



*Shaping
Organizational
Excellence*

Partnering with HR as a strategic driver of business success

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HRPAN

sym·po·si·um

[Origin: 1580–90; < L < Gk sympósiōn: drinking party, (from syn- "together" + posis "a drinking")

1. A meeting for drinking, music, and intellectual discussion
2. A philosophical dialogue by Plato, dealing with ideal love and the vision of absolute beauty
3. A conference in which the participants form an audience and make presentations
4. The search for truth through discussion

Every major business issue
is an HR issue.

Every major HR issue is a
business issue.

Why do we hear things like:

“HR should get out of the way of what the organization needs to do.”

“Sometimes HR jams things down our throat and then makes us pay for it.”

*“HR should listen to what we need, then link their resources to our requirements.
Not the other way around.”*

*“HR has to understand our business needs and work with line management to
achieve better outcomes. Don’t say No, find an appropriate way to say Yes.”*

*“If HR wants to be a business partner, they should spend less time on administration and
more time on the way work is organized to increase efficiency and reduce costs.”*

How HR Operates

	% Future ("important focus")	% Current ("to a great extent")	Gap
Drives change management	71	23	48
Support for business decisions	65	17	48
Integrated strategy	82	23	59
Develops business strategy	66	23	43
Data-based talent strategy	68	15	53

Source: © Center for Effective Organizations, USC

HR Issues with Strategic Impact

- Mission, vision, & values
- Talent management & human capital
- Ethics & Corporate Social Responsibility
- Communication
- Employment branding & competitive differentiation

Nordstrom Employee Handbook

Welcome to Nordstrom.

We're glad to have you with our Company.

Our number one goal is to provide outstanding customer service.

Set both your personal and professional goals high.

We have great confidence in your ability to achieve them.

Nordstrom Rules:

- Rule #1: Use your good judgment in all situations.
- There will be no additional rules.

Please feel free to ask your department manager, store manager, or division general manager any question at any time.

Talent Management

- Align HR with organization's needs
- Build leadership bench strength
- Engage employees
- Adapt to the aging workforce
- Audit for the future
- Prepare for a “talent” shortage

Assessing Your Team

- Do they understand the business?
- Do they understand your corporate plan?
- Do they know your customers?
- Can they help you spot new business opportunities?
- Are their programs aligned with your organizational goals?
- Do they focus on outcomes, not process?
- Do they help resolve business problems?
- Can they hold their own with line managers?
- Can they help design and implement strategy?

HR Strategies for Success

- Use talent management to align HR with the organization's needs
- Build your human capital
- Emphasize total rewards
- Establish performance metrics that link people measurements to strategy
- Stay on top of trends
- Ensure the HR team is CHRP-qualified

Reminder:

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*For more information, please visit
Human Resources
Professionals Association of Ontario (HRPAO)
at
www.hrpao.org
or
www.HRThoughtLeader.com*

or call 416-923-2324 or 1-800-387-1311