Dr. Joe Griffin and Mr Les Pickett

HR in The Firing Line

VICTORIA UNIVERSITY

VICTORIA GRADUATE SCHOOL OF BUSINESS

June 21 2012

Executive Education Unit
vu.edu.au/eeu

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Executive Education Public Programs

- <u>Strategic Positioning – Marketing Analysis</u>
  - August 13 - 14
- <u>Event Management</u>
  - September 17-19
- <u>Business Renewal Guidance</u>
  - September 27-28
- <u>Problem Solving</u>
  - October 10-12
- <u>Business Leadership</u>
  - October 23-24
- <u>Corporate Strategy for Sustainability</u>
  - February, 11, 2013

Required Personal Characteristics and Job Competencies

• Experience in leading, developing and motivating a **team of HR professionals**	• Able to develop and deliver a meaningful **HR/OD change program**
• Proven **senior level success** in Human Resources and Organisation Development in a complex organisational	• **Excellent communication** and presentation skills, including the capability to build strong and effective working relationships with key **internal and external stakeholders**

• Outstanding **executive leadership** capabilities, bringing a strong commercial and 'thought leadership' focus to the Human Resources function	Experience and success in developing and **implementing strategic initiatives** relating to: ○ HR Systems ○ Remuneration and Benefits ○ Reward & Recognition ○ Employee Engagement & Retention ○ Workforce Planning ○ Recruitment & Selection ○ Occupational Health & Safety ○ WorkCover Management ○ Succession Planning ○ Organisation Development ○ Leadership Development ○ Staff Training & Development ○ Performance Management ○ Talent Management ○ Industrial and Employee Relations

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Required Personal Characteristics and Job Competencies

• Solutions focused & outcomes driven	• Able to manage conflicting agendas and priorities
• Exceptional leadership, team-building and people management skills with the ability to **add value to the existing Executive Team**	• Credible, professional and resilient character with sound interpersonal style and positive attitude
• **Sound general management, negotiation, influencing and decision making skills**	• Able to manage for growth, understand the big picture and **generate strategic value**
• Proven strategic planning and implementation skills, particularly **strategic human capital management skills**	• **Alignment** with the organisation's mission and values and 'passionate about people'
• **Change orientation** - a self starter, assertive and adaptable	• **Strong analytical skills**, with the ability to identify and manage HR risks and issues

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M E L B O U R N E   A U S T R A L I A

CATEGORIES OF STANDARDS;

AUSTRALIA   HB185 -2004

- Workforce planning
- Recruitment
- Performance Management
- Remuneration and rewards
- Organisational design and structure
- Training, learning and development

- HR Strategy and Policy
- HR function
- Culture
- HR metrics
- HR outsourcing
- Leadership

CATEGORIES OF STANDARDS

Canada - (HR Council for the NFP sector) (2011)

- HR Management Policy Framework & Employment Legislation
- HR planning
- Getting the right people
- Managing people and their work
- Workplaces that work
- Training, learning and development

Boddington R & Andrews,C. (2010) Aust

- Workforce Planning
- Attraction & Selection
- Performance Management
- Remuneration, Benefits and Recognition
- Learning & Development

Categories of Standards

CIPD – UK (1/7/12)

- **Professional competence and behaviour**
- **Ethical standards and integrity**
- **Representative of the Profession**
- **Stewardship**

Western Australian Govn.

- Performance management
- Redeployment
- Termination
- Discipline
- Grievance resolution
- Employment (as of 21/2/11)

Public Sector Standards in Human Resource Management

- A new ISO committee, ISO/TC 260, *Human resource management*, will develop standards for HR management (including guidelines, processes, policies, practices, services). It will promote reliable and transferable approaches to workforce management in developed and emerging economies for the overall benefit of organizations and their employees. The standards will help organizations adapt to, and exploit demographic shifts that influence their access to workers.

- It will reduce the barriers to exchange (trade) of talent across regions by harmonizing the processes to physically move talent and the assessments of their competence (skills, knowledge, abilities, and results); 14 countries Actively involved; 21 observers. (Sept 23-25 Melb 2012)

- **Spending on human capital;**

- **Ability to retain talent ; Employee engagement**

- **Leadership depth and Leadership quality;**

- **Human Capital Discussion & Analysis**

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COMMERCIALISATION

www.accel-team.com/ human_resources/ UK

- **Manpower planning**
- **Recruitment and selection of employees**
- **Employee motivation**
- **Industrial relations**
- **Employee evaluation**
- **Provision of employee services**
- **Employee education, training and development**

Potential Consequences of HR standards

- To ensure the alignment of the HR function with the organisational objectives
- To support the **professionalism of HR,** inclusive of discipline
- To **evaluate HR performance, enhance dialogue and common language**
- To support quality assessments
- To provide avenues for benchmarking/ Dependability/ Rigour
- To justify **resource allocations**
- To enhance recruitment of individuals into the profession
- To impact on the **content of HR tertiary and training programs**
- To restrict innovation and creative as the role of HR continually changes
- To set opportunities for **outsourcing or greater levels of decentralisation**

Websites

- **AUSTRALIA: vu.edu.au/eeu**

  www.vu.edu.au/vgsb

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- **UNITED KINGDOM:** www.cipd.co.uk/about/code-of-conduct-review

- **CANADA** [Voluntary & Not for Profit Sector] ; http://hrcouncil.ca/resource-centre/hr-standards/home.cfm

- **USA** SHRM; http://www.shrm.org

- **AUSTRALIA** - University Sector ; Http://www.hrd.qut.edu.au/hrbenchmarking/wpp.jsp

- http://ceo.usc.edu/working_paper/the_future_of_hr_and_effective.html