

hr public

accenture



HR Transformation and Future of HR
Brussel, 25 april 2013

Material part 1/2



Doelstellingen

- Ideeën uitwisselen over hoe een HR transformatie te starten
- Ervaringen delen over hoe HR toegevoegde waarde kan brengen aan de organisatie
- “Future-of-HR” bevindingen presenteren



Agenda

12:00 – 13:00	Welcome lunch	
13:00 – 13:10	Inleiding	Sabine Haine , <i>Managing Director Accenture BeNeLux Talent & Organization Practice</i>
13:10 – 13:35	HR Transformatie: Hoe begin je eraan? Waarom toekomstige HR uitdagingen een holistische kijk vereisen op organisatie, proces en technologie	Mohan Caers <i>Manager HR Transformation & Talent Management - Accenture BeNeLux</i>
13:35 – 14:00	Case: Nederlands High-Tech Bedrijf Performance Management Aligning People, Products and Processes	Arjen Veenstra <i>Manager HR Transformation & Talent Management - Accenture BeNeLux</i>
14:00 – 14:30	Pauze	
14:30 – 15:20	Future-of-HR Top 10 trends that reshape the future-of-HR	Richard Coombes <i>Managing Director HR Transformation & Talent Management - Europe</i>
15:20 – 15:30	Vragen & Antwoorden / Afronding	Sabine Haine , <i>Managing Director Accenture BeNeLux Talent & Organization Practice</i>
15:30 – 16.00	Cocktail	

hr public

accenture



HR Transformatie: Hoe begin je eraan?

13:10 – 13:35



accenture

Wat is HR Transformatie?

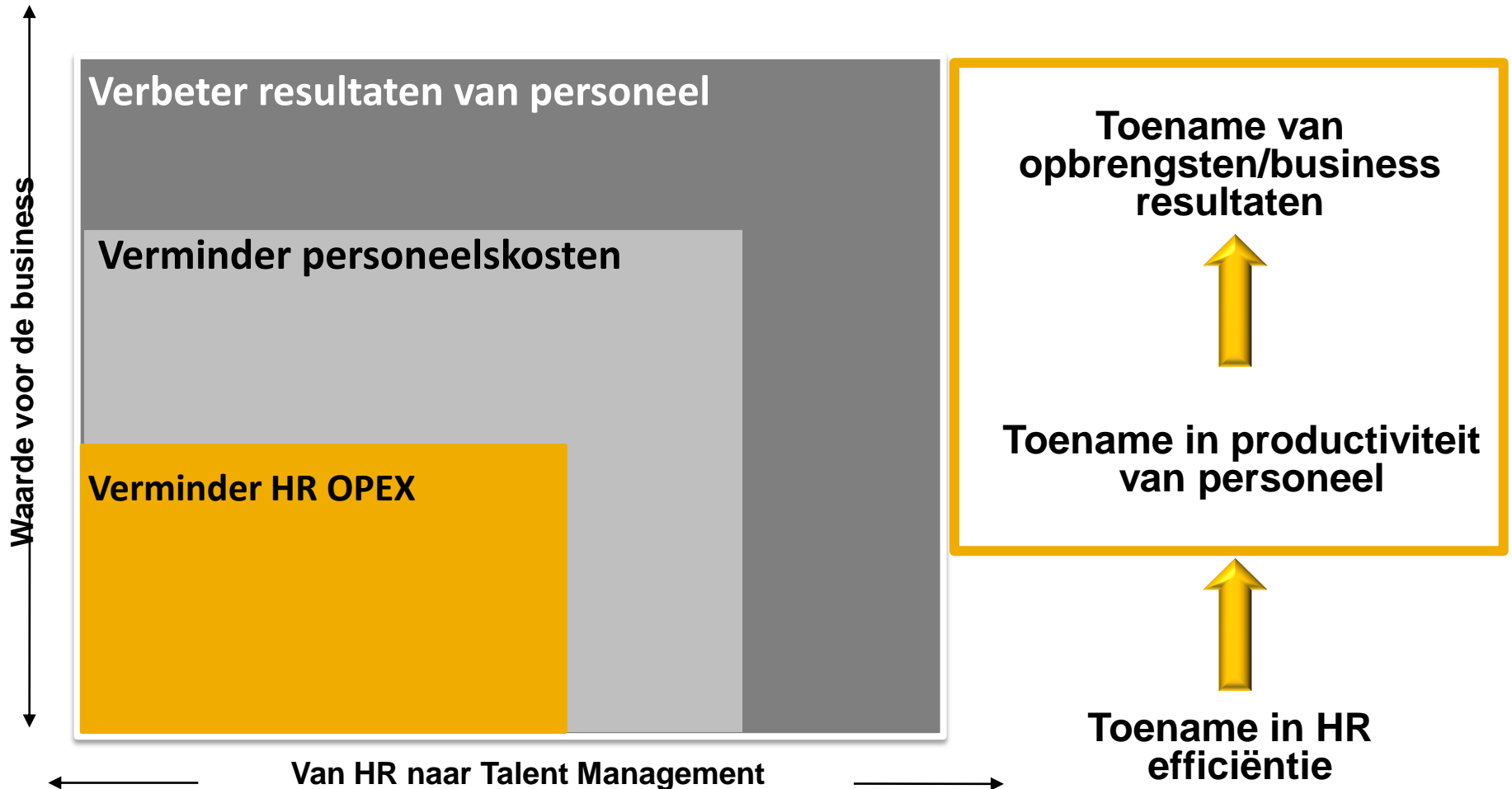
- Transformeren / reorganiseren van de HR functie
- Herbekijken van HR strategie, organisatiestructuur, processen, technologie

Of eerder:

=> HR helpen evolueren met veranderende business noden en markttenendenzen



Wat is HR Transformatie?





HR Transformatie: Waarom?

Communicatie met de business in twee richtingen

- Reflecteert de HR organisatie de business structuur?
- Beheert HR de human capital strategie?
- Is de HR strategie gealigneerd met de Human Capital en de business strategie??
- Geeft de business het mandaat aan HR om processen, diensten enzoverder aan te passen?

Talent Professionals

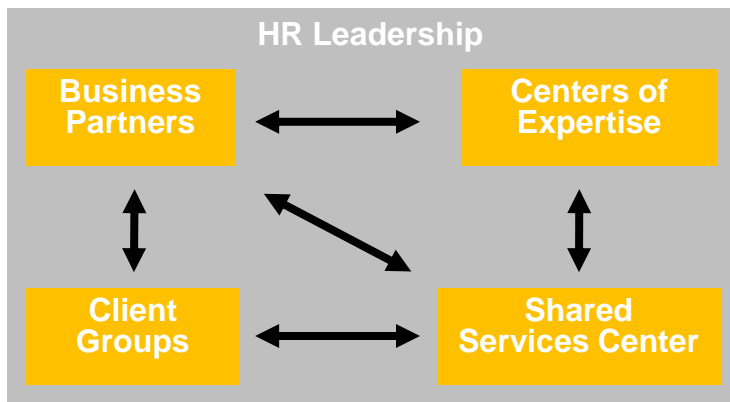
- Zorgt HR voor de identificatie, recrutering, ontwikkeling en retentie van kritische competenties?
- Kijkt HR toe op de performantie van competenties die kritisch voor de business zijn?
- Is HR expert in managing change?

Operational Excellence

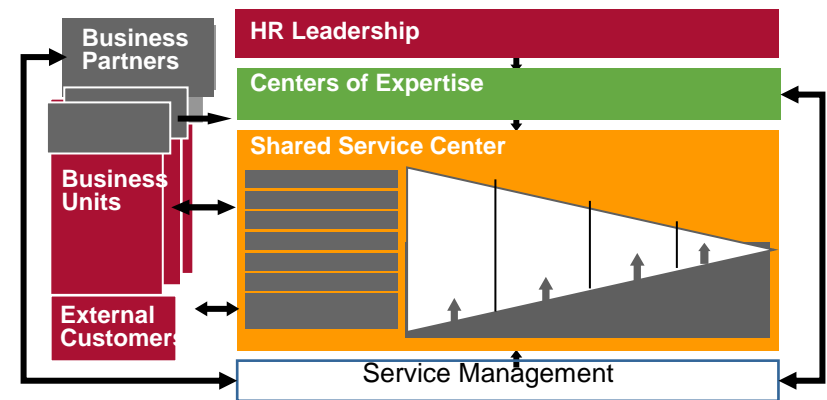
- Is de basisdienstverlening van HR in orde?
- Zijn alle HR processen en diensten efficiënt georganiseerd (six sigma) en gealigneerd met business noden?
- Wordt het succes van HR gemeten in functie van businessresultaten in plaats van haar activiteiten?
- Is HR de cultuurbewaker en veranderingsagent om business succes te garanderen?
- Is de business tevreden met het HR operating model (bvb flexibiliteit, schaalbaarheid, ...)?

HR Transformatie: Hoe starten?

HR Rollen en Competenties



Nieuw Service Delivery Model

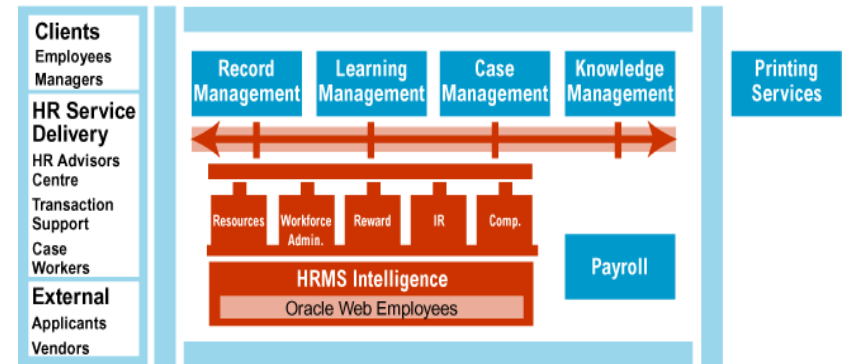


Standaard Policies en Processen

Human Capital Logical Operating Model

1.0 Organization & Change	1.1 Strategy	1.1.1 Human Capital Strategy	1.1.2 HR Strategy	1.1.3 Organization Strategy	1.1.4 Change Strategy
	1.2 Organizational Change	1.2.1 Journey Management		1.2.2 Change Management	
	1.3 Organizational Architecture	1.3.1 Organization Design	1.3.2 Workplace Design	1.3.3 Governance	1.3.4 Metrics & Analytics
2.0 Talent Management	1.4 Talent Architecture	1.4.1 Culture / Core Values	1.4.2 Talent Definition	1.4.3 Competency Framework	1.4.4 Employee Value Proposition
	2.1 Discovery	2.2 Deployment	2.3 Performance	2.4 Development	2.5 Rewards
3.0 HR Resources & Administration	2.1.1 Talent Sourcing	2.2.1 Workforce Planning	2.3.1 Competency Management	2.4.1 Leadership Development	2.5.1 Compensation
	2.1.2 Recruitment	2.2.2 Career Pathing	2.3.2 Objective Setting	2.4.2 Learning	2.5.2 Benefits
	2.1.3 Transfers	2.2.3 Succession Planning	2.3.3 Performance Management	2.4.3 Knowledge Management	2.5.3 Pensions
4.0 HR Operations & Support	2.1.4 Contingent Staffing	2.2.4 Workforce Scheduling	2.4.4 Performance Support / Coaching	2.5.4 Recognition	
	3.1 Employee Services	3.1.1 Employee Relations	3.1.2 Discipline & Grievance	3.1.3 Mobility Services	3.1.4 Leave Management
	3.2 Payroll and Administration	3.1.5 Absence Mgmt	3.1.6 Health and Safety	3.1.7 Exit Management	
5.0 HR Systems & Support	3.3 Contract Services	3.2.1 Employee Data	3.2.2 Learning Admin	3.2.3 Compensation Admin	3.2.4 Benefits Administration
	4.1 Contract Services	3.2.5 People Administration	3.2.6 Payroll		
	4.2 HR Operations	4.1.1 Contact Enquiry	4.1.2 Portal/Knowledge Repository	4.1.3 Contact Center Management	
	4.3 Document & Records Mgmt	4.2.1 Service Management	4.2.2 Account Management	4.2.3 Financial Management	4.2.4 Trust/Party Management
6.0 HR Technology	4.2.5 Compliance	4.2.6 Quality Assurance			
	4.3.1 Physical Records	4.3.2 Document and Image Management			
	4.4 HR Information Technology	4.4.1 Implementation Support	4.4.2 Technical Architecture	4.4.3 Data Architecture	4.4.4 Business Support
	4.4.5 Business Support	4.4.6 Business Support	4.4.7 HR Technology Services	4.4.8 Solution Optimization	

Geïntegreerd HRIS



HR Transformatie: Hoe starten?



Business Strategie bepaalt de doelstellingen van de organisatie en hoe deze zich differentieert van andere organisaties/concurrenten

Human Capital Strategie definieert hoe het vereiste leiderschap, talent, cultuur en organisatiemodel bereikt worden om de business strategie te kunnen realiseren

HR Strategie bepaalt de doelstellingen en vereiste competenties van de HR organisatie om de Human Capital strategie te helpen realiseren

hr public

accenture



Performance Management @ Dutch High-Tech Company - Aligning People, Products and Processes

13:35 – 14:00



Future-of-HR Performance Management



Company supplies advanced technology lithography systems to IC manufacturers throughout Asia, the United States and Europe and also provides its customers with a range of support services from advanced process and product applications knowledge to complete round-the-clock service support.

Fast facts:

- Founded in 1984
- Locations in 16 countries
- 7700 Fix employee / 2200 Flex employees

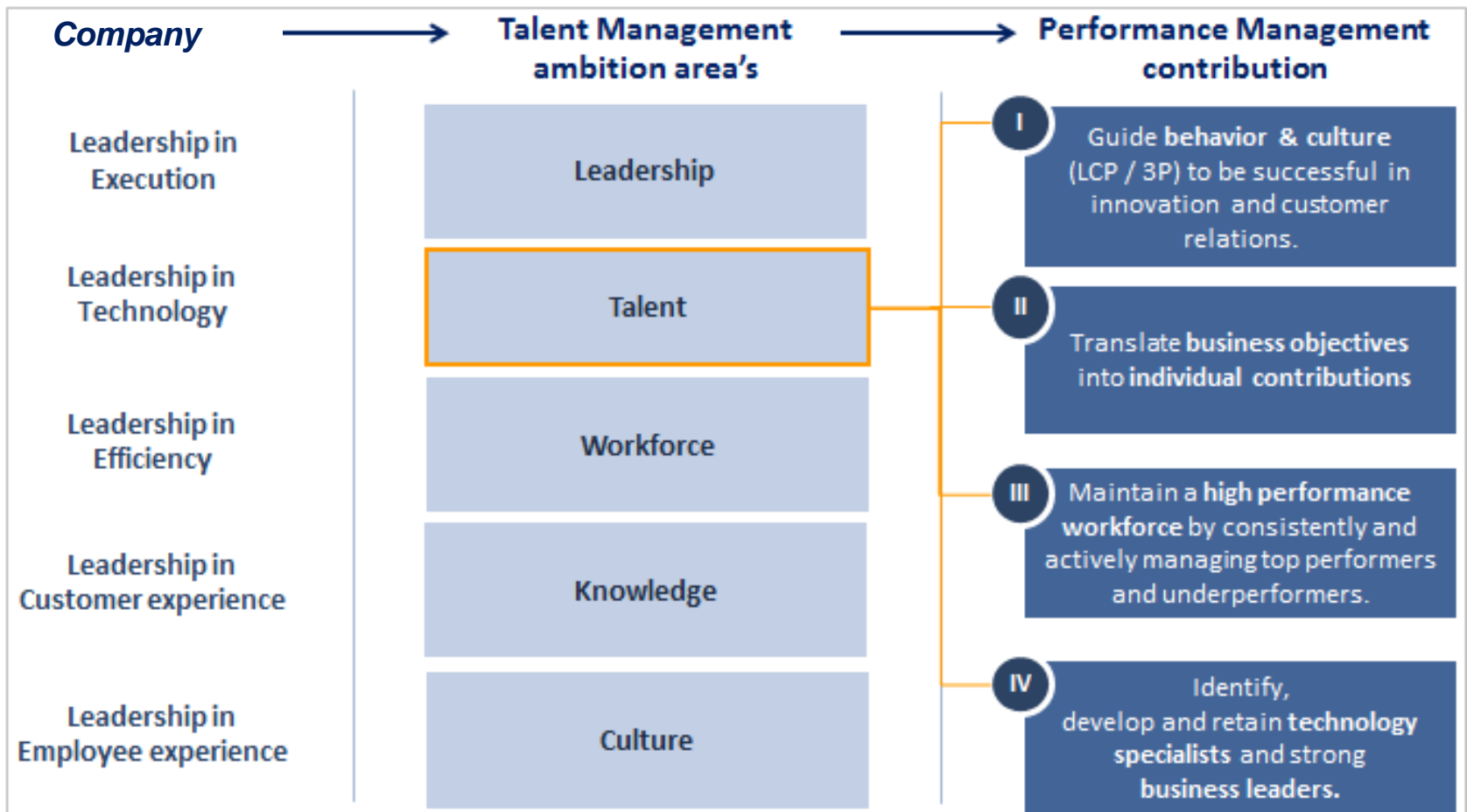
	FY 2012
Net sales in million EUR	4,732
Net income/loss in million EUR	1,146
Number of systems sold	170



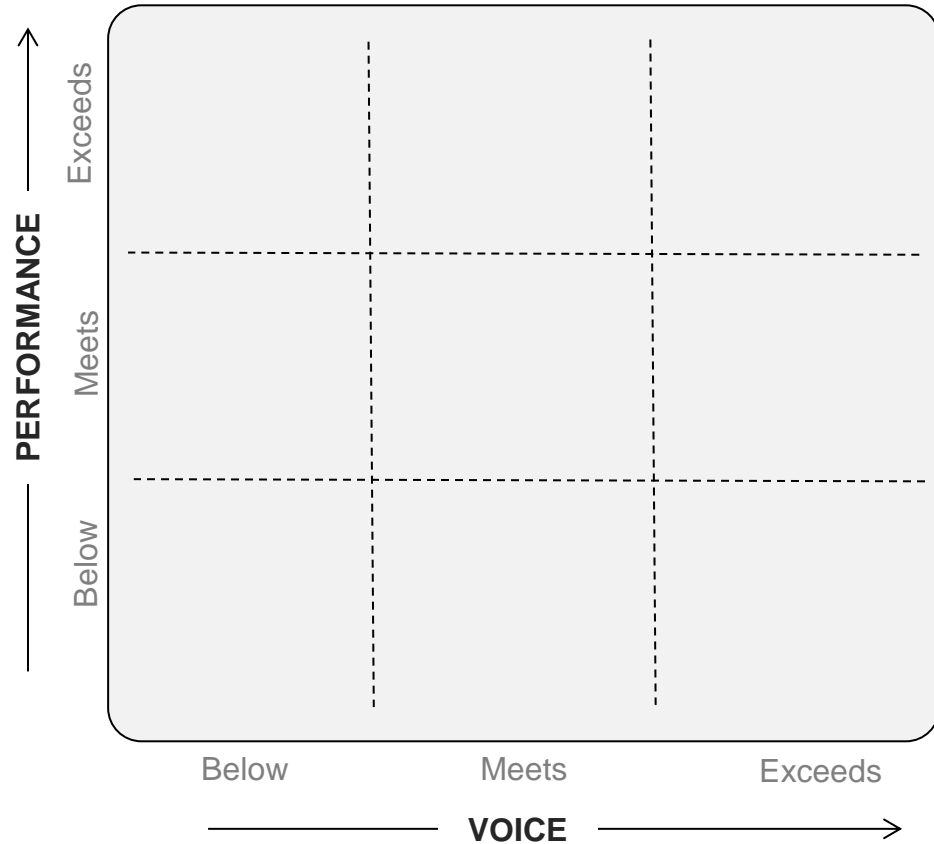
Technical challenge:

- Enable Moore’s Law: Prediction that the number of transistors (hence processing speed and power) that can be squeezed onto a silicon chip of a given size will double every 18 months
- ...while reducing the cost and power consumption per function on a chip.

Translating strategy into HR practices



Performance Management: what is it?





Traditional or leading practice?

Traditional Approach for Performance Mgt	Leading Practices for Performance Mgt
Top down – the manager created objectives and the appraisal with little input or discussion.	Shared – the employee is empowered to drive their own performance and inputs to their objectives and reviews.
Remedial – focused on addressing areas of weaknesses.	Positive – the manager and employee neutralise weaknesses, but capitalise on the employee’s strengths.
Infrequent – normally an annual appraisal event.	Frequent – continuous dialogue, with full reviews at mid-year and year-end (more frequently for new starters and some workforces).
Inconsistent – poor quality practice and insufficient adoption of performance management.	Widespread – minimum standards are applied and managers held accountable – all employees have objectives, reviews and ratings.
Complicated – processes and systems that get in the way of effective performance management.	Simple – systems are simple and easy to use, supporting effective performance discussions.
Short Term – emphasis on only driving short term results within existing capacity to perform.	Development – clear accountability for results, also emphasis on development & sustainable performance.
Standalone – not integrated with other areas.	Integrated – processes and outputs integrated with other talent management practices (reward, resourcing).
Absolute – performance appraisal failed to identify and handle top and poor performers appropriately.	Differentiated – performance levels are clearly differentiated and performance is assessed relative to peers.
HR driven – the HR department ran the process, the business paid ‘lip service’.	Business owned, HR enabled – performance management becomes an integrated part of managing the business.



Main challenges for implementation

- Shift the traditional ‘police-role’ of HR, towards ownership in the business (while keeping discipline);
- Bring a culture of actively managing “top & under performers”;
- Cascading of targets; define and maintain strategic business targets that are relevant for everyone;
- Configure the System as simple and user-friendly as possible;
- Connecting Performance Management to Compensation & Benefits (Procedures, Unions, Works Counsel);
- ...

hr public

accenture



Future-of-HR Research

14:30 – 15:20