



HR Vision: Challenges and Aspirations

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What is the challenge?

- **supporting line managers**
- **adding business value**
- **doing more with less**

Does Ulrich help?



- **supplies role models but not an organisational template**
- **reinforces historic aspirations in all three areas**
- **business partner role picks up on HR strategy**

How is the business partner model performing?



- **overwhelming evidence that employers are struggling to recruit and develop effective business partners...**
- **and few examples so far of the job being done with distinction**
- **reasons are not clear and may be complex**

Survey evidence



- **few line managers judge HR as effective**
- **most business partners score only in the “neutral” range in terms of effectiveness**
- **sourcing within the current population of HR business partners is difficult**
- **two in five senior HR managers have problems finding staff of right calibre**
- **one in three report “behavioural skill deficiencies”**

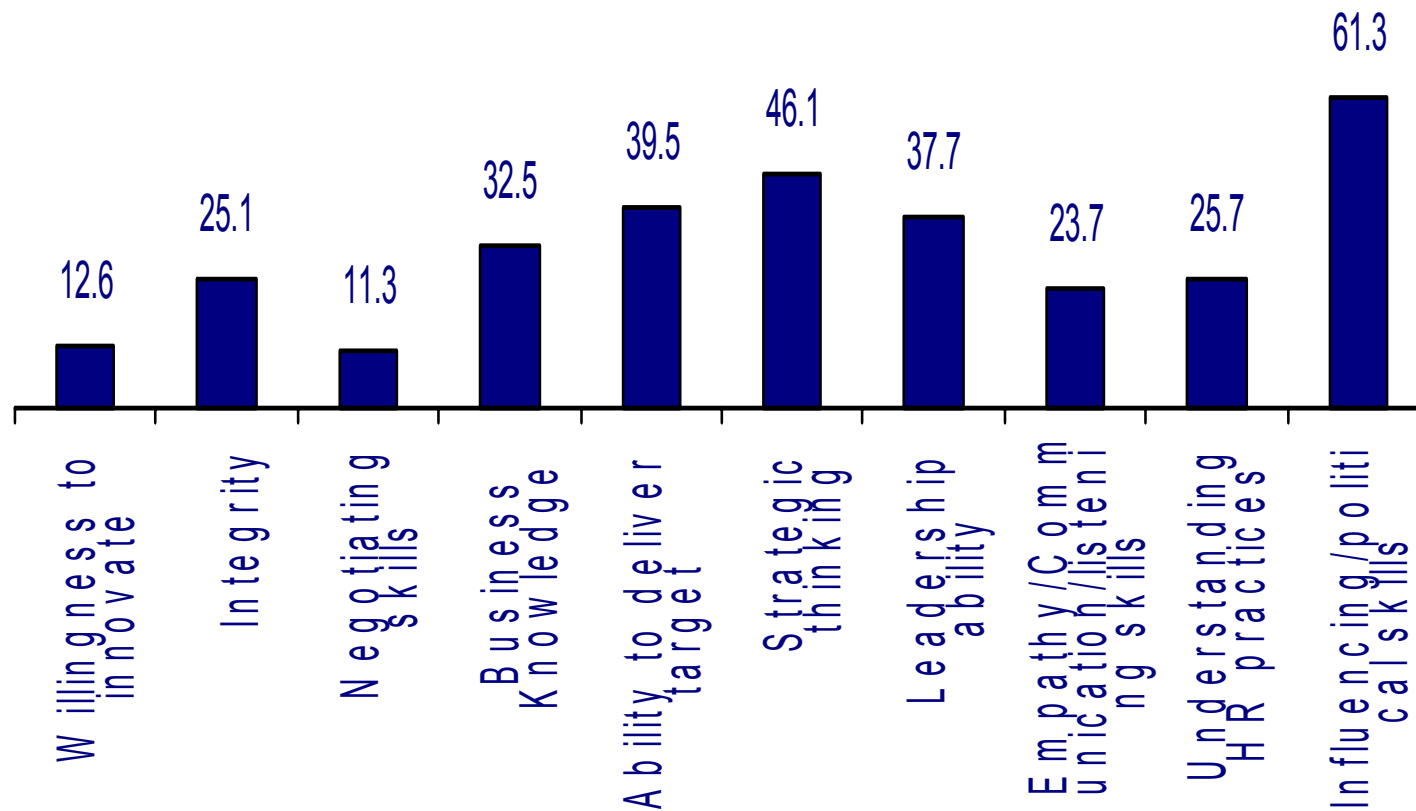
What is the problem?



- *many HR practitioners don't aspire to perform a strategic role*
- *organisations can't identify strategic HR roles*
- *business partners require different skill set*
- *HR profession has poor public image and doesn't attract people who want to hold down senior "business" jobs*



Most important competencies and capabilities





Strategic HR priorities

- **employee engagement/employer brand**
- **recruiting and managing talent**
- **managing risk and corporate responsibility**



Employee engagement

- **a perennial challenge**
- **from compliance to performance: use employment regulation to add business value**
- **focus on relationships, trust, diversity, values and measurement**

Managing reputation



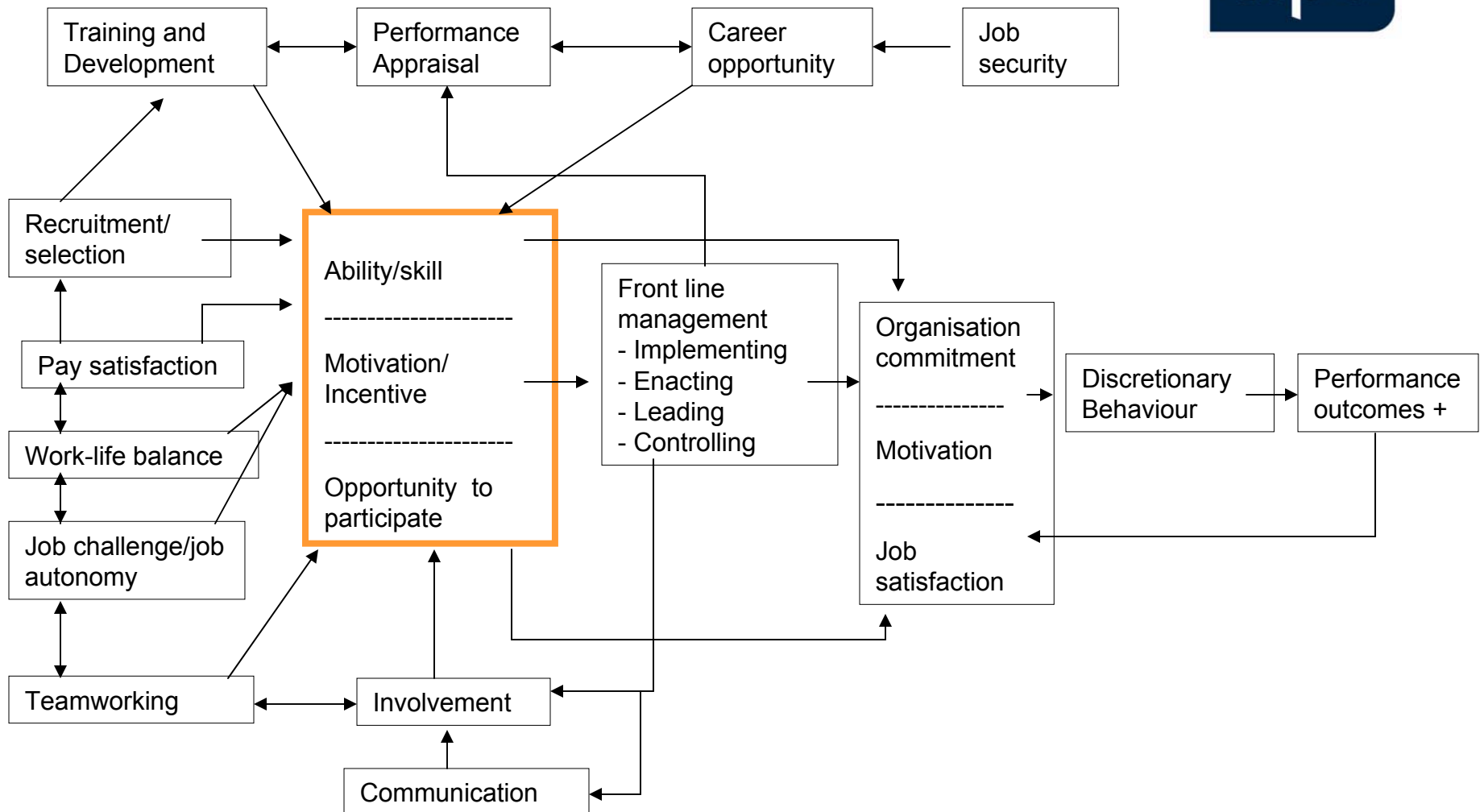
- **“green” issues push HR to adopt wider perspectives**
- **play to our strengths as HR**
- **psychological contract model can be applied more widely to relationships with other stakeholders eg contractors, customers**



HR at the heart of business

- **Changing HR function**
- **CIPD models of people management and performance:**
 - **High performance (Purcell)**
 - **Psychological contract (Guest)**
 - **Employee engagement (Ipsos MORI)**

The People and Performance Model



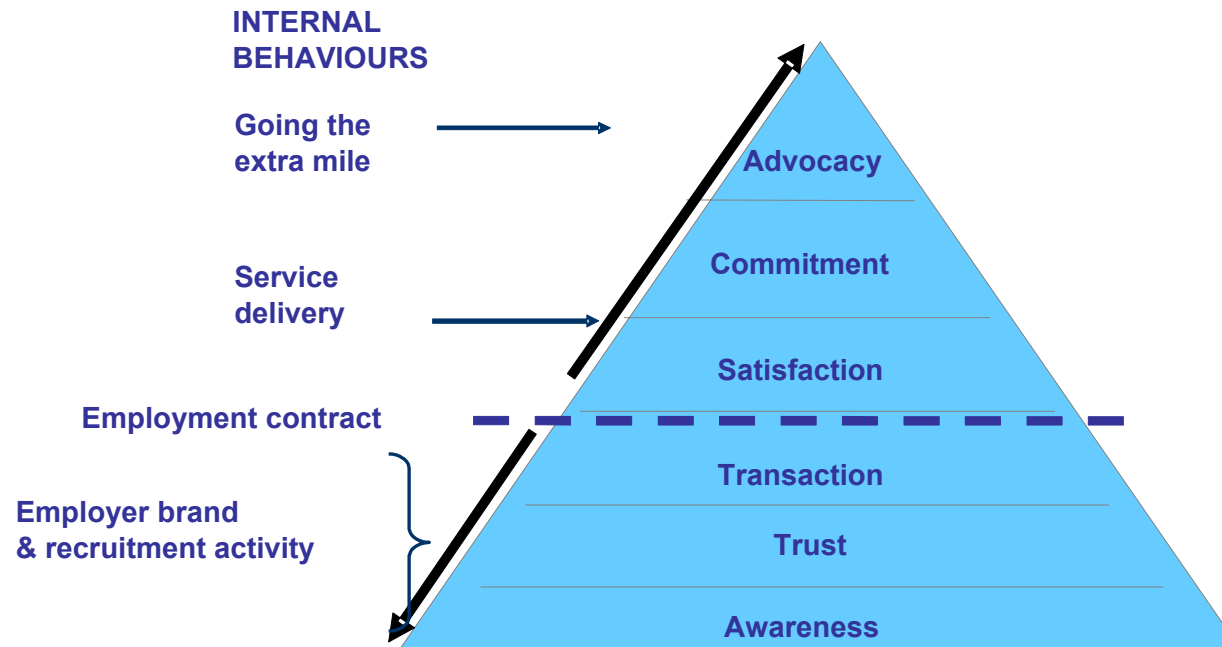
Understanding the people and performance link (CIPD 2003)

A model of the psychological contract



Antecedents	State	Attitudinal Consequences
HR Policy and Practice	Fairness	Organisational Commitment Life Satisfaction
Participative climate	Trust	Employment Relations Security
Individual experience	Delivery of the "deal"	Behavioural Consequences: Motivation
Individual expectations		Effort Innovation Organisational Citizenship Intention to Stay/Quit Performance

Employee engagement model





Developing CIPD research agenda: emerging directions

- **public sector (“Fit for business”)**
- **Kingston consortium on employee engagement**
- **innovation and work organisation**
- **support robust public policy agenda**



Can we re-brand the HR profession?

- a business career
- a job that can attract and engage the most talented individuals
- a confident and “can do” community

What future for HR?



- **move out of “HR” mindset...**
- **...into that of “high performing organisations”**
- **develop OD capabilities**
- **see the “big picture” ...**
- **...and support top management in delivering on business agenda**



Thank You

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