

HR & STRATEGY

HUMAN RESOURCES MANAGEMENT

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Personnel Administration

HR Department in organization has often been viewed like a necessary and costly support

HR weaknesses

- **Too Focused on Administration processes** (Huselid, Jackson, & Schuler, 1997)
- **Weak competencies concerning business**(Ulrich, 1997)
- **No measurable with currency** (Galford, 1998)
- **No alignment with other departmental goals**

Decision- Making

HR strategy today involves executive leadership teams to develop complementary goals for the overall business

Relation's conditions between HR & Executives Leadership:

- **Understanding benefits of aligning HR goals with Business goals**
- **Improving quality of interaction between HR & others executives**
- **Demostrating the return on investment in HR activites**

Strategy making process

Six core roles that H.R. Need to fulfill:

- Attracting and mobilizing **talent**
- Building performance **capability**
- Creating **healthy and successful organizations**
- Building **effective leadership**
- Providing **coherence**
- Ensuring **good governance**

Strategic role

A number of HR **practices and programs** are significantly **associated with a stronger strategic role for HR**, including.

- The use of **information technology**
- Focusing on **HR talent development**
- Having HR activities that focus on organization design, **organization** development, change management, employee development, and metrics
- Having effective HR metrics and analytics
- Ect.

Stratigic Formulation

Factors which create gap between design and implementation:

- the tendency of employees in diverse organizations only to accept initiatives they perceive to be relevant to their own areas;
- it is more difficult to gain acceptance of non-routine initiatives;
- the initiative is seen as a threat;
- inconsistencies between corporate strategies and values;
- a bureaucratic culture, which leads to inertia.
- ect.

HR Strategy Implementation

- A rigorous **preliminary analysis**
- A **communication program**
- **Who** will be concerned
- The preparation of **action plan**
- Project managing the implementation in a way that ensures that the action **plans are achieved**

An effective HR Strategy

Criteria for an effective HR Strategy

- Satisfy **business needs**
- Founded on **detailed analysis** and study
- **Actionable program**
- **Coherent and intergrated**
- Takes account of **every actors' needs**

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