



INTRODUCTION TO IPMA-HR DEVELOPING COMPETENCIES FOR HR SUCCESS

BECOMING A STRATEGIC BUSINESS PARTNER

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FOUR MAJOR HUMAN RESOURCES ROLES

- HR Expert
 - HR Change Agent
 - **HR Business Partner**
 - HR Leader
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- The IPMA-HR Competency Model contains 20 competencies. There are some shared competencies among the four human resources roles.



ICE BREAKER

OBJECTIVES

- Articulate the definition of a strategic business partner.
- Explain the value of performance management as an HR-driven organizational tool.
- Position yourself as one of the key players in your organization's decision-making process.
- Evaluate what processes need to be implemented to ensure your department is looked upon as a strategic business partner.
- Articulate the benefits of a performance management system.
- Define your role in helping the organization implement a performance management system.
- Explain how performance management enhances the contributions of the Human Resources function.
- Know which operational reports you should utilize from a Human Resources perspective.

QUESTION:

- Are you at the table with senior management in the manner or frequency that you would like?



- If not, what can you do to remedy that?
- There is a bias against human resources, in part because of our focus on human resources as a stand alone function and in many cases a lack of understanding of other areas of the organization (e.g., Finance, IT, etc.).
- If we want to be considered strategic partners it starts with us and our capabilities. We have to demonstrate our value.

STRATEGIC FUNCTIONS

- Conduct weekly meetings with respective departments.
- Consult with line management, providing human resources guidance when appropriate.
- Analyze trends and metrics in partnership with other human resources staff members to develop solutions, programs and policies.
- Manage and resolve complex employee relations issues. Conduct effective, thorough and objective investigations.
- Maintain in-depth knowledge of legal requirements related to the day-to-day management.
- Know your people and what they want. The workplace is comprised of several different generations.

STRATEGIC FUNCTIONS (cont.)

- Provide day-to-day performance management guidance to line management (e.g., coaching, counseling, career development, disciplinary actions, etc.).
- Work closely with management and employees to improve work relationships, build morale, and increase productivity and retention.
- Provide human resources policy guidance and interpretation.
- Provide guidance and input on organizational restructures, workforce planning and succession planning.
- Understand the fundamentals of other departments in the organization.
- Consult with departments to identify training needs, providing human resources guidance when appropriate.
- Become well-rounded business people. In today's competitive market we need to be financially intelligent. Understand the language spoken by management: accounting.

TACTICAL IS VALUABLE

- Although it is cool today to talk about being strategic do not forget that our organizations need the traditional/tactical functions that we perform (human resources policy and administration, employee relations, recruitment, and change management).
- Delivering traditional/tactical human resources services in an efficient, effective manner that reduces risk to the organization and contributes to optimizing human capital is priceless.



WHY TAKE THE IPMA-HR COMPETENCY MODEL TRAINING?

- To prepare you for the professional certification process.
- Completing the IPMA-HR Competency Model Training will get you one step closer to certification.
- The course will bring self-awareness. It will help you understand your strengths and weaknesses.
- More emphasis is being placed on performance management and competencies. Competencies are a way to identify the expertise and abilities required for current and future positions.



BUSINESS PARTNER COMPETENCIES

- Knows organizational mission, vision, and values.
- Applies innovation, creativity and calculated risk-taking.
- Knows and applies organizational development principles.
- Is able to align human resources initiatives to the organization's mission and service deliverables.
- Knowledge of business processes to change and improve efficiency and effectiveness.
- Knowledge of human resources laws and policies.



BUSINESS PARTNER COMPETENCIES (cont.)

- Awareness of the unique nature of the public service environment.
- Understand team behavior and possess the ability to lead teams to high performance.
- Communicate effectively verbally and in writing and make persuasive public presentations on behalf of the human resources function.
- Use off business systems skills, including the ability to think strategically and creatively.
- Analyze organizational issues to develop collaborative solutions that meet the needs of all stakeholders.
- Build and sustain trust-based relationships.



ACTION PLAN: WITHIN THE NEXT MONTH

- Reach out to someone in the organization who you believe is a Human Resources advocate and ask that individual what Human Resources does well.
- Reach out to someone in the organization that you know does not work well with Human Resources and ask that individual what Human Resources needs to do to get their support.
- Institute two of the strategic functions of Human Resources that we discussed in the previous slides.

ADDITIONAL INFORMATION

- Developing Competencies for HR Success: <https://www.ipma-hr.org/advance-your-career/courses/developing-competencies-for-hr-success>
- What to do to obtain your IPMA Professional Certification: <https://www.ipma-hr.org/advance-your-career/get-certified>
- Presentation Evaluation Link: <https://www.surveymonkey.com/r/ThuBP>