadership Competencies

- ▼ **Team Behavior**
- ▼ **Communication**
- ▼ **Competing Values**
- ▼ **Integrity/Ethics**
- ▼ **Analytical Skills**
- ▼ **Consensus-Building**
- ▼ **Diversity**



Leadership

- ▼ **Promote the merit systems principles**
- ▼ **Foster diversity**
- ▼ **Balance employee satisfaction and welfare with organizational requirements and goals**
- ▼ **Builds teamwork**
- ▼ **Models collaborative problem solving**



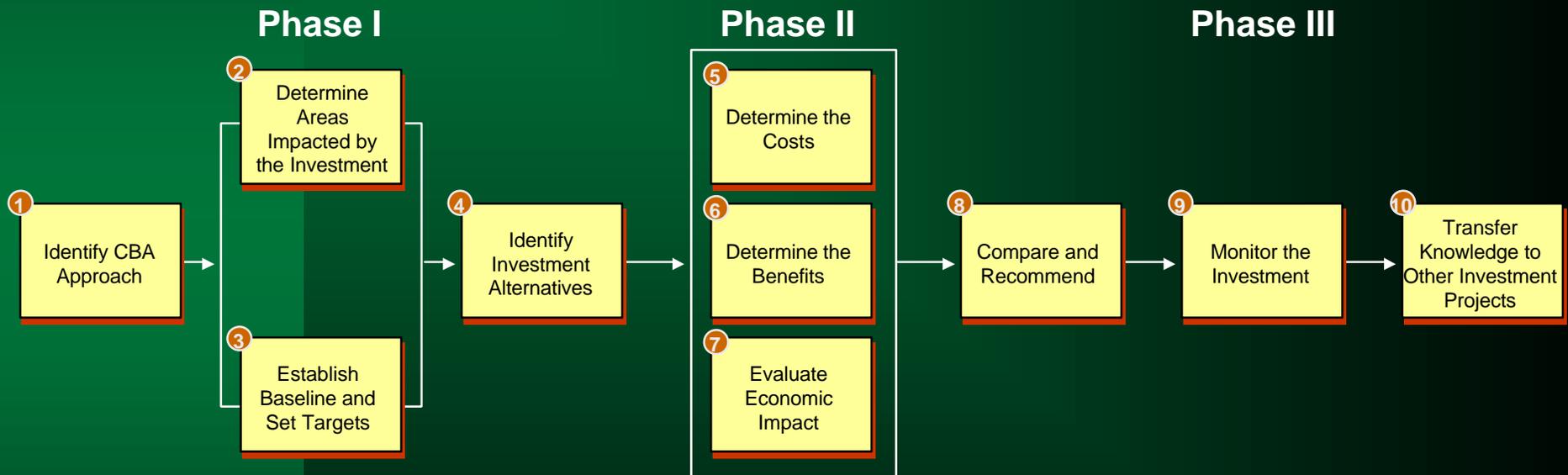
Overlapping Competencies

- ▼ Analytical Skills
- ▼ Public Service
- ▼ Team Behavior
- ▼ Communication
- ▼ Competing Values
- ▼ Knows Business System
- ▼ Business Process
- ▼ Consensus-Building
- ▼ Trust Relationships
- ▼ Diversity
- ▼ Integrity/Ethics
- ▼ Consultation & Negotiation



Improved Models for Decision-Making

Cost Benefit Analysis Model



1. Identify the CBA methodology that best fits the investment
2. Analyze the current environment and assess impacted areas
3. Determine the shortfalls of current environment and set targets for improvement
4. Identifying investment alternatives

5. Determine the costs
6. Determine the benefits
7. Evaluate economic impact
8. Compare and recommend an alternative
9. Monitor the investment over time
10. Internal and external transfer of knowledge



Attractive Features of the CBA Model in Today's Environment

- ▼ **Requires understanding of recommended program and current environment**
 - **Allows for looking at impact across organization**
 - **Potential for understanding long-term value**
- ▼ **Allows users/stakeholders to develop and compare series of potential alternatives**
 - **Involve users in process using group brainstorming sessions**
 - **Targets for improvement can be set to compare ROI over time**



Attractive Features of the CBA Model in Today's Environment

(continued)

- ▼ Encourages looking at ROI from multiple perspectives
 - Qualitative in nature that may not lead directly to dollar savings
 - Quantitative benefits that can be translated into economic or dollar-valued benefits
- ▼ Encourages that benefits and costs associated with the investment be tracked over time
 - Builds knowledge base for future analysis
 - Allows for seeing if investment stray from expected results over time
 - Provides for continuous learning
- ▼ Apply lessons for next investment analysis



Case Study: Agency Modernization

- ▼ **Situation:** As part of a modernization effort, an executive and management realignment team was chartered to develop a strategy for realigning senior executive and management positions in the agency
- ▼ **Process:** Developed a realignment strategy which considered important technical, functional, people and legal issues. Input was also gathered from executives and managers in the data gathering and design process
- ▼ **Outcome:**





Case Study: HR Fitting the Roles

Business Partners

- ▼ Worked with HR, employees, and leaders to understand technical, legal, political, people issues

Change Agents

- ▼ Communicated the philosophy and specific elements of the realignment strategy to those affected

Leaders

- ▼ Emphasis placed on fostering diversity, promoting merit, and ensuring fairness in selecting candidates for new positions

Example Activities

- ▼ Conducted focus groups of those affected to understand concerns
- ▼ Proposed options to leaders to develop “best” solution
- ▼ Developed “scenarios” of how strategy would play out
- ▼ Outlined responsibilities for all players to build commitment
- ▼ Equipped leaders with communication tool kits (FAQs)
- ▼ Educated leaders to present new system to workforce
- ▼ Ensured process was “transparent and open” to all

Summary/Next Steps





Summary

- ▼ The “new” organization places greater demands on HR/assessment professionals to show their worth
- ▼ New competencies must be demonstrated to play a broader role in the organization
- ▼ More holistic and dynamic models/approaches are needed to have a greater impact on decisions made and programs adapted



The Organization of the Future Will Rely More on its People

Yesterday —————> **Access to most capital and latest technology**

Today —————> **Offering products with highest quality**

Tomorrow —————> **Maintaining high caliber of people**

HR/assessment professionals are in a perfect position to regain and sustain their place in the “new” organization