Vivosmart hr manual

Most hr departments are as outdated as our industrial education system. Well, here's rockin' party: gathering several hundred Midlevel human resources executives in Las Vegas. (Yo, Wayne Newton! How's the 401(k)?) They're here, two days at faux-glam Caesars Palace, to confide in strategic HR leadership, a conceit that sounds, to a lay observer, at once terrifying and self-conduited. If not funny. Because let's be the first: After nearly 20 years of rhetoric of hope about becoming strategic partners with a seat at the table where important business decisions are made, most human resources experts are nowhere near there. They don't have a seat, and the table is locked inside a conference room where they don't have a key. HR people are not, for most practical purposes, strategic or leaders. I don't care about Las Vegas. And if it's not already clear, I don't like HR either, which is why I'm here. Human resources trafficking has long proved, at best, a necessary evil – and at worst a dark bureaucratic force that blindly enforces meaningless rules, resists creativity and hinders constructive change. HR is the corporate function with the greatest potential – a key driver, in theory, of business results – and at the same time the most consistent of non-traitors. And I'm here to find out why. Why are annual performance estimates so time-consuming - and so routinely useless? Why is HR so often a follower of the chief financial officer, finding increasingly ingenious ways to reduce benefits and hack into payroll? Why does her communication — when we can even understand them — so often violate reality? Why do so many people process duplication and shredded, creating a forest of paperwork for each smaller transaction? And why does HR insist on sameness as a proxy for equality? No wonder we hate HR. In a 2005 survey by consulting firm Hay Group, 10%. Only 41% agreed that performance assessments were fair. Only 58% rated their job training favorable. Most said they had few opportunities to move forward - and in no case did they know what it takes to get ahead. Most say only about half of workers below manager level believed their companies were genuinely interested in their well-being. None of this was explained immediately in Vegas. These HR people, from employers across the nation, are neither evil courtiers nor reckless automatons. They are mostly smart, engaged people who seem genuinely interested in doing their job better. They speak convincingly about employee development and cultural transformation. And, over drinks, they spin some pretty funny yarns out of employee weirdness. (Like the one about the guy who threatened to sue his wife's company for her affair with an associate. Then there was a mentally disabled worker and -- well, no, never mind... But then the façade cracks. This happens at an afternoon presentation titled From Technicians to Consultants: How to Transform Your HR Staff into Strategic Business Partners. The speaker, Julie Muckler, is senior vice president of human resources at Wells Fargo Home Mortgage. She is an enthusiastic woman with a broad smile and 20 years of experience in companies such as Johnson & Johnson and General Tire. She has a degree in consumer economics and human resources and organizational development. And I have no idea what he's talking about. There is a mention of internal action learning and more planning in my approach. PowerPoint slides describe Wells Fargo Home Mortgage initiatives in performance management teams, organization design, and horizontal solutions. Muckler describes harnessing internal resources and engaging external resources - while leaving his audience sleuthed. That evening, even human resources professionals confided that they didn't understand much either. That, my friends, is the problem with HR. In the knowledge economy, the companies that have the best talent are winning. We all know that. Human resources execs should be making the most of our, well, human resources - finding the best rent, nurturing stars, fostering a productive work environment - just as IT runs computers and funds the minds of capital. HR should join the business strategy in the hype. Instead, most HR organizations have ghettoized literally to the brink of obsolession. They are competent in the administration of salaries, benefits and pensions, but companies are increasingly processing these functions to contractors who can handle such routine tasks at lower costs. What's left is the more important strategic role of raising the company's reputational and intellectual capital - but HR, it turns out, is uniquely unsuitable for it. Here's why. 1. HR people are not the sharpest tacks in the box. We'll be honest: if you're an ambitious young thing who just graduated from a top college or B-school with an eye on rewarding a career in business, your first instinct is not to join the human resources dance. (At the University of Michigan's Ross School of Business, which arguably boasts the nation's top faculty for organizational issues, only 1.2% of 2004 grads have done so.) Says the professor of management at one leading school: The best and the brightest do not go to HR. Who knows? Intelligent people, sometimes – but not businessmen. HR doesn't tend to hire a lot of independent thinkers or people who stand up as moral compasses, says Garold L. Markle, a longtime human resources executive at Exxon and Shell Offshore who now runs his own consulting firm. Some are exiles from the corporation. They fared poorly in meatier roles – but not weak enough to get fired. For them and for their employers HR represents a relatively low-risk parking space. Others enter the field of choice and in the best intentions, but for the wrong reasons. They like to work with people, and they want to be helpful – noble motives that thoroughly tick off some HR thinkers. When people come to me and say, 'I want to work with people,' I say, 'Okay, go be a social worker,' says Arnold Kanarick, who led human resources at The Limited and, until recently, at Bear Stearns. HR isn't about being a do-gooder. It's about getting the best and brightest people and raising the value of the company. The really scary news is that the gap between ability and job demand is widening. As business and legal requirements for the function intensify, employees' educational qualifications have not emanate. In fact, according to research by the Society for Human Resources Management (SHRM), a significantly smaller proportion of HR professionals today have some education outside bachelor's school than in 1990. And here's another slice of talking SHRM data: When HR professionals were asked about the value of different academic courses towards a successful career in HR, 83% said that classes in interpersonal communication skills had extremely high value. Employment law and business ethics follow, with 71 per cent and 66 per cent respectively. Where was the change management? At 35%. Strategic management? 32%. Finance? That was only 2%. Truth? Most HR managers are not particularly interested or equipped to do business. And in business, that's the problem. As guardians of the company's talent, HR needs to understand how people serve corporate goals. Instead, business sharp is the biggest factor that HR professionals in the U.S. don't have today, says Anthony J. Rucci, executive vice president at Cardinal Health Inc., a major health supply distributor. Management is consistently mentioned by women, consultants and other HR leaders as an executive who actually knows the business. At Baxter International, he led both HR and corporate strategy. Previously, at Sears, he led a study of results in 800 stores over five years to assess the link between employee commitment, customer loyalty and profitability. As far as Rucia is concerned, there are three questions that every decent HR person in the world should be able to answer. First, who is the main client of your company? Have you talked to one lately? Do you know what challenges they face? Second, who's the competition? What do they do well and not well? And most importantly, who are we? your HR professional knows the answers? 2. HR follows efficiency instead of value. Why? Because it's easier – and easier to measure. Dave Ulrich, a professor at the University of Michigan, recalls meeting the president and top HR people from a major bank. A training person said 80 percent of employees worked at least 40 hours in class. The president said, Congratulations. I said, 'You're talking about the activities you do. The question is, what are you delivering?' That sort of thing drives Ulrich crazy. Over 20 years, he has become hr's most famous trading guru (see The Once and Future Consultant, page 48) and a leading proponent of pushing him to take strategic roles within corporations. But hr managers, he admits, tend to undermine this effort by investing more importance in activity than in outcomes. You're only effective if you add value, Ulrich says. This means that you are not measured by what you do, but by what you deliver. This applies not only to the value delivered to employees and line managers, but also to the benefits that can be achieved for both investors and customers. So here's the true story: A talented young marketing exec is accepting a job offer with Time Warner outside of business school. She interviews for opening in several departments - that's when HR tells her that only one is interested in her. In fact, she's learning later, everyone's been. She was thrown into the business, under the supervision of a widely humiliated manager, because no one within the company turned him down. You make the call: Is HR to do your job? On the one hand, he filled an empty slot. She did what was organizationally fit for purpose, the woman says now. Getting someone who wouldn't kick and scream about this role probably made sense to them. But I just felt angry. She left Time Warner after only a year. (A Time Warner spokesperson declined to comment on the incident.) Part of the problem is that Time Warner's metrics are unlikely to ever capture the real costs of their hr department's operations. Human resources can readily provide the number of employees, the percentage of completed performance assessments and the extent to which employees are satisfied or not with their benefits. But it only rarely links any of these metrics to business results. John W. Boudreau, a professor at the University of Southern California's Center for Effective Organizations, compares failure to lack financial function before DuPont figured out how to calculate the return on investment in 1912. In HR, he says, we don't have anywhere near that kind of logical sophistication in the way of people or talent. So the decisions being made about this resource are far less sophisticated, reliable and consistent. Cardinal Health's Rucci is trying to fix it. The Cardinal regularly asks his 12 questions designed to measure engagement. Among them: Do they understand the company's strategy? Do they see a connection between that and their jobs? Are they proud to tell people where they work? Rucci correlates with survey results on 2,000 customers, as well as monthly sales figures and brand awareness ratings. So I don't know if our HR processes have an impact in themselves, Rucci says. But I absolutely know that the results of employee engagement affect our business, accounting for between 1% and 10% of earnings, depending on the business and the role of employees. The Cardinal may not be invited by the Conference Committee any time soon to explain our world-class best practices in any field of human resources – and I don't care. The real question is, is the business efficient and successful? 3. HR does not work for you. Want to know why you go through that asinine performance assessment every year, really? Markle, who admits to ingemasing countless of them over the years, is pleased to confirm your suspicions. Companies, he says, do this to protect themselves from their own employees, he says. They put a piece of paper between you and the employee, so if you ever clash, you can go to the file and say, 'Here, I documented this problem.' – There is a good reason for this defensive stance, of course. In the last two generations, the government has created a huge thicket of labor regulations. Equal employment opportunity; Fair labour standards; Safety and health at work; Family and medical leave; and the ever popular ERISA. These are complex, serious issues that require technical expertise, and HR must exercise reasonable caution. But it's easy to get sucked into it, says Mark Royal, senior consultant at Hay Group. There is a tension created by HR's role as protector of corporate assets - making sure it doesn't take a grudge against the rules. It puts you in a position where you don't say much, to play the bad cop. You need to get out of it, see broad opportunities and take a more open approach. You need to understand where exceptions to broad policies can be made. Usually, HR people can't or won't. Instead, they follow standardization and uniformity in front of a workforce that is heterogeneous and complex. A manager at a major capital leasing company complains that corporate HR is trying to eliminate most vice presidential titles there - even though veeps are a dozen dollars in the financial industry. Why? Because in the company's commercial business, the vice president is an act reserved for top officers. In its drive for bureaucratic equitability, HR actually threatens the reputation, including the efficiency of the company's financial experts. Urge for one-size-fits-all, says one studying the area, it is partly about compliance, but mainly because it is simply easier. Bureaucrats everywhere abhor exceptions - not only because they open the company to accusations of bias, but because they require more than a rote solution. They are time-consuming and expensive to manage. Make one exception, HR fears, and the floodgates will open. There is a contradiction, of course: Making exceptions should be exactly what human resources do, all the time - not because it's nice for employees, but because it drives a business. Employers keep their best people by acknowledging and rewarding their distinctive performance rather than treating them the same as everyone else. If I run a business, I can tell you who really helps drive business forward, says Dennis Ackley, an employee communications consultant. HR should have the same point of view. We should send a message that we value our highly regarded employees and are focused on rewarding and retention. Instead, the human resources departments reference salaries, functioning by function and job per job, against industry standards, keeping pay - even that of stars - within a narrow band determined by competitors. They reject performance assessments back to managers who rate their employees too much, not wanting to acknowledge achievements that would merit much more than a 4% increase across the company. In other words, human resources provide long-term value for short-term cost efficiency. Simple test: Who does your company's vice president of human resources report to? If the CFO – and the chances are good that it is – then HR is going in the wrong direction. It's a model that can't work, says one of the best HR execs that's been there. A financial person is engaged in taking money from an organization. HR should be in the business of putting in investments. 4. The corner office does not get HR (and vice versa). I'm at another rockin' party: a few dozen Midlevel human resources managers at a hotel restaurant in Mahwah, New Jersey. It's not glamour in any way. (I need to get a better travel agent.) But he speaks, in a hopeful way. Hunter Douglas, a $2.1 billion window covering manufacturer, brought his HR staff here from across the United States to celebrate their achievements. The company's top men are on hand. Marvin B. Hopkins, president and CEO of North American Operations, praises: I feel fantastic for your accomplishments, he says. Our job is about people. Recruitment, training and compassion with employees is extremely important. When someone gets fired or goes, in a way we failed. People need to feel they have a place in the company, a sense of ownership. So, yes, it's a corporate speech in a drab exurban office park. But you know what? Human resources From Tupelo and Dallas they're totally pumped. They were brought to headquarters, they took pictures with their boss, and they're seeing Mommy Mia on Broadway that afternoon at the company's expense. Can your HR department say it has the ear of top management? Probably not. Sometimes, says Ulrich, line managers simply have that hr legacy in their minds, and they can't get rid of it. I felt really bad for this HR guy. The chairman wanted someone to plan company picnics and run a union, and every time this guy tried to be strategic, he was shot down. Say what? Execs don't think HR matters? What about all the happy talk about the employees who are their most important asset? Well, it turned out to be a bit of a misunderstanding. In the 1990s, a group of British academics examined the relationship between what companies (among them, UK units Hewlett-Packard and Citibank) said about their human assets and how they actually behaved. Results, perhaps, were inevitable. In their rhetoric, human resources organizations have embraced soft-approach language, talking about training, development and dedication. But the fundamental principle was always limited to improvements in performance at the bottom, the authors wrote in the resulting book, Strategic Human Resource Management (Oxford University Press, 1999). Even if the rhetoric of the Croatian Air Force is soft, the reality is almost always 'difficult', and the interests of the organization prevail over the interests of the individual. In the best worlds, says London Business School professor Lynda Gratton, one of the authors of the study, reality should be some combination of hard and soft. That's what happens in Hunter Douglas. Human resources can respond to employees' needs because they have proven their business mettle - and vice versa. Betty Lou Smith, vice president of corporate HR, began researching the link between employee turnover and product quality. The divisions with the highest traffic rates, she found, were also those with a damaged goods rate of 5 percent or higher. And remarkably, 70% of employees left the company within six months of being hired. Smith's employees learned that the new employees were leaving for a variety of reasons: they didn't feel respected, they had no input into the decisions, but they mostly felt a lack of connection when they were first hired. We gave them a 10-minute orientation, and then they were on the floor, Smith says. She addressed the weakness by creating a mentoring program that aligned new employees with experienced workers. The latter were initially doubtful, but in the end mentoring positions (with pointed shirts and caps) were considered prestigious. The six-month turnover rate dropped dramatically, to 16%. Attendance and productivity - and rate - improved. We don't wait for me to ride me, smith says. You can't just sit in the corner and watch the benefits. We need to know what the problems are in our business. HR needs to step up and take responsibility, not wait for management to knock on our door. But most HR people do. Hunter Douglas gives us a glimmer of hope – the possibility that HR can be done right. And certainly, even within inefficient human resources organizations, there are great individual HR managers - trusted, caring people with ears to the ground, who are sensitive to cultural nuances but also understand work and how people fit in. Professionals who voluntarily move to HR from line positions can prove particularly adroit, bringing profit and loss sensibility and strong management skills. At Yahoo, Libby Sartain, chief executive officer for People, is building a group that could prove to be the truly efficient human resources division that employees and executives imagine. That's what Sartain enjoys two advantages in. First, she arrived with a reputation as a creative maverick, won in 13 years of running HR at Southwest Airlines. And second, she had permission from the top to do whatever it took to create a worldwide organization. Sartain doesn't just have a seat at the yahoo table; She actually helped build the table, launching a weekly operations meeting she coordinates with COO Dan Rosensweig. Talent is always at the top of the agenda - and at the end of each meeting, the executive team reflects on individual development decisions about key employees. That meeting, Sartain says, sends a strong message to everyone at Yahoo that we can't do anything without HR. It also signals HR staff that they are responsible for more than mixing paper and getting in the way. We view human resources as the custodan of the company's largest investment, sartain says. If you don't nurture that investment and watch it grow, you don't do your job. Yahoo, some experts and colleagues at other organizations say, is among several companies - among them Cardinal Health, Procter & Gamble, Pitney Bowes, Goldman Sachs and General Electric - that truly bring human resources into the realm of business strategy. But they're really rare. USC Professor Edward E. Lawler III says that last year HR professionals reported spending 23% of their time as a strategic business partner - no more than they reported in 1995. And line managers, he found, say HR is far less involved in strategy than HR thinks it is. Despite the great huffing and puffing about strategy, Lawler says, there's still a long way to go. (Indeed. When I asked one middle HR person exactly how she was involved in the business strategy for her department, she excitedly described organizing a monthly lunch for her vice president. employees.) What triggers the end of the strategy? The Gratton of London Business School spends a lot of time training human resources experts to create more influence. She sees two problems: many HR people, she says, bring strong technical expertise to the party, but not a position on the future and how organizations will change. And secondly, it is very difficult to align the HR strategy with the business strategy, because the business strategy changes very quickly and it is difficult to tinker with the compensation strategy or the benefits to keep up. More than simply understanding strategy, Gratton says, truly effective executives must work from a set of principles and personal values. And few actually do. Meanwhile, economic natural selection is, in a way, a concern about the problem for us. About 94% of large employers polled this year by Hewitt Associates reported outsourcing at least one human resources activity. According to a 2008 study, which means they will grow almost everything HR does. Happy rhetoric from the HR world says all this is for the best: Outsourcing administrative minutiae, after all, would allow hr experts to focus on the more important things at the heart of the business. You know, be strategic partners. The problem, if you're an HR person, is this: The tasks that companies outsource - administrivia - are usually what you're good at. And what's left isn't exactly your strong suit. Human resources are crippled by what Jay Jamrog, executive director of the Human Resources Institute, calls educated incompetence: you're smart and you know the way you work today won't hold up in 10 years. But you can't go to that level. You're stuck. That's where human resources are today. Stuck. This is a unique organization in the company, says USC's Boudreau. It reveals things about work through the lens of people and talent. It's an opportunity for competitive advantage. In most companies, this opportunity is completely lost. And that's why I don't like that it's HR. Keith H. Hammonds deputy editor of fast company. Editor.

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