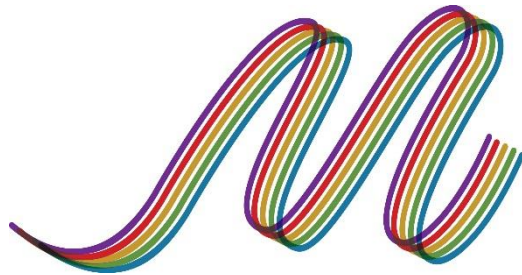




MANOR ROYAL PEOPLE FORUM

APRIL 2016



MANOR ROYAL
BUSINESS DISTRICT
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Be part of it!

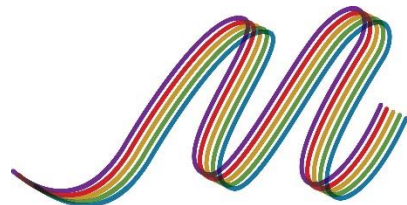
#ManorRoyalPeopleForum



Gary Miles

Director of International Operations & Associate Relations

Roffey Park Institute



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A large crowd of diverse people, including men, women, and children of various ethnicities, are arranged to form a large number '10' on a white background. The crowd is dense and colorful, with many individuals wearing bright clothing. Some people are walking, some are on bicycles, and some are pushing a stroller. The overall scene is bright and open, with long shadows cast by the people.

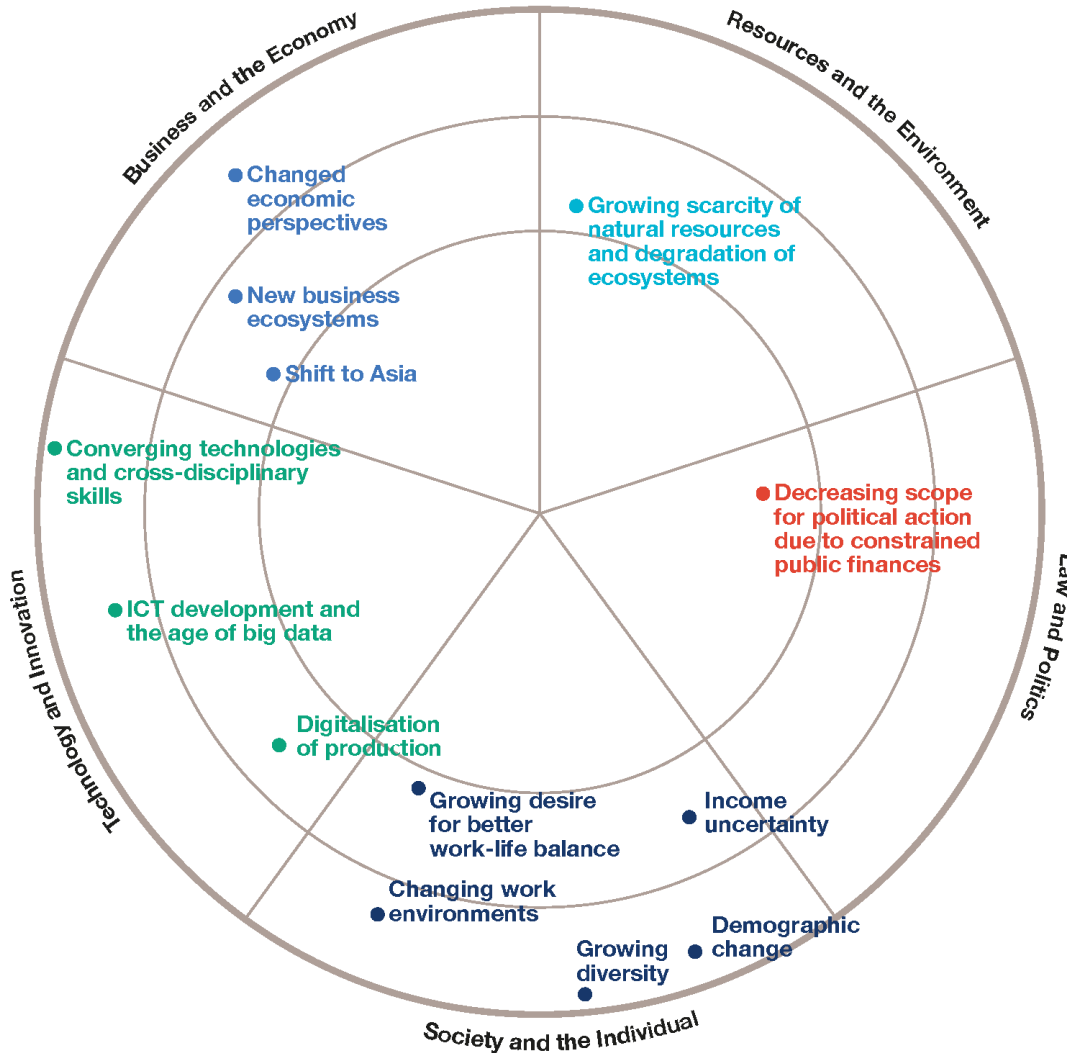
The future of HR:

Proactive partner or peripheral player?

Future of work in the UK



13 most plausible trends to 2030



Reproduced from "The Future of Work Jobs and Skills in 2030", UKCES, February 2014. Contains public sector information licensed under the Open Government Licence v3.0

Overview

In 2030 competitive labour market will require new attitudes by all organisations towards:

- flexibility
 - resilience
 - collaboration
 - entrepreneurship and creativity, and;
 - an ability to respond to continuous change.
- Diverse workforce
 - Multi generational and older
 - Baby boomers reaching retirement but working longer
 - Between 2012 and 2030 over 65s to rise by 42%
 - 16 to 64 to rise by only 3%
 - Women accounting for 2/3 of growth in high skilled jobs

So what for organisations?

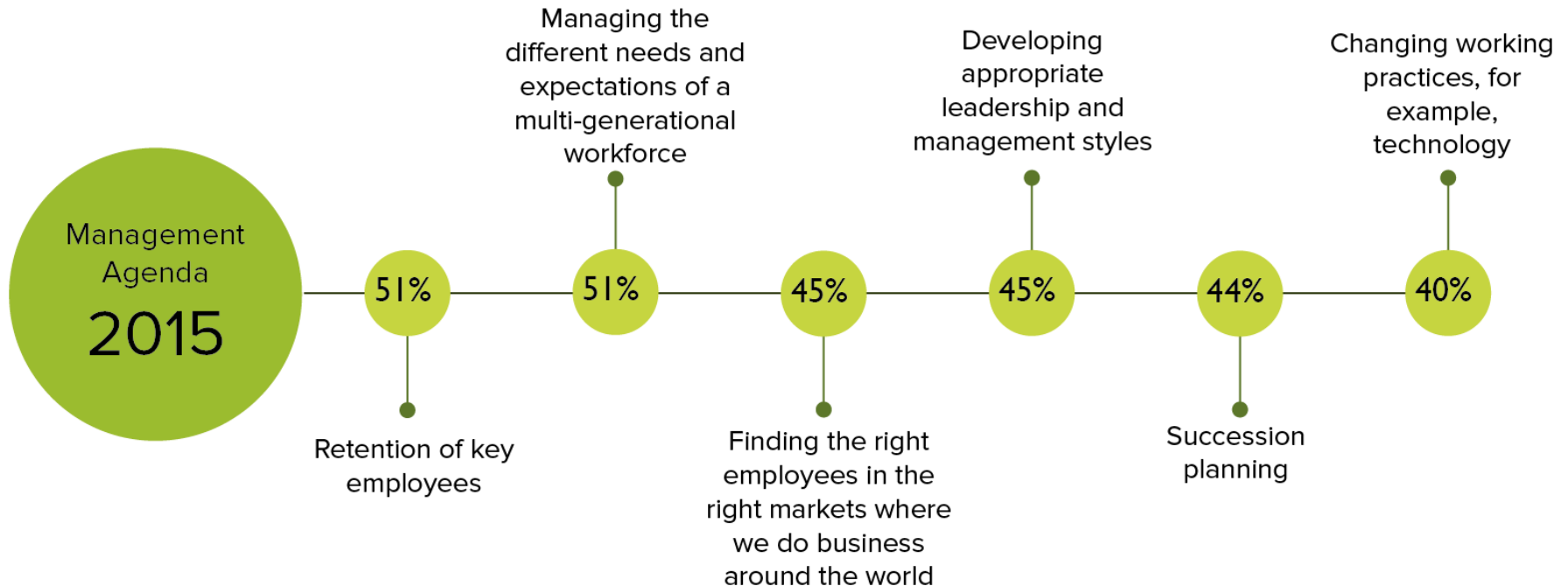
- Less hierarchically structured
 - Fluidity, agility, multiplicity of relationships and collaborations
- Variety of contractual relationships
 - Agency, freelance, zero hours, alliances, partnerships
 - CIPD (2013) found decline in permanent, full-time employment
 - 40% non-standard; temporary, self-employed, part-time
- Trust
 - 38% of HR leaders worry about the work quality of non-standard employees (CIPD 2014). But...
 - Only half provide training to casuals
 - Only a third have appraisals
 - Less than half included in internal comms and recognition
 - Biggest barrier - negative management attitudes and low trust

Future scenarios

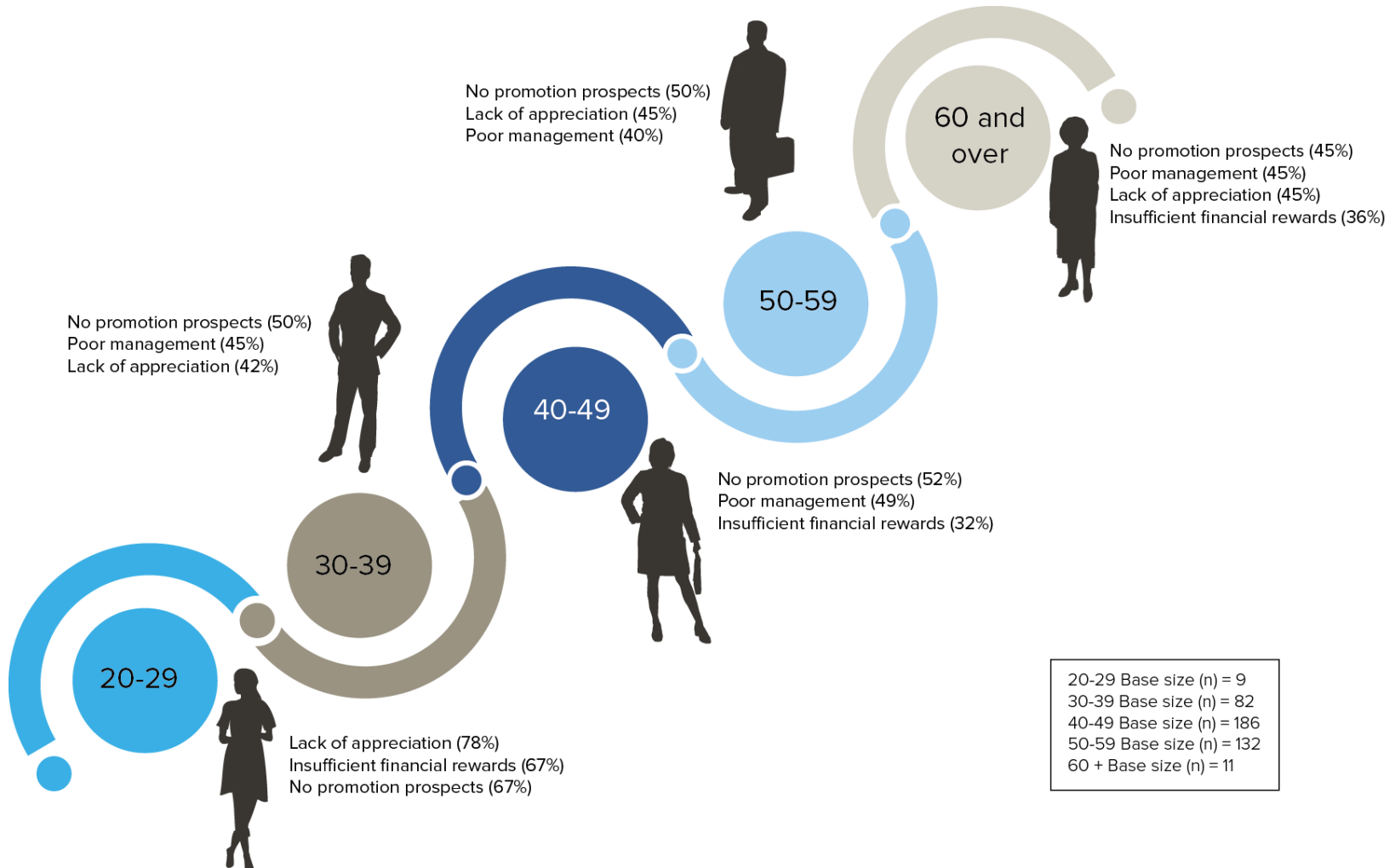
- A number of careers in one working lifetime, and across a variety of sectors
- Portfolio careers
- Entrepreneurial lifestyles will increasingly be the norm
- Core skills increasingly sought by businesses include
 - flexibility, and
 - collaboration.

Managing the generations a key challenge

for the future



Lack of promotion prospects a reason to leave across the generations



Barriers to “Agile HR”

- Risk management
 - Present focus not future focus
 - Combined with cost management
 - Stifles experimentation
 - Low trust
 - Scepticism in HR about innovation in people management
 - Lack of systemic approach
 - Especially in culture change
 - Individual preoccupation
 - Future of Business Partnering?
 - Currently insufficient demand for / confidence in strategic contribution
-

More than two-thirds of HR managers report their organisation has implemented the HR Business Partner (HRBP) model and most say it has been successful

Public sector

80% of organisations have implemented the HR Business Partner model
Base size (n) = 164

73% of HR managers report it has been successful
Base size (n) = 130

Private services

66% of organisations have implemented the HR Business Partner model
Base size (n) = 299

78% of HR managers report it has been successful
Base size (n) = 194

Production and manufacturing

63% of organisations have implemented the HR Business Partner model
Base size (n) = 76

91% of HR managers report it has been successful
Base size (n) = 47

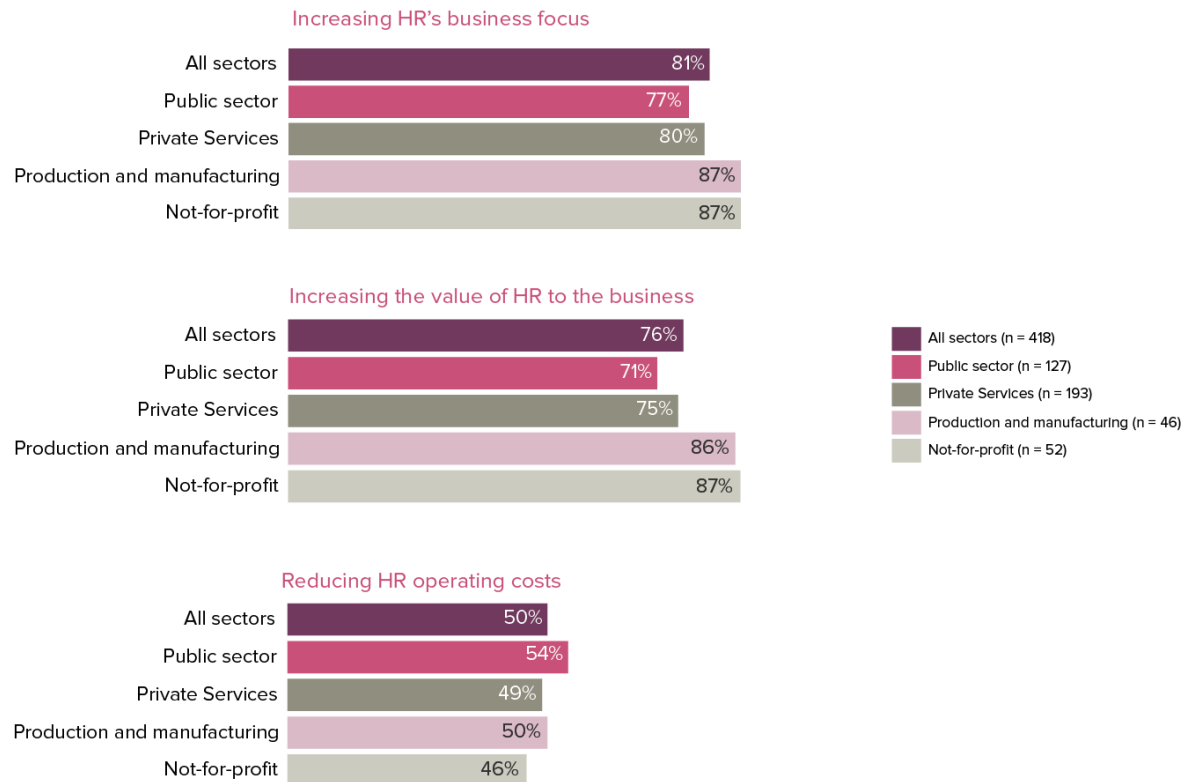
Not-for-Profit sector

63% of organisations have implemented the HR Business Partner model
Base size (n) = 83

85% of HR managers report it has been successful
Base size (n) = 52

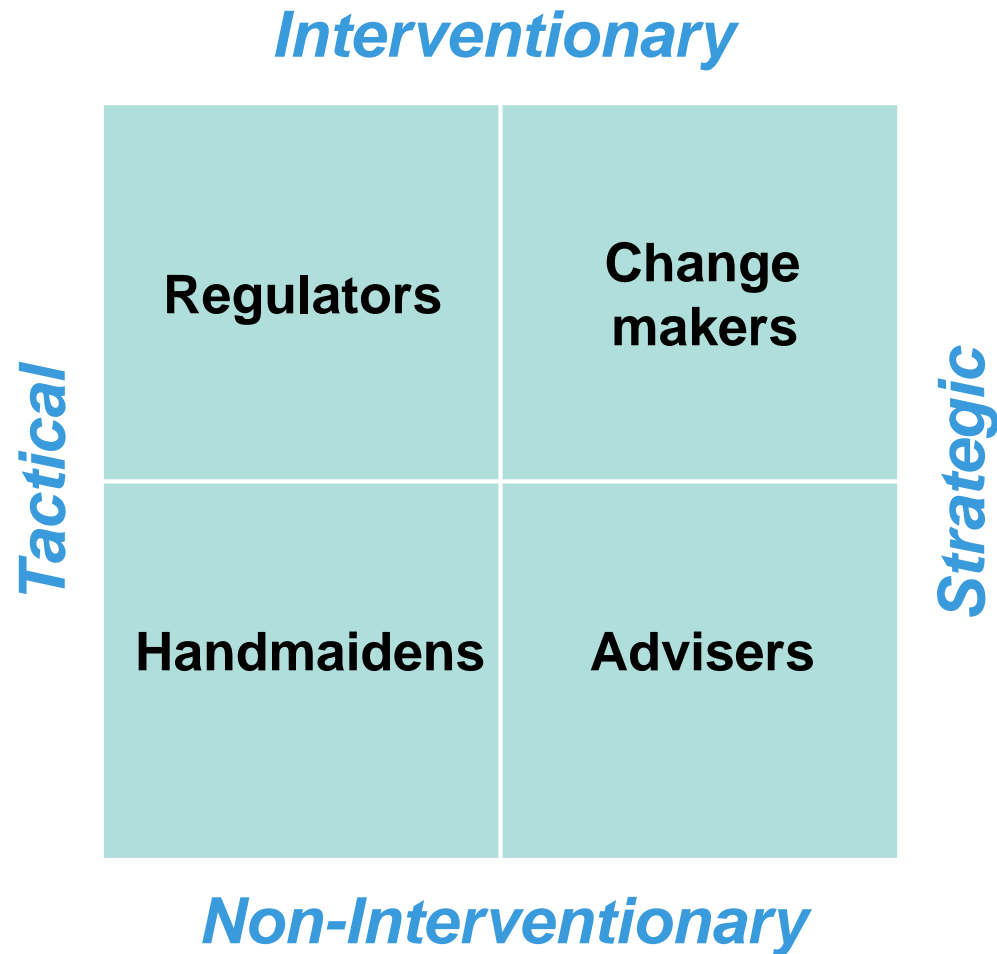
Four-fifths believe the Business Partner model has increased HR's business focus and three-quarters that it has increased the value of HR to the business

How successful has this model been at...?



Note: Only HR managers that had implemented the HRBP model answered this question.

Roles for HR with HRM-active Line Managers



Options for HR

- Policy drafters
 - A different approach to performance management?
 - Promote autonomy, mastery, sense of purpose?
- Culture shapers
 - ‘HR’ with an OD hat on
 - Reward affects culture
- Capability builders
 - Building the enterprise’s capability to fulfil its purpose through its people
 - “Grown up” career conversations

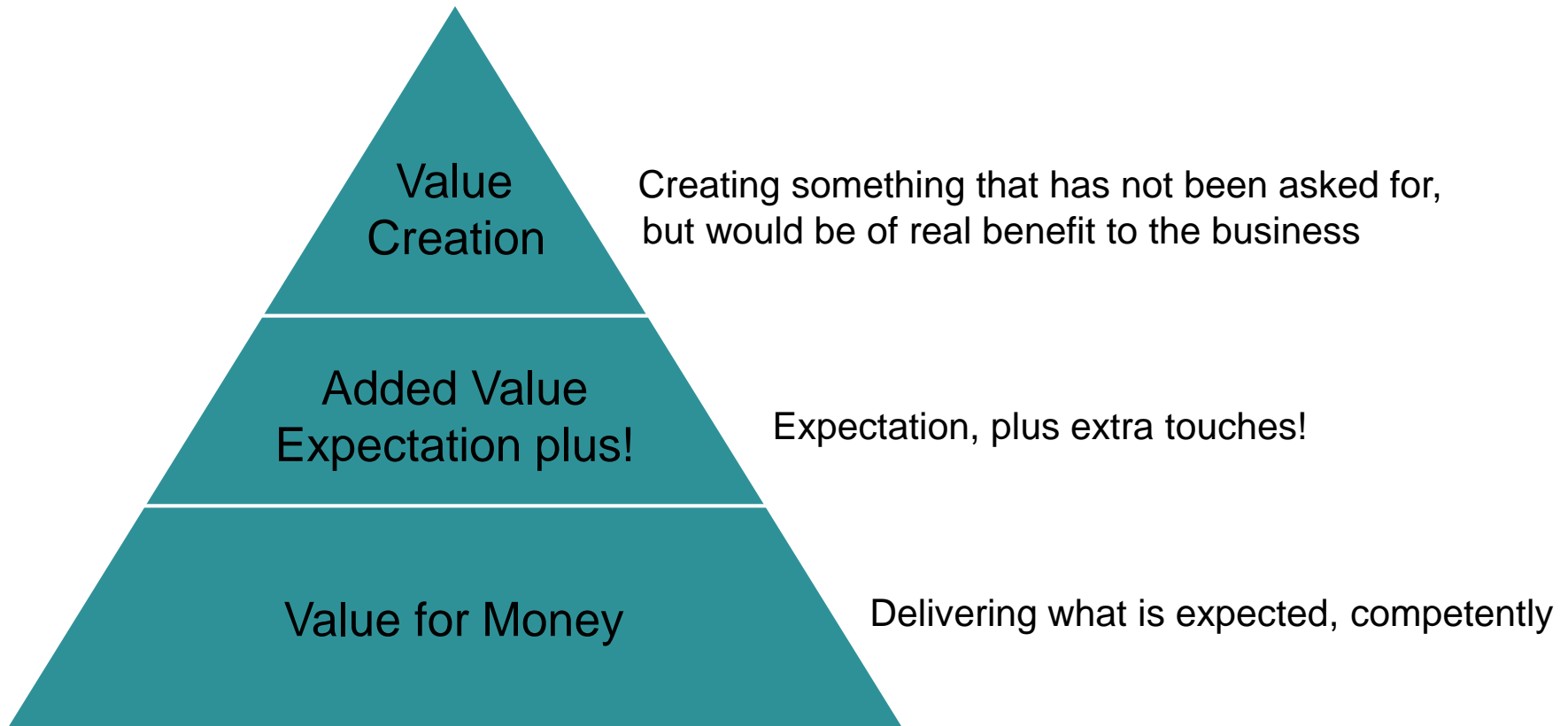
Ulrich's HR Competency Model



SWOT Analysis

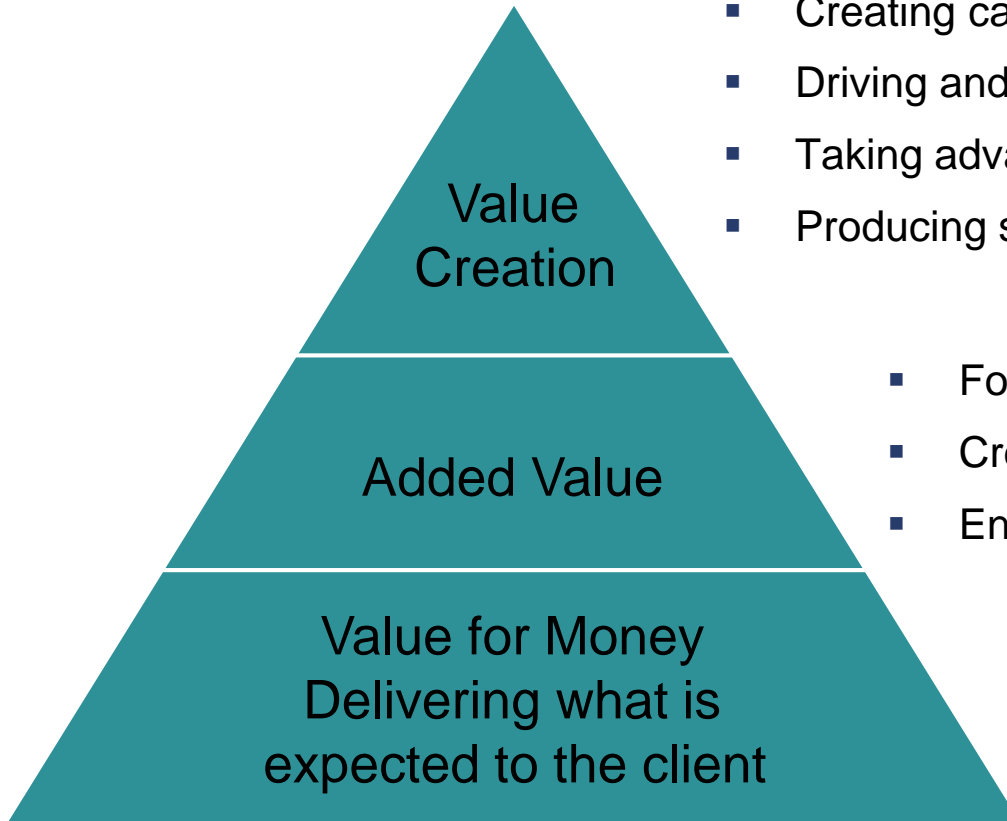
Strengths	Weaknesses
Opportunities	Threats

The Value Triangle



Where is the value for your partners in the business in what you offer today?

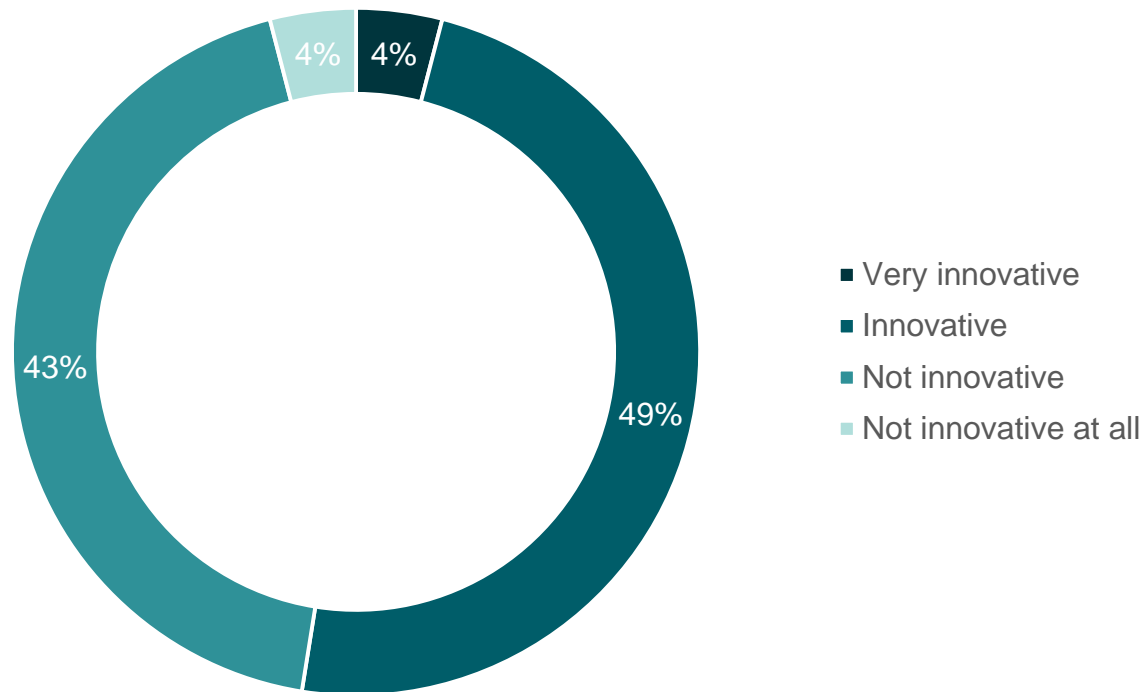
The Value Triangle



- Creating capacity for the future
 - Driving and accelerating business strategy
 - Taking advantage of exceptional opportunities
 - Producing strategically innovative solutions
-
- Focusing HR on business strategy
 - Creating capacity to perform now
 - Ensuring effectiveness and alignment
-
- Administering HR operations
 - Ensuring efficiency

Half of HR managers believe their function is innovative

How innovative is your HR function?



Base size n = 603

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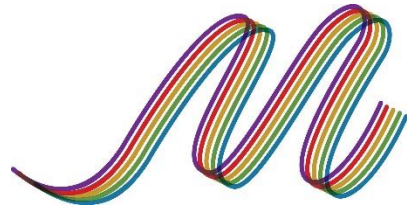
Questions and discussion





Alastair Thompson/ Philippa Strachan

HSBC

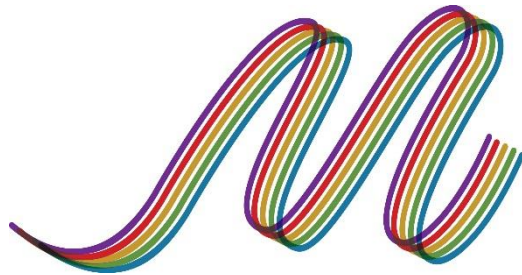


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