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# The best HR practices in international companies - framework for Tomorrow's HR at Leading Universities

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Mutual Learning Workshop,  
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# Agenda

- Building HR Strategy
  - Mission
  - HR System
  
- HR Processes & The Best Practices
  
- Structure of the HR Organization
  - Organizational chart
  - Competency model
  
- Why we *love* HR?

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# Building HR Strategy

## Mission

- HR Management is a strategic and coherent approach about the management of the most valuable assets of the organization: **PEOPLE**
- HR Strategy creates the links among business strategy, organizational capabilities & resources and people management

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# Building HR Strategy

## HR System

### I. HR Foundation

- I. Define *HR processes* and create *People policies*, procedures and regulations

### II. Implementation & execution of the HR strategy

- II. Quality of delivered services
- III. HR contribution as a measure to the business turnover

### III. HR Business Partner

- I. Understand the business strategies, goals and financial performance and connect that to the skills, *competencies*, practices and **PEOPLE** in order to execute the business strategy
- II. HR must be seen as a real contributor to the business and provide feasible and tailored *solutions*/ instruments
- III. Facilitate the **LEADERSHIP** skills development
- IV. Don't miss the **HUMAN** from Human Resources

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# Integrated HR Processes (1)

## I. Strategic people planning:

- I. People acquisition and retention
- II. Employer branding and Employee value proposition

## II. Performance Management:

- I. Competency profile
- II. Create a culture of high performance & employee engagement
- III. Performance standards & evaluation and metrics

## III. People development:

- I. Continuous learning – professional & personal development. Training approach
- II. Talent Management: identification & retention
- III. Career Development
- IV. Success Planning

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## Integrated HR Processes (2)

### IV. Reward and Recognition:

- I. Job Evaluation
- II. Compensation policy (salary grids) & Benefits policy
- III. Reporting & cost analysis

### V. Employee relations:

- I. Employees' representatives or Trade Unions
- II. Fully alignment with legal requirements

### VI. People policies, procedures and internal regulations:

- I. Staff Handbook (Regulament Intern)
- II. Recruitment, Training, Promotion, etc. procedures

### VII. Internal communication

- I. Social Events – e.g. Company's day
- II. Employee communication: e.g. newsletter, Town Hall meeting,
- III. Employee Opinion Survey

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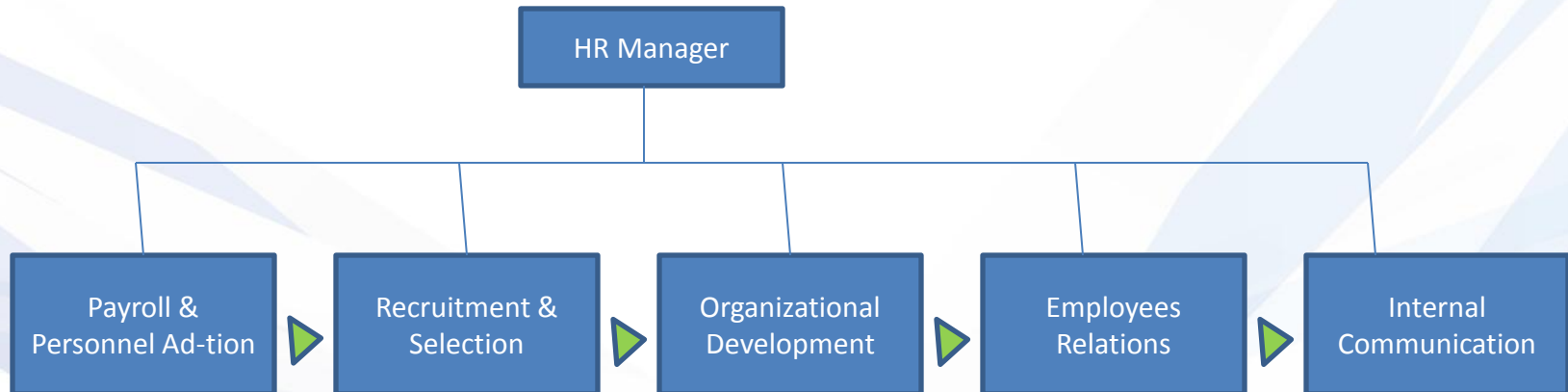


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# Structure of the HR organization: Organizational Chart



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# Structure of the HR organization: Competency model

Values: Integrity, Leadership, Professionalism, Efficiency, Flexibility, Diversity & Inclusion

## Competencies:

- Managing change, Influencing others, able to deal with complexity, integrate cross-functional perspectives in decisions, demonstrate authenticity as a leaders
- PEOPLE oriented, results oriented, problem solving, team player, initiative, optimism, self-esteem, trusting people, adaptable, conflict management, sense of humor



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## Why we Love HR?

- HR is on the loop and it needs change
- The world is changing faster than anticipated – the level of change is very profound and rapid. *“Making things happen more quickly, but still better”*
- New paradigm of work – “knowledge worker” = work by choice, not by obligation
- Setting new Performance standards towards profitable growth (vs cutting costs)
- Agility is the new trend in managing risks. Organizations should become more responsive to customer needs

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*Do you want to play in this always changing and at times unclear future?  
Are you having fun?*

Dave Ulrich

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# S U C C E S S

Because you too can own this face of pure accomplishment