



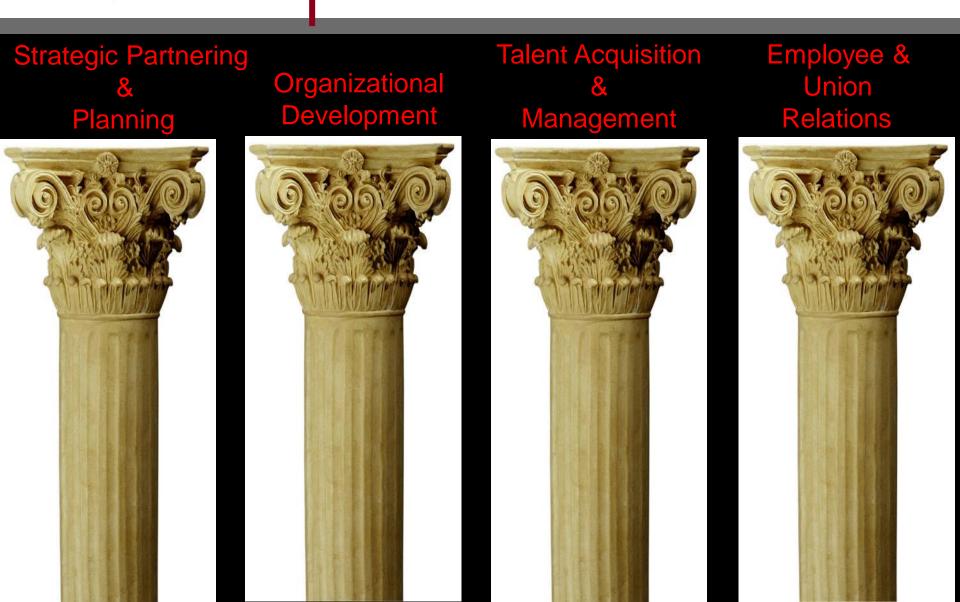
### **EIGHT PILLARS**

OF

**HUMAN RESOURCES MANAGEMENT** 



### 8 Pillars of Human Resources Management





### 8 Pillars of Human Resources Management

Compensation & Performance Management



HR Administration & Systems

HR Legal & Regulatory Compliance













#### 1. STRATEGIC PARTNERING & PLANNING

- Business person with HR expertise
- Adviser to senior management on all people-related matters
- Synchronization of HRM plan with organization's short & long term plans
- Creating & monitoring metrics at various organization levels

#### 2. ORGANIZATIONAL DEVELOPMENT

- Organizational design & structure
- Culture "evangelist"
- People development
- Succession Planning
- Identification & development of "rising stars/higg potentials"





### 3. TALENT ACQUISITION & MANAGEMENT

- Workforce planning
- Recruitment & Onboarding
- Internal job postings, promotions and transfers

### 4. EMPLOYEE & LABOR RELATIONS

- Favorable (fulfilling & fun) work environment
- Proactively identifying & addressing employee issues
- Assurance of fair treatment process
- Employee satisfaction & retention
- ⇒ Resulting in union free status
  - Collective Bargaining Agreement (if applicable)





### 5. COMPENSATION & PERFORMANCE MANAGEMENT

- Job Descriptions
- Performance Management System
  - Individual performance plans to support organizational objectives
  - Performance feedback & formal appraisal process
- Pay philosophy & plan design
  - Grades & Ranges
  - Market analysis
  - Pay increases & other rewards/recognition
  - Design & management of performance-based & incentive-based pay





### 6. BENEFITS DESIGN & MANAGEMENT

- Plan design
  - Health & Welfare Plans
  - Retirement Plan(s)
  - Paid Time Off Plan
  - Supplement & Voluntary Plans
- Cost negotiations
- Funding method (insured or self-funded)
- Provider/third party administrator selection
- Communications/internal marketing
- Day-to-day administration





#### 7. HR ADMINISTRATION & SYSTEMS

- Development of HR policies & processes
- Development of Employee Handbook
- Creation & oversight of HR Information System
- Recordkeeping

### 8. HR LEGAL & REGULATORY COMPLIANCE

- Knowledge of & assurance of compliance with all federal, state & local laws & regulations
- Provide awareness of & education/training to the organization
- ⇒ HRM may be the most regulated of all business functions



# THREE TYPICAL LEVELS OF

AN ORGANIZATION'S

HR MANAGEMENT FUNCTION



# HR MANAGEMENT FUNCTION:

OR

CONSULTING, INC		3 TYPICAL	3 TYPICAL LEVELS		
LEVEL	BUSINESS KNOWLEDGE	ROLE IN ORG-WIDE PLANNING & DECISION MAKING	STRATEGIC CONNECTION WITH ORGANIZATION	INITIAT	
#1	None or nominal	None or limited	Marginal or disconnected	Some	
			Very tactical focused	Mainly a executive direction	
#2	Moderate	Moderate to	Moderate to	Tolerabl	

ve Tolerable moderate + moderate + mix of executive

direction & self Key High #3 Strong Main initiator with minimal executive direction



### **Key Differences: Level #1 in**Comparison to Level #3

#### <u>LEVEL #1:</u>

- Basic HR knowledge
- Limited role in org-wide planning & decisions
- Tactical + good execution
- Supports change
- Complies with culture
- Limited use of metrics
- MARGINAL ADDED VALUE

#### **LEVEL #3:**

- ✓ Business knowledge + HR expertise
- ✓ Key contributor in those processes (as business person)
- √ Strategic + Tactical (great execution)
- Most initiation is from above ✓ Senior Leadership + Self-Initiation
  - ✓ Catalyst for change
  - ✓ Models & spreads org's culture
  - ✓ Extensive metrics utilization
  - ✓ ADDS SIGNIFICANT VALUE