



# **EIGHT PILLARS OF HUMAN RESOURCES MANAGEMENT**

# 8 Pillars of Human Resources Management

Strategic Partnering  
&  
Planning

Organizational  
Development

Talent Acquisition  
&  
Management

Employee &  
Union  
Relations



# 8 Pillars of Human Resources Management

Compensation &  
Performance  
Management

Benefits  
Design &  
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: 3 TYPICAL LEVELS

LEVEL	BUSINESS KNOWLEDGE	ROLE IN ORG-WIDE PLANNING & DECISION MAKING	STRATEGIC CONNECTION WITH ORGANIZATION	INITIATOR
#1	None or nominal	None or limited	Marginal or disconnected  Very tactical focused	Some  Mainly at executive direction
#2	Moderate	Moderate to moderate +	Moderate to moderate +	Tolerable mix of executive direction & self
#3	Strong	Key	High	Main initiator with minimal executive direction

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

### LEVEL #1:

- Basic HR knowledge
- Limited role in org-wide planning & decisions
- Tactical + good execution
- Most initiation is from above
- 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)
- ✓ Senior Leadership + Self-Initiation
- ✓ Catalyst for change
- ✓ Models & spreads org's culture
- ✓ Extensive metrics utilization
- ✓ ADDS SIGNIFICANT VALUE