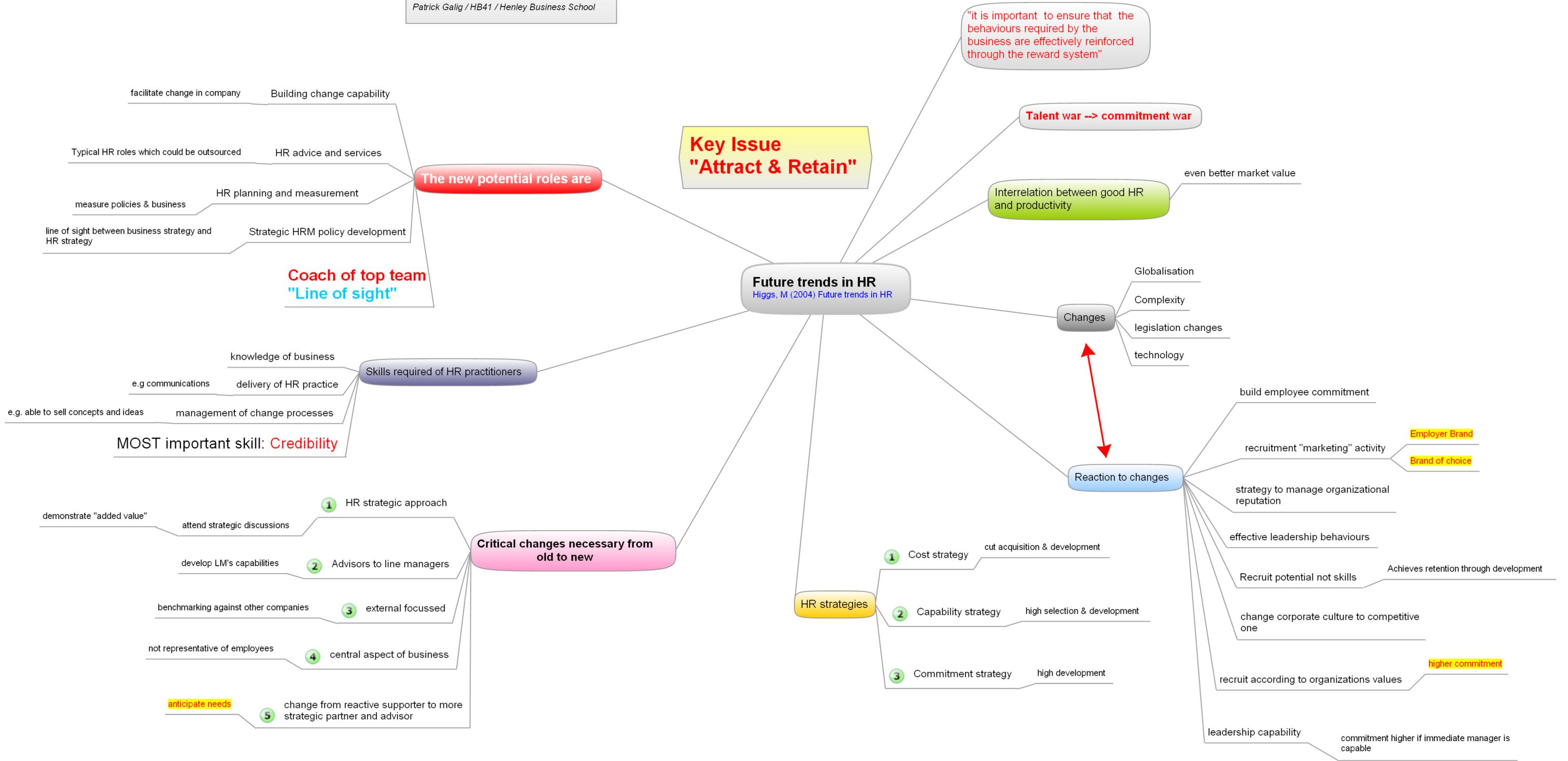


Key Issue "Attract & Retain"

Future trends in HR
 Higgs, M (2004) Future trends in HR



"it is important to ensure that the behaviours required by the business are effectively reinforced through the reward system"

Talent war --> commitment war

Interrelation between good HR and productivity

even better market value

Changes

- Globalisation
- Complexity
- legislation changes
- technology

Reaction to changes

- build employee commitment
- recruitment "marketing" activity
 - Employer Brand
 - Brand of choice
- strategy to manage organizational reputation
- effective leadership behaviours
- Recruit potential not skills
 - Achieves retention through development
- change corporate culture to competitive one
- recruit according to organizations values
 - higher commitment
- leadership capability
 - commitment higher if immediate manager is capable

HR strategies

- 1 Cost strategy
 - cut acquisition & development
- 2 Capability strategy
 - high selection & development
- 3 Commitment strategy
 - high development

Skills required of HR practitioners

- knowledge of business
 - e.g communications, delivery of HR practice
 - e.g. able to sell concepts and ideas, management of change processes
- MOST important skill: Credibility**

The new potential roles are

- facilitate change in company
 - Building change capability
 - Typical HR roles which could be outsourced
 - HR advice and services
 - measure policies & business
 - HR planning and measurement
 - line of sight between business strategy and HR strategy
 - Strategic HRM policy development
- Coach of top team "Line of sight"**

Critical changes necessary from old to new

- 1 HR strategic approach
 - demonstrate "added value"
 - attend strategic discussions
- 2 Advisors to line managers
 - develop LM's capabilities
- 3 external focussed
 - benchmarking against other companies
- 4 central aspect of business
 - not representative of employees
- 5 anticipate needs
 - change from reactive supporter to more strategic partner and advisor