



HR TODAY

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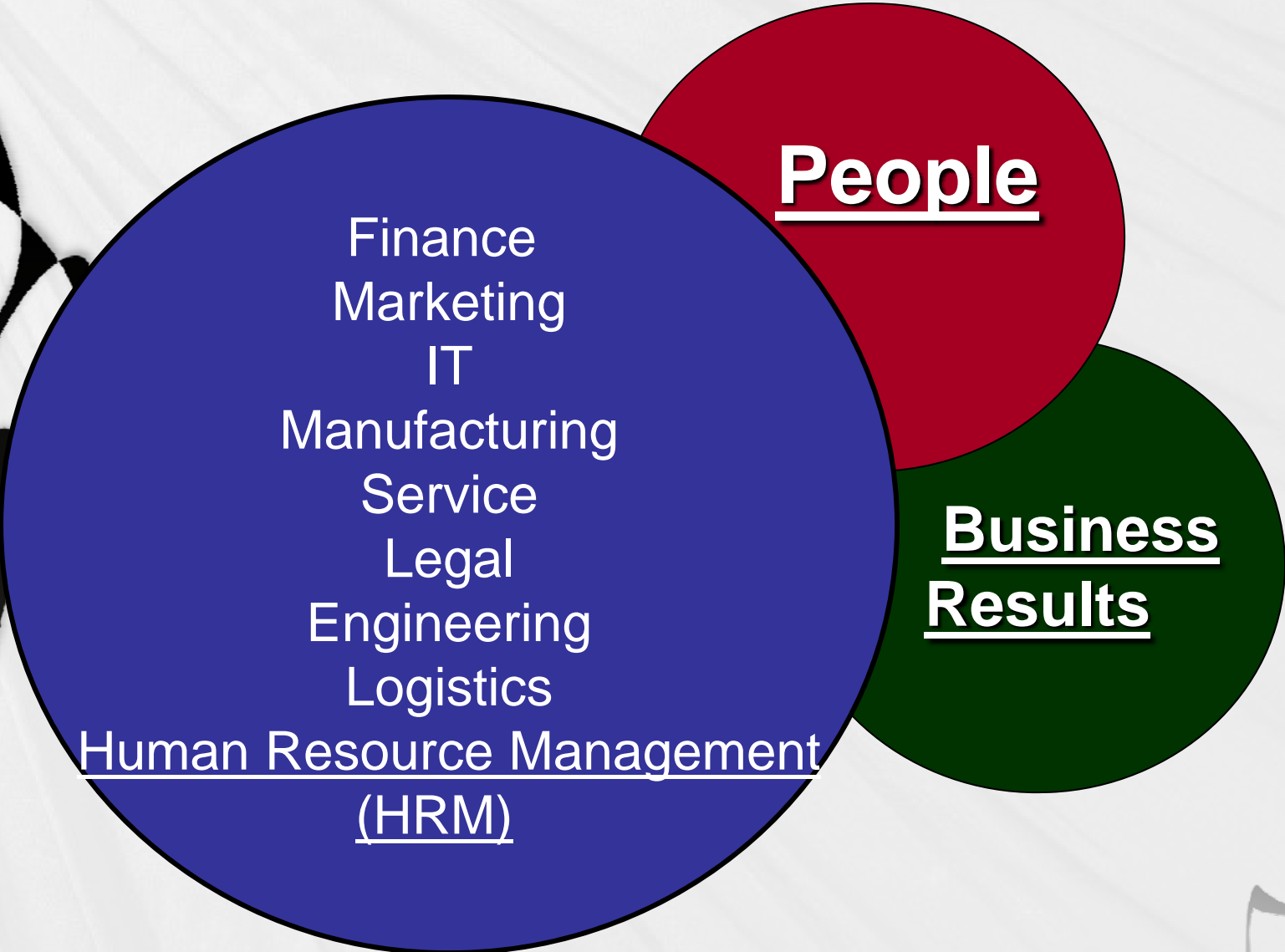


People

Processes

Business
Results

**Successful Businesses successfully
focus on three dimensions**

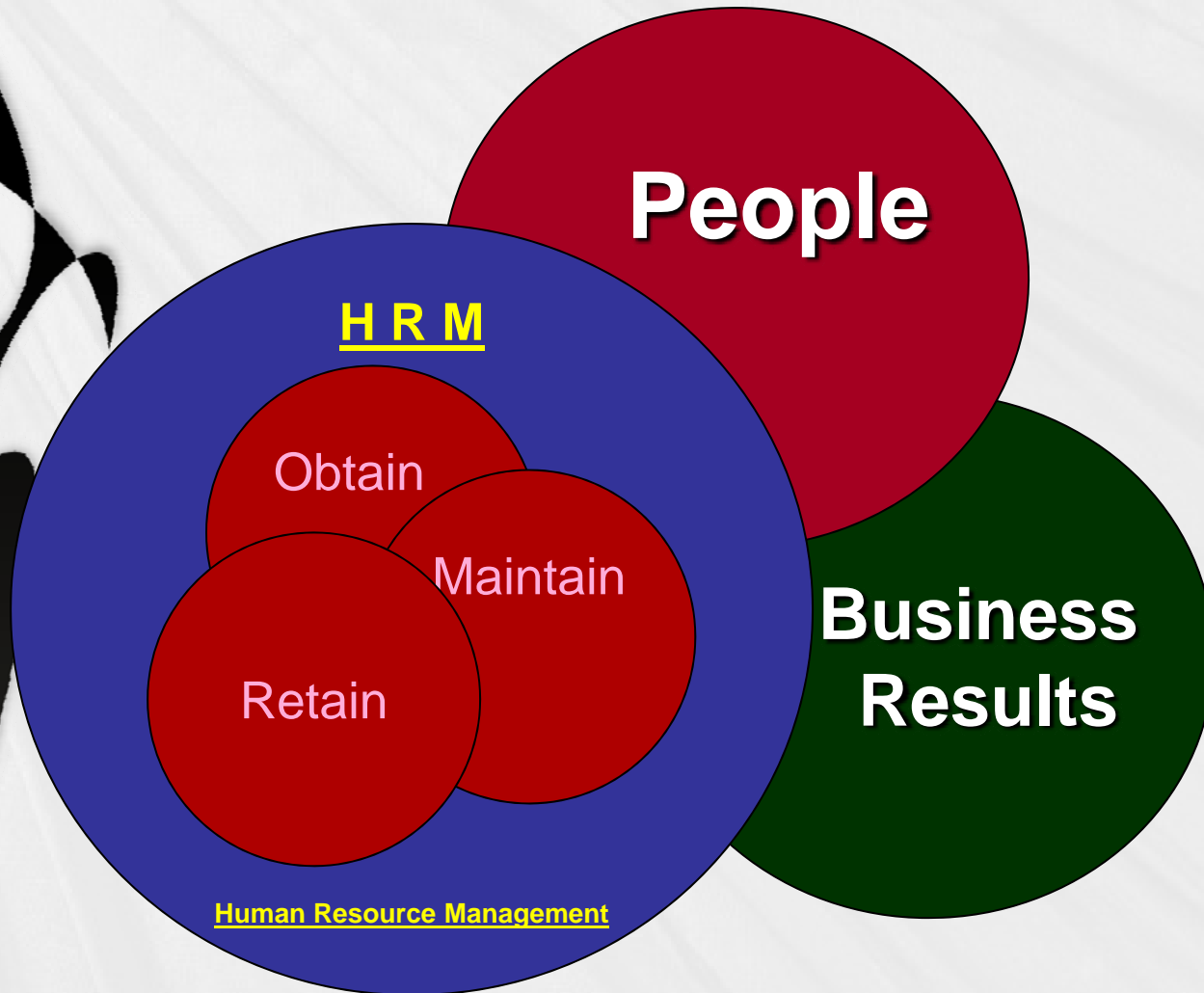


Finance
Marketing
IT
Manufacturing
Service
Legal
Engineering
Logistics
Human Resource Management
(HRM)

People

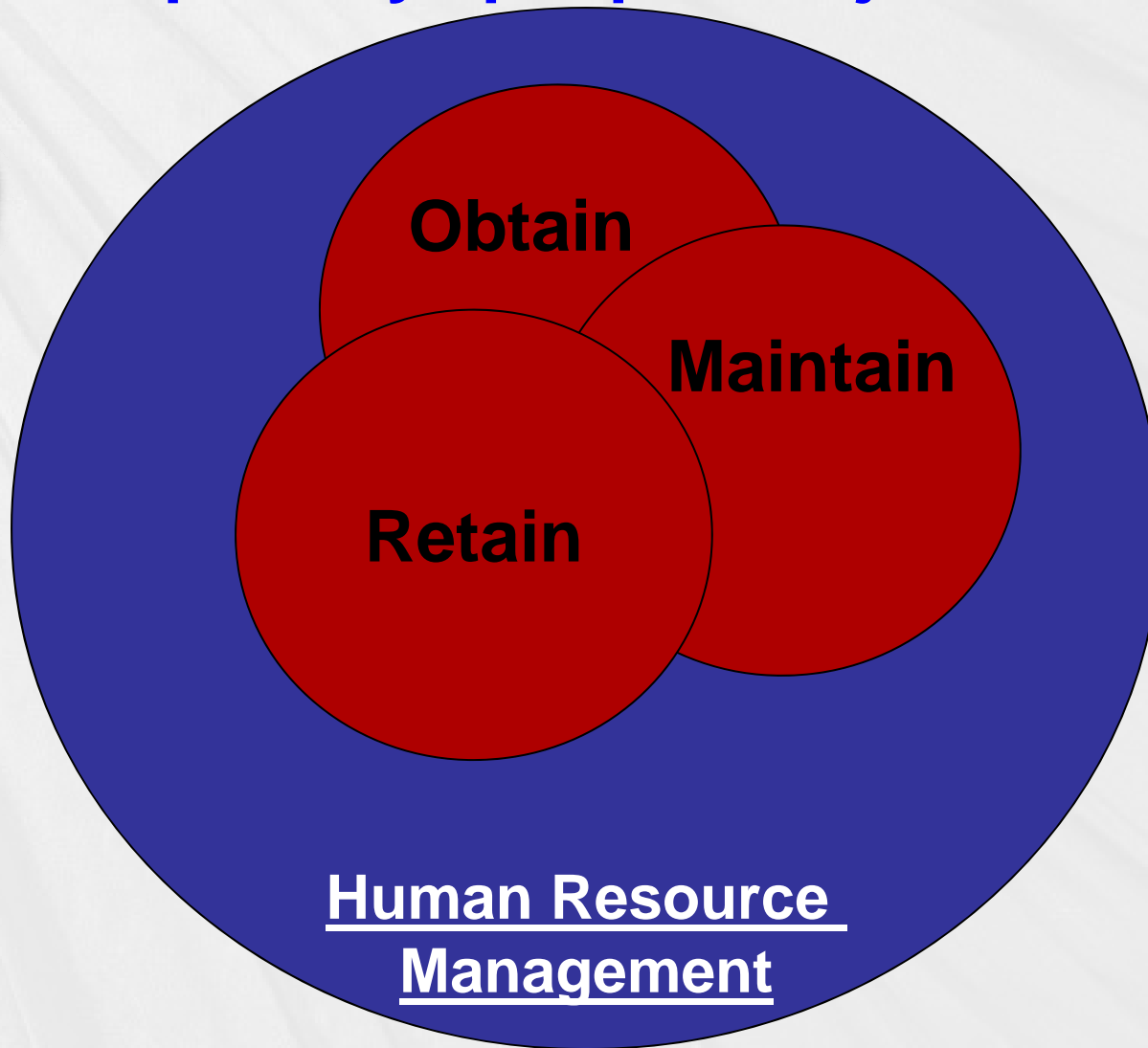
Business
Results

Processes determine HOW the business runs



The processes that focus on the “people” Dimension fall within Human Resource Management

Human Resource Management has three primary “people” objectives



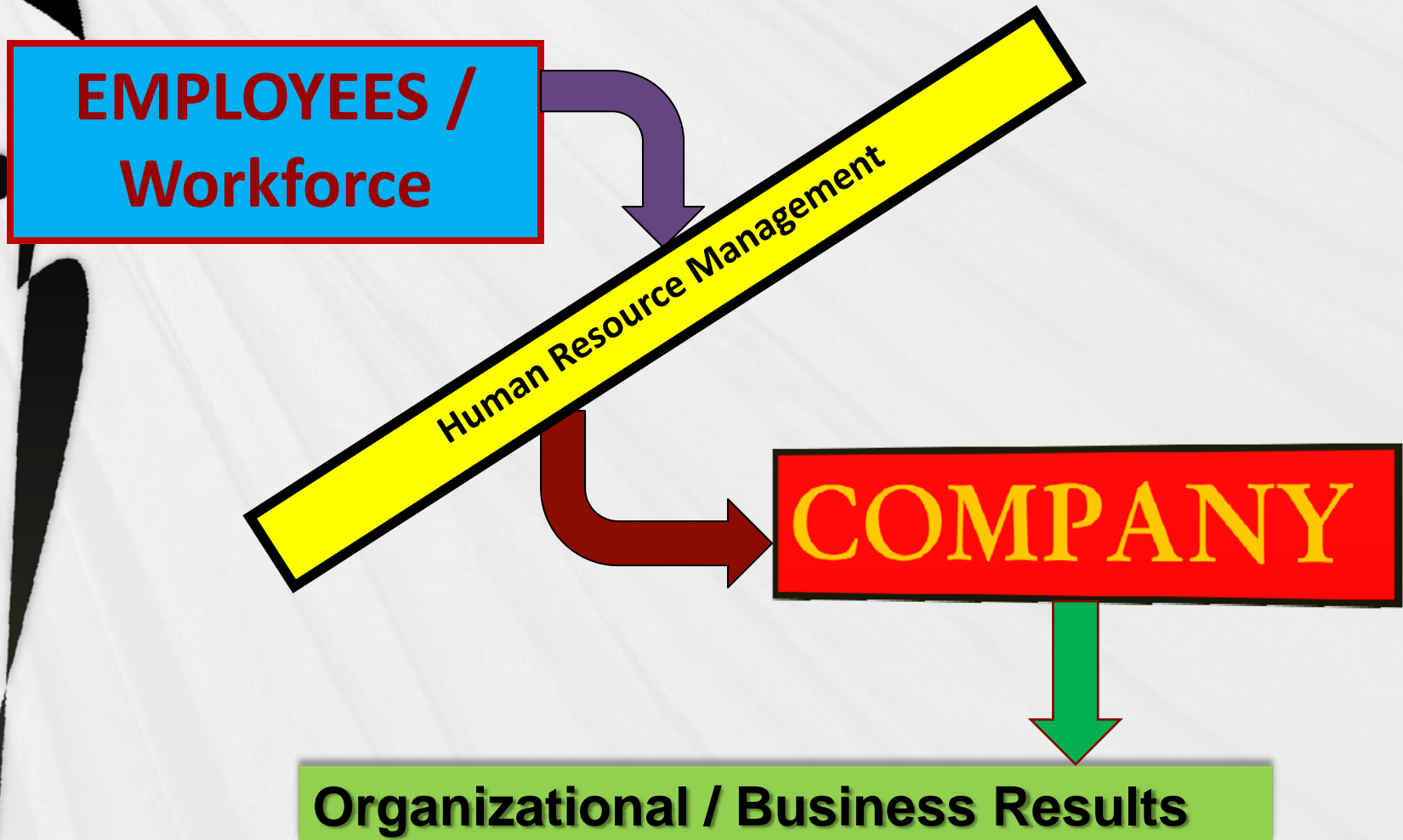


The Role of the HR Professional

More complex than other roles.

More Impact than most other business roles

Without People, a Company is Only an Idea



**EMPLOYEES /
Workers**

Human Resource PROCESSES set the Rules

Managers

**EMPLOYEES /
Workers**

Managers

**Human Resource
Department**

• Can do
• Might do
• Please do

• Must do
• Should do
• Could do

- Strategy
- Programs (Staffing, Compensation, Performance, Retention)
- Management Consulting
- Employee relations
- External relations (Political, Legal, Labor, community)

The Lenses of HR:



The HR Professional

Internal



The Line Manager View



External



The Organizational / Senior Management / Shareholder View
(products, services, financial.)



The External View (Legal; Community;)

The Role of the HR Professional

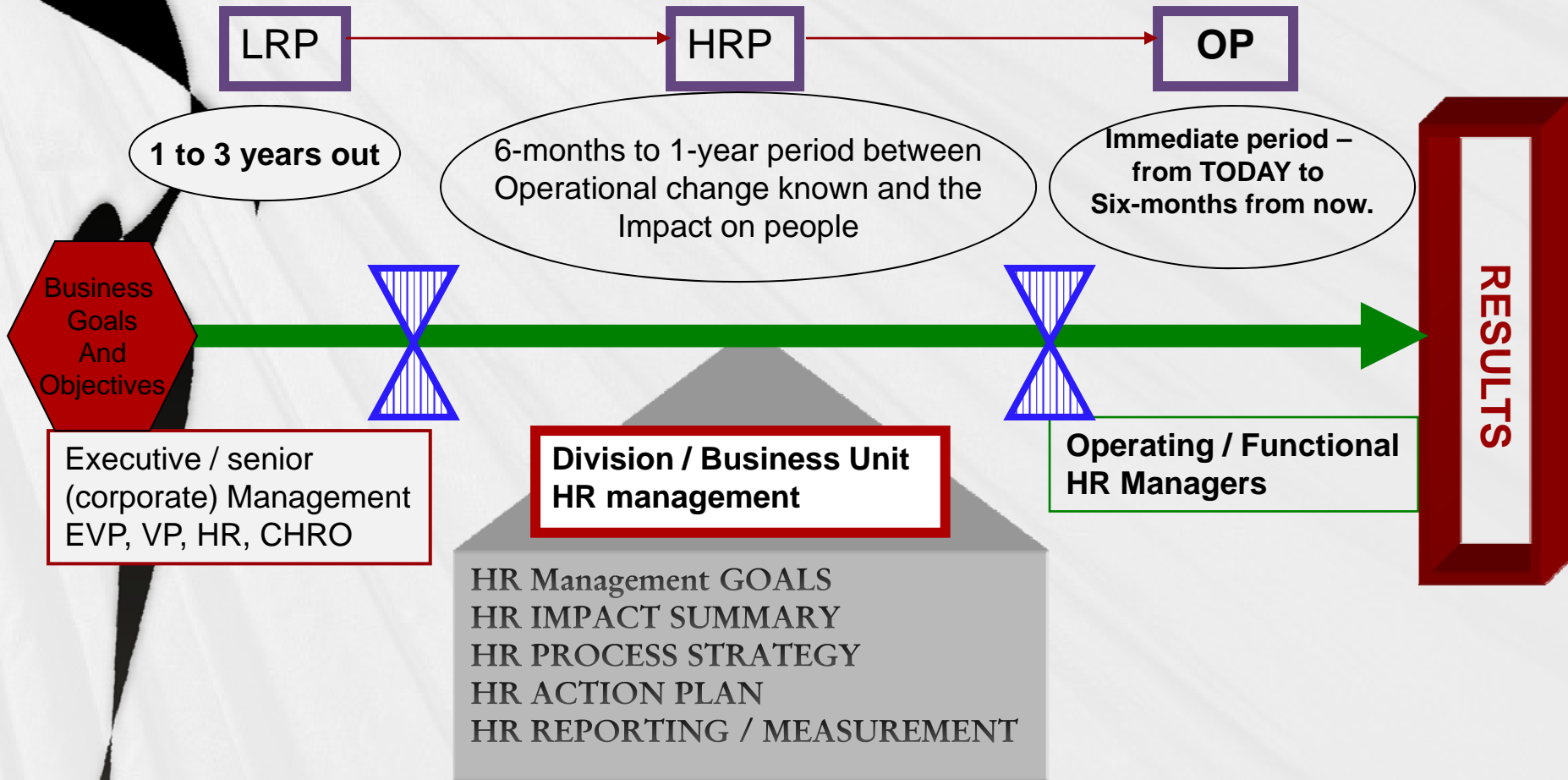
More complex than most other roles.

- Human Relations expert
- Counselor
- Psychologist
- Sociologist
- Accountant
- Financial executive
- Legal expert
- Political strategist
- Technologist
- Industry / Market executive
- Process Expert
- Management Consultant

Professional Competency:

- Staffing
- Compensation / Benefits
- Employee Relations
- Law
- Third-party relations
- Society interface

Human Resource Long Range Planning





What skills, Competencies, and Characteristics are critical to success as a HR Manager?

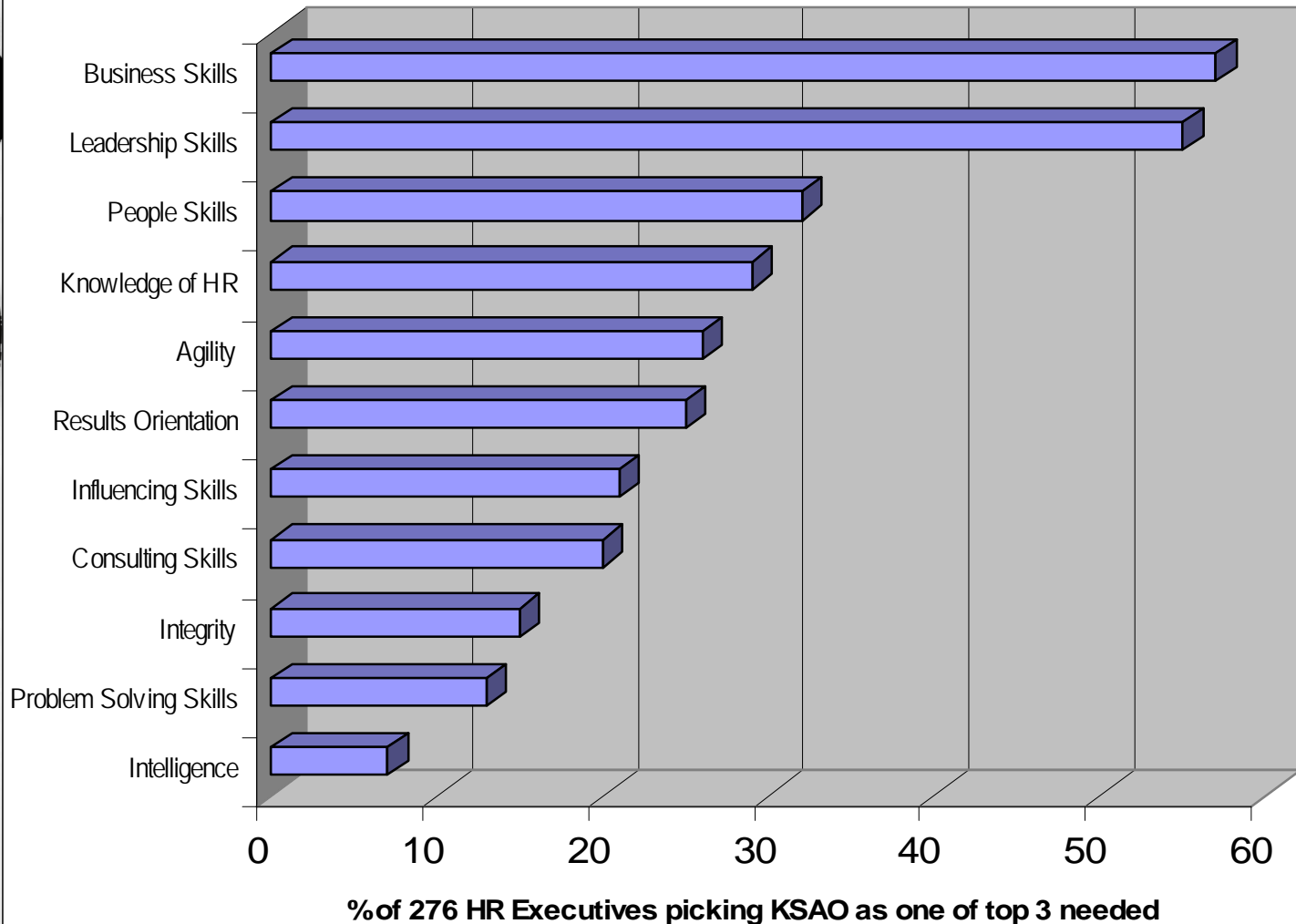
Executive Summary Report of a Survey of Senior HR Generalists

by DISCOVERY Surveys, Inc. and Gatti & Associates, 2006

276 senior human resource professionals representing a wide variety of industry sectors responded to a web survey that asked the following question: You're currently in a senior HR generalist position and it's time to start thinking about your replacement. Please list the three skills, competencies, or characteristics that you would look for in your successor.

Students can see the full report at: http://web.bentley.edu/empl/b/hboyd/hrm_files/HRProReport-Gatti.pdf

Key HR Professional Competencies, Skills, Characteristics



DISCOVERY Surveys, Inc. and Gatti & Associates, 2006