

Overview of Human Resources in the Workplace

BUSINESS & PEOPLE STRATEGY CONSULTING GROUP

FREE WEBINAR SERIES

Perspective

What does Human Resources mean to you?

What is the role of HR in your company?

Do you see HR as reactive or proactive?

...tactical or strategic?

...positive or negative?

You know the name...

Human Resources has existed in the United States since the early 1900s.

Since its introduction, it has been known by many names including HR, Personnel, Labor Relations, Employee Relations, and many more.

Regardless of the name and constant evolution, the field of HR has focused on the relationship of the employee and employer, from pre to post hire.

The nature of HR...

Human Resources is a blend of:

- Labor & employment laws
- Psychology and behavior
- Business acumen
- Emotional intelligence

It can be proactive and reactive.

It can be tactical and strategic.

It can be a positive or negative experience.

Getting to the right place...

To successfully hire and utilize HR, it is important to understand:

- What HR is and isn't
- The various functions of HR
- The necessary skills and experience to perform HR
- Management's attitudes and how HR will be treated in the company

Challenge

Lacking an understanding of the fundamental purpose of human resources and how to leverage it for maximum return.

What HR should be...

- A business professional first (and HR pro second).
- An ethical pillar of the company (“the conscience”).
- Highly confidential (don’t even share it with the dog).
- A trusted partner in the company.
- Balanced and neutral.

What HR should be...

- A guide, mentor, teacher, and resources.
- Knowledgeable of the company and industry.
- Able to work and communicate with all levels within a company.
- Separate, but not detached.
- Able to understand when to apply “grey” as opposed to “black and white”.
- Loyal to the company.

What HR shouldn't be...

- The decision maker for manager decisions.
- The terminator.
- The police.
- Unapproachable.
- Judgmental.

What HR shouldn't be...

- Hanging out and partying with non-HR employees.
- A mechanism for employees to hold managers and employers hostage.
- An advocate for employees.
- Afraid to confront issues.
- Cynical or pessimistic (or overly optimistic).

Challenges in HR Field

HR professionals with little or no formal training and experience in HR hired and promoted into critical HR positions.

HR professionals not having strong business acumen and/or knowledge of the business.

HR seen as the “hiring, firing and benefits” department of the company.

Disempowered HR professionals and teams.

Poor attitudes and lacking support for HR by senior management.

Complex local, state and federal employment/labor laws.

Where the issues begin...

HR led by management having no HR training at all (often seen in companies under 50 employees).

HR led by managers who “received training in HR”, but have no real HR experience (HR training provided to non-HR is almost never sufficient to manage HR).

Entrepreneur run companies...founder can no longer manage everything and has to begin delegating some tasks...creates impossible environment for HR to perform.

Administrative, accounting or junior management professional has handled new hire documentation, personnel files, and benefits paper work for 10 years...get's promoted to HR Director.

Hiring HR with limited experience and knowledge to keep costs low and then having them make decisions they are not qualified to make.

Challenge

Understanding and defining what HR is or should be responsible for in the company.

Principle Disciplines of HR

Benefits

Compensation

Diversity

Employee Relations

Ethics

Global HR

Labor Relations

Safety & Security

Technology

Training & Development

Leadership & Strategy

Consulting

What HR does...(just a small sample)

Interviewing & hiring

Onboarding & offboarding

Benefits planning & administration

Personnel files management

Compensation structures

Incentive plans

Performance management

Culture development

Retention

Motivation

Employees issues/conflict

Employee training

Management development

Global employees

Unions

Coaching

Counseling

Succession Planning

Contract administration

HR technology

Payroll

Workforce planning

Corrective actions

Sexual harassment

Discrimination

Disabilities

Investigations

HR commonly used in the workplace...

The most commonly utilized functions of HR:

- Recruiting
 - Benefits administration
 - Payroll administration
 - HRIS administration
 - Corrective actions
 - Personnel files and documentation
-
- Often leveraged as an administrative and reactive function only

Its your choice...

Your HR will only be as good as:

- The HR professionals you hire
- The company's support of HR

Doing it right...

Companies with qualified HR that is empowered, supported by the management, proactive, and strategically utilized tend to be associated with:

- Attracting and retaining talent
- Employee satisfaction and engagement
- Performance, productivity and efficiency
- Positive culture

...which tends to translate into happier customers and increased revenues.

Challenge

Knowing what type of professional(s) to hire to perform and manage the company's human resources.

Skills all HR should possess...

Regardless of the level or specific role of HR professionals, to be successful in today's business climate, HR professional must have these minimum skills:

- Highly ethical and able to maintain confidentiality
- Excellent written, verbal and presentation skills
- Excellent computer skills including Word, Excel, PowerPoint, Outlook
- Able to work with all levels and personalities within the company
- Approachable and positive attitude

Education and training for HR...

HR Certifications are often required for coordinator and specialist roles.

- HRC, PHR

Bachelor's degrees are most often a requirement for generalists and managers.

- Degrees in business and social sciences are great for HR.
- HR certifications such as the PHR and SPHR are also desired for these roles.

Master's degrees are often a requirement for directors and above.

Professional degrees (i.e., JD, PhD) are often sought out for highly specialized roles (labor relations, organizational development, etc.) and consulting.

Roles in HR...

It is important to understand the varying roles and functions of HR professionals.

They tend to fall into one or a combination of these classes:

- Administrator/Coordinator/Assistant
- Specialist
- Generalist
- Management/Leadership

The HR Coordinator, Administrator, & Assistant

- By in large, these titles are usually responsible for the same tasks.
- They are primarily engaged in tasks such as supporting other HR professionals and management, filing, paperwork, data entry, phones, scheduling, planning and coordinating meetings and events, and related administrative functions.

They are not the ones who should be engaged in planning and making HR decisions, dealing with matters related to policies and procedures, dealing with employee issues, negotiating with brokers, making decisions related to law, etc.

The Specialist

- Specialists are those professionals who tend to have expertise in and perform one to two HR disciplines.
- Common areas of expertise include recruiting, compensation & benefits, HRIS & payroll, employee relations, and training & development.

Some specialists come from generalist backgrounds. Before you choose to have them engage other HR areas, be sure to confirm that they have the respective expertise and experience.

The Generalist

- Generalists are those professionals most often associated with HR management.
- They should have expertise and experience in core HR areas including compensation, benefits, HRIS, workers' compensation, recruiting, and employee relations.
- Experience with training, development, investigations, and policy drafting can be very important when they are the sole or senior HR professional.

Depending upon their level of experience, training and education, they may or may not be qualified to handle highly complex HR issues, drafting policies, matters involving employment/labor law, investigations, strategy, and working effectively with executives.

Management/Leadership

- HR Management comes in many shapes and sizes including lead, supervisor, manager, director, VP, and C-Suite.
- This varies by organization as well as the management's views of HR's role in the company.
- In large HR teams, it is not uncommon to see HR Specialist-Management roles.
- Most often, HR management is associated with HR Generalists.

As with any function, it is important to be careful with HR titles.

HR Base Salaries in LA/So Cal.

HR Coordinators	\$33K to \$45K
HR Specialists	\$44K to \$127K
HR Generalists	\$50K to \$100K
HR Managers	\$75K to \$128K
HR Directors	\$102K to 191K
VPs/C-Suite	\$146K to \$370K

Note: Varies by experience, size of company, and industry

Finding the path...

The success of your HR will hinge on:

- The company management's philosophies and attitudes about HR.
- Whether it is empowered and supported.
- Hiring the right HR professional(s) or consultants.
- Strong collaboration between HR and Management.
- Trust.

What are the options?

No professional HR

- Management handles everything

Internal HR professional or team

- Administrative, generalists, specialists, management

Outsourced HR team

- ASO, BPO

Combined internal and external HR

HR Outsourcing

Administrative Services Only (ASO)

- Focuses on the administration of core HR functions such as benefits, HR documentation, workers' compensation, COBRA, unemployment, and payroll

Business Outsource Processing (BPO)

- Outsourced HR team who assist with or replace an internal HR department

Advantages

- Access to a team of HR experts/professionals
- Cost savings (labor, materials, resources, equipment, work comp, etc.)
- Can be virtual and onsite

Setting up your HR...

Determine your needs, attitudes and philosophies.

Determine if you want an HR or non-HR professional handling your HR.

Establish the amount of risk you are willing to take.

Examine your current and future workforce.

Determine your budget and resources.

Leveraging HR (the minimum)

Maximizing HR...

There is nothing that requires a skilled HR professional to perform HR for an employer.

With appropriate training and guidance, non-HR managers can be successful with HR areas such as recruiting, coaching, counseling, corrective actions, performance management and training.

There are several areas, though, that should be performed by skilled HR and employment law experts to mitigate liability and issues.

These include compensation, HRIS, payroll, terminations, layoffs, handling complaints (harassment, discrimination, etc.), disabilities, workplace injuries, and other key areas.

HR must haves...

The areas that should be handled by HR and employment law experts include:

- Compliance (areas tied to laws and litigation)
- Recruiting
- Payroll/HRIS (although payroll may also be handled by accounting)
- Compensation
- Benefits

Compliance

Areas commonly associated with litigation:

- Personnel files management
- Documentation and notices
- Leaves of absence
- Sexual harassment, discrimination and retaliation
- Wage and hour practices
- Workplace disabilities
- Workplace injuries and illness
- Terminations and layoffs
- Investigations

Recruiting

Time consuming and has potential liabilities (discrimination, asking unlawful questions, negligent hiring).

Job descriptions should be drafted to be indicative of the roles (not general) as well as to satisfy disabilities and workers' compensation aspects.

Posting jobs online, reviewing resumes, phone screening, interviewing, scheduling, reference and background checks takes a significant amount of time.

Compensation

Loosely defined and managed compensation practices can lead to litigation and difficulty attracting, retaining and motivating employees.

Having competitive data at your disposal can assist with developing the right compensation plans.

Understanding the complexities of designing incentive, commission and bonus plans can lead to highly motivated and engaged employees without negatively impacting the profitability of the company.

Benefits

Benefits are governed by local, state and federal laws such as ACA, ERISA, HIPAA and COBRA.

There are very specific practices that must accompany benefits administration during and after employment.

Payroll and HRIS

These house the most confidential information about employees and must be managed by parties who are neutral and confidential.

Payroll is laden with critical laws and specialized practices and HRIS is time consuming and requires knowledge of laws to apply rules in the system.

QUESTIONS



Thanks for attending our free webinar series...

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