Trends, traditions, technology…..
The fourth tee……..a tipping point

New directions for HR

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HR Directions

Key project, key players

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It's about OHRM……..change/culture/learning

But could be about any administrative element………..
It's about change, about technology, about culture…………..
about avoiding straws……..
about tipping points that tip up and down!

And about learning from the process, getting things "less wrong"

Griffith at a glance

40,000 plus students

4,000 staff

Four major academic groups

Five separate campuses

OHRM

Central Staff Services plus Group Sevices

Accelerated introduction of online systems

The changing face of HR

Turning point……..profound implications of new technology…….no "return to normal"……..

workforce smaller, more diverse, more dispersed….expects direct access…….

HR must adapt…….HR will be remote, mobile, social, automated, specialised and smaller ……agility and flexibility key requirements

(2012, White Paper, Northgate Arinso)

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Signals and issues

Evidence and feedback
– service model no longer providing best services to University

Lack of responsiveness
Lack of clarity between central Staff Services and Group Services
Overservicing

But also………pushback on systems implementation……...part of the overall picture…..”moving administration to line managers”

Maturing the delivery model

Focus on the service - how and where best delivered
Supporting managers – rescoping Group Services

High quality advice/information (conditions of employment/entitlements etc) - centralise

Technology/knowledge base (CRM/AskHR/Articulate)

Outcomes

New service model

Separation/integration of HR components

Team co-locations wherever possible

Expectations up/down/across the line

Quicker turnarounds

Better client relationships

"Real" business partners

Actual structure

Appointment Services
Payroll Services
Staff Benefits Services
Systems and Support

Strategic Services
………..OD/Hand S/employee relations

Business Partners…..Group Sevices

Change process

Solid communications plan

Early discussion papers

Discussions/workshops/roadshows

- Within OHRM

- With clients

- With other institutions

2012 review recommendations

Business process reviews

Regular evaluation, climate monitoring

Staff support and development

Scripts for staff

Steering/management/working/reference/groups

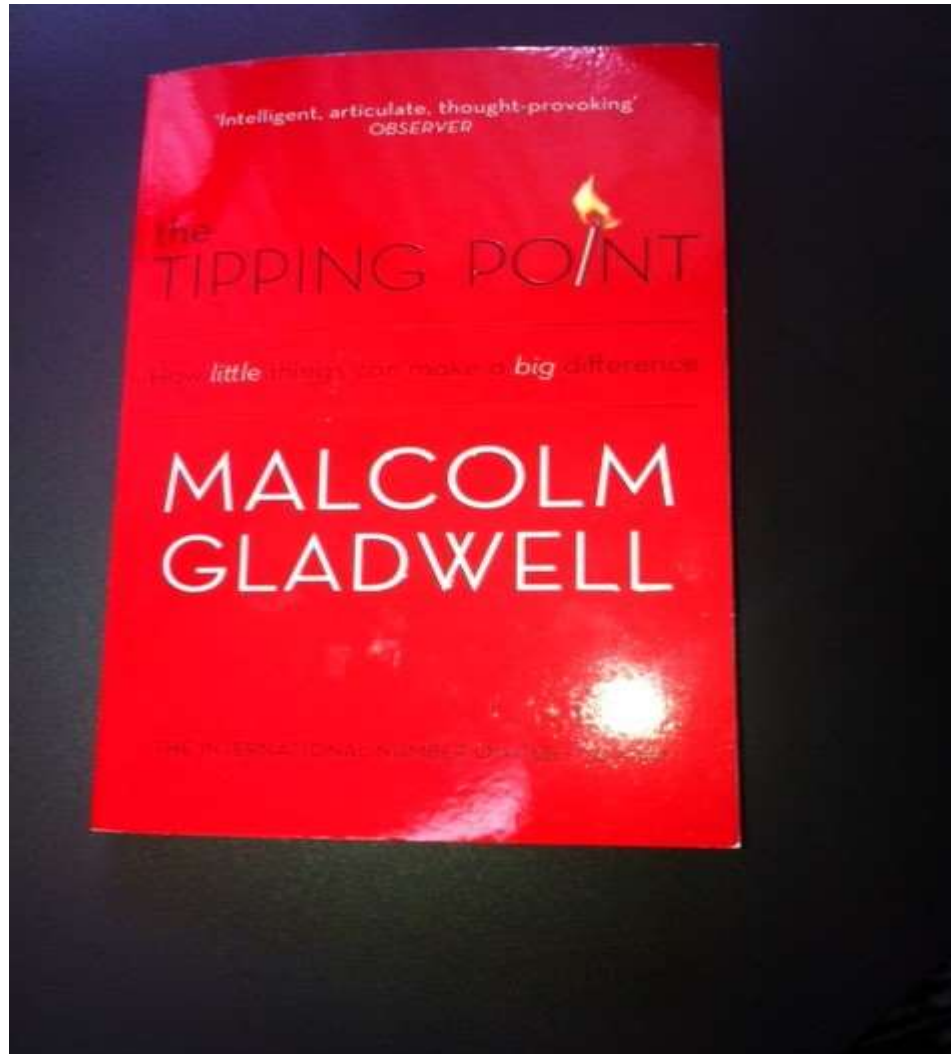# Tipping points – moments of critical mass – up/down! (Real/potential)

Increased complexity/client expectations

Push back from clients
- introduction of too many online systems
- moving administration to them
- changes to their sense of client service

Push back from HR staff

The tipping point - exploration

The tipping point

The moment of critical mass, the boiling point

The success of any kind of social epidemic is heavily dependent on the involvement of people with a particular and rare set of social gifts – connectors, mavens, salesmen

Why is it that some ideas or behaviours or products start epidemics and others don't?

What can we do to deliberately start/control positive epidemics of our own?

(Gladwell, The tipping Point, 2000)

The Tipping Point

Connectors/Mavens/Salesmen

The Law of the Few
Stickiness Factor
The Law of Context

Connectors

Know large numbers of people

Have ties in many different realms

Engender connections, linkages

Curious, self-confident, sociable

Have lots of energy

Few degrees of separation

Weak ties

Cross fertilisers

Social glue, spread the message

Mavens

Accumulate knowledge

Information specialists

Connect people with information

Want to solve other people's problems

Know how to share the information

Not so much what they know but more how they pass it along

Provide the message

Make change happen through people

Salesmen

Persuaders

Charismatic

Strong negotiation skills

People want to agree with them

Storytellers

Can build trust and rapport quickly

Forceful characters

Can we harness this for change……day-to-day and for projects?

How to identify and engage – C/M/S?

Change agent per role, or style, or preference?

Or is it more the function?