|  |  |
| --- | --- |
| **LENSES** |  |
| **Business Acumen** |
| **Innovation** |
| **Strategic Orientation** |
| **AREAS OF FOCUS AS PER IPMA HR 2020 TASK FORCE** | **HR Departments – 2020 Application**  |
| Leadership | * Understanding and knowledge of the mission; vision; values and priorities of the leaders
* Link people with effective and efficient business strategies to achieve successful, measurable outcomes.
* Be aware of and able to address the organization’s business needs with strategic and innovative solutions
* HR have to be flexible, nimble; creative; can-do; strategic and staffed by skilled employees who champion people management issues and set the workforce agenda
* HR Leader should be an enabler that provides the strategies and tools
* HR professionals should be able to offer thoughtful; sound and creative solutions to problems and be a partner (not be an administrative road block).
* HR should be able to combine the knowledge of the business with the understanding of the workforce that drives the business, new approaches and solution can be presented. The HR professional will then become a needed and valued partner that is positioned to serve as a trusted advisor who provides strategic advice and counsel on the front end of decision-making rather than operating from a reactive state of existence.
* HR should be able to help guide and influence the organization to have optimal performance.

Skill sets required:* Attention to detail
* Technical proficiency
* Functional expertise

The HR professional must be aware of * Business strategy
* Workforce challenges
* Customer needs

The HR Leader* Raise organizational issues
* Offer solutions
* Regularly challenge the status quo
* Establish credibility by knowing the business
* Strategic thinking to gain influence needed to lead
* Interview leaders of other departments, and spend some time with front line employees
* Delegate more administrative functions to staff and focus on how to understand the organization more holistically to include financial, strategic goals and department priorities
* Study strategic leaders; find someone within or outside the organization who will mention you through the process from transactional to transformational
* Develop HR staff to understand the difference between transactional and transformational HR services
* Survey internal clients to determine what is working well and what could be working better in terms of providing HR services.

  |  |
| Culture | * To shift the organizational culture requires both senior leadership support and grass roots effort.
* Look at how new skills are learned and how knowledge is transferred to the team.
* Keep the workforce engaged
* The positive approach to organizational culture practices should be centered around three (3) core values: Caring; Learning and Innovation
* Caring – developing policies; programs and practices that support the employees physical; social; familial; mental and financial well-being which allow the employees to bring their best selves to work
* Learning – create a learning organization; professional development; career agility and knowledge transfer.
* Innovation: creativity; continuous/process improvement; and agile organizational structure.
* Utilize accountability measures to assure desired behaviors and expected results are met
* Utilize systems to assure internal accountability i.e. follow through by senior leadership to influence culture.
* Eliminate misaligned cultures that can create toxic environments which contribute to disengaged employees; stifled innovation and reduced productivity.
* Cultivate trust and integrity to shape and reinforce the culture.
* HR should influence senior leadership by providing the reasons “why” specific values should be important to the organization’s culture
* Utilize surveys or other tools to provide a reality check to senior leaders of how organizational values are truly reflected in the workplace.
* Senior leaders must visibly demonstrate the values of the organization in policy; practice and personal behavioral choices
* Create a systemic conversation that promotes accountability for engagement at every level of the organization
* Work on the systems; policies and procedures that are in alignment with; or are slightly ahead of, the current values of senior leadership.
* Communicate that you heard/listened to the feedback, you acted on that feedback and remind employees of the actions taken.
* Adopt and promote innovative practices for attracting; selecting and promoting employees who possess the desired personality characteristics for the future state of the needed workforce.
* Do not discard technical competencies for job success.
 |  |
| Talent | * Create a culture of continuous improvement; high engagement; workforce capability and capacity through integrated talent strategies and learning and development programs that are aligned with the agency mission; vision and core values.
* Recruit; retain and reward top talent and match the right people with the right roles to support the organization’s mission and vision.
* Identify critical positions; gaps in the workforce; and high performers.
* Prepare workforce to handle present and future challenges and less by simply adding more employees.
* Train executives and managers in a systems thinking model that promotes a consistent and integrated approach to recruiting; retaining; and rewarding talent.
* Facilitate the strategic conversation and implementation of programs that support recruiting; retaining and rewarding talent.
* Design a talent management strategy within the organization i.e. career planning; competency management; high potential development; learning and development; performance management; leadership development; workforce planning; recruitment; professional development and retention. A comprehensive talent management strategy must start at the top of an organization and resources must be allocated to recruiting; retaining and rewarding employees.
* Create job variety and experience.
* HR professionals can assist managers in helping their employees develop by giving them stretch opportunities; on-the-job cross training; and networking experiences.
* Assess leadership potential among employees to ensure the right people are leading others (Nine Box Performance and Leadership Potential Matrix)
* Create Individual Development Plan for employees to increase engagement; improve performance; and map career planning goals
 |  |
| Technology | * Optimize processes and procedure through technology to drive efficiency.
* Utilize more accurate; transparent; current and relevant data to drive business decisions
* HR should have access to accurate; real time workforce data
* Determine what information is most relevant and create systems
* Use technology to enhance communication with employees who are teleworking and training; collaborating on shared project projects
* Outsource transactional processes
 |  |
| Communication | * Message in content and frequency
* Create a communication strategy and planning with all change initiatives and programs and validate that the messages have been received and understood.
* Develop communication strategies that reach all employees in all locations.
* Provide relevant information quickly
* Diversify communication strategies and tactics so it reaches the multi-generational workforce
* Connect –most widely used form of employee communication is email; communication strategy that encompasses a multi-generational approach; partner with departments and agencies across the organization; create a two-way information pipeline; let employees hear it first from the organization; have a broad understanding of how every department of an organization works and contributes to the overall success; constantly monitor and measure the effectiveness of communication channels; utilize an email marketing platform i.e. constant contact; mail chimp; email marketing can be used to target several audiences within the organization; use email marketing to target several audiences within the organization; email marketing content can be easily tailored and customized to specific groups which will increase response rates because information is relevant to what they do and they want to hear about it; use pilot testing of communication technologies to ensure proof of concept prior to widespread investment.
* Content – a communication plan should include a well thought out chain of events, including dissemination of the message to certain audiences at specific time gates. Identify all the audiences within the organization and build a list management system to constantly update the lists for accuracy; assign a single point of contact to manage the social media platforms to ensure consistency; freshness and relevance.
* Consistent – Develop diverse communication channels designed to meet the needs of a widely disbursed, multi-generational workforce; be consistent and constant in messaging; create a look/feel for all communication that is consistent so that it is easily recognizable by employees (similar to branding); invest in a multi-channel approach to communication.
* Conduit – HR professionals have to seek and utilize ongoing feedback to constantly innovate to help the organization stay current and relevant; monitor and measure the effectiveness of communication by utilizing metrics and adjusting where necessary; utilize electronic platforms to provide analytics to measure utilization rates; traditional forms of communication will require more subjective measurements i.e. focus groups and online surveys; build a conduit where employees can easily provide ideas and feedback on what; when; where; and how they are hearing and sharing information; provide employees with easy ways to share their views, including intranet chat rooms; lunch and learns; pop-up surveys on the desktop; dedicated communication email addresses and phone numbers all through a central point of contact
 |  |