



HR Priorities for the Future, Part II

This is a 2-part series on hot topics human resources professionals should consider when taking action on the people challenges of their company.

Please contact Debbie Williams, 843-266-8800, to request Part I.

Do you currently have the technology and strategies to support these initiatives for HR in 2010 and beyond?

If not, or you need additional assistance, or more information concerning Human Resources management tools, outplacement services, and career development skills, please contact:

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WHAT IS DETERMINING THESE HR PRIORITIES?

The Creating People Advantage study credits the following major influencers:

- Talent and leadership
- Workforce – is growing older and people are having fewer children;
- Globalization - companies are becoming global organizations;
- Emotional well-being of employees

HOW CAN HR TACKLE THESE CHALLENGES?

Focus on Managing Talent

HR practitioners need to focus on their biggest priority – managing talent. Research from the Adecco Institute reports that forward-thinking HR professionals should:

1. Analyze the age of their workforce down to the job-function level;
2. Develop plans for individual career management;
3. Develop plans for knowledge management
4. Encourage lifelong learning to renew skills and keep them up-to-date;
5. Develop a better understanding of staffing needs and trends, and develop tools to acquire, develop, retain and reward talent based on workforce demands; and
6. Grow comfortable in a global world with geographically dispersed workforce.

How to manage talent and leadership development:

- Understand the external and internal environments;
- Select the most critical HR topics; set priorities;
- Initiate projects with dedicated teams; and
- Secure support from top management.

The study also suggests organizations:

1. Make sure that HR and people

strategy is the cornerstone of corporate strategy; an effective way to do so is by creating a strategic workforce plan – systematically analyze the future supply of and demand for employees under different growth scenarios and on a job-by-job basis.

2. Make sure links, along with measurements, exist connecting corporate strategy and HR in the following key areas:

- Sourcing strategy – recruiting, hiring, HR marketing/branding, diversity should target workforce needs
- Performance strategy – individual performance, human capital metrics, incentive systems should support corporate goals
- Development strategy – development of employees and leaders should reinforce corporate strategy
- Affiliation Strategy – establishment of systems to track compensation and retention, work-life balance, engagement, motivation, and corporate social responsibility should build relationships with employees.
- Make sure executives not only have financial dashboards on their desktops giving a quick picture of business and financial performance metrics, but dashboards should include qualitative and quantitative HR metrics
- Make sure that HR is recognized as central to ensuring competitive advantage through people (only 40% of HR executives reported that they receive sufficient support from top managers).

Invest in Technology

Research from the Gantry Group shows that U.S. companies plan to allocate 46% of their HR IT budgets for FY2009 to strategic functions such as:

- Talent Management
- Performance Management
- Leadership/Development
- Recruitment

Technology will infiltrate the HR function automating transactional services. HR practitioners will increasingly rely on knowledge management tools to track the skills, experience, background, interests and formal/informal feedback on employee performance.

Currently 55% of companies maintain standardized records of business critical knowledge, and only 30% publish information about “knowledge holder” in an internal directory. Traditional administrative tasks will be handled by outsourcing, automation and self-service.

Even with the uncertain economy and burgeoning layoffs, HR priorities for 2009 and beyond revolve around attracting, developing and retaining talented employees. Organizations that focus on managing talent will employ flexible and affordable technology solutions enabling them to:

- Link corporate strategy to metrics for recruiting, performance, development, compensation, retention, work-life balance, engagement and corporate social responsibility;
- Analyze their workforce and prepare a strategic workforce plan;
- Provide individualized career planning;
- Offer skills development and life-long learning;
- Capture knowledge management for the organization; and
- Perform global data aggregation.

[Ask for HR Priorities, Part I](#)