The Changing Role of HR

What Competencies are Required
Categories of Work Required

- **Transactional Work**
  - Focuses on needs of individuals

- **Tactical Work**
  - Focuses on needs of workgroups

- **Strategic Work**
  - Focuses on needs of business units/enterprise
The Challenge

To develop the strategy, structure and skills to become an effective internal consulting organization that addresses talent and strategic, change-oriented issues.
Characteristics of Transactional Work

- Requires providing information or coaching
- Quick turnaround is expected
- Typically high volume
- Considered “urgent”
- If not done “adequately” it can become a barrier

Example: Hiring/staffing, Payroll, Records (*Benefits an individual*)
You have to be successful at the transactional work before you can move to other levels
  • It’s volume can be overwhelming, which makes it a barrier to Strategic or Tactical work
  • The urgent will always win
Characteristics of Tactical Work

- Solution design and delivery focused
- Requires substantive resources: time, money, and people
- Focus is on program or sub-element of Strategic initiative
- Aids efforts to move to strategic level

Example: Enhancing leadership capability, deploying a new talent sourcing system, developing an organizational structure to support a more flexible workforce
Characteristics of Strategic Work

- Linked to one or more business needs
- Solution-neutral (work with partners to conduct root analysis & identify solutions)
- Scope is long-term
- Utilizes multiple solutions
- Shared accountability (interdependencies go up as you become more Strategic)

Example: Ensure we have the right talent in the right job, at the right time, producing required results for my organization
Roles Required

- Operations Manager
- Strategic Partner
- Emergency Responder
- Employee Mediator
HR Competencies

- HR Systems and Process knowledge
- Analytical Skills
- Technical Skills
- Solutions focused
- Communication Skills
- Negotiator
- Facilitation
- Influencing

- Project Management
- Relationship-building
- Systemic focused
- Flexibility
- Change Management
- Interpersonal Skills
Today’s HR Professional must be capable and comfortable working in all aspects of an organization. We must be comfortable working in the muck and mire of transactional work, have the ability and drive to undertake Tactical work, and seize the opportunity to move into Strategic partnering.