

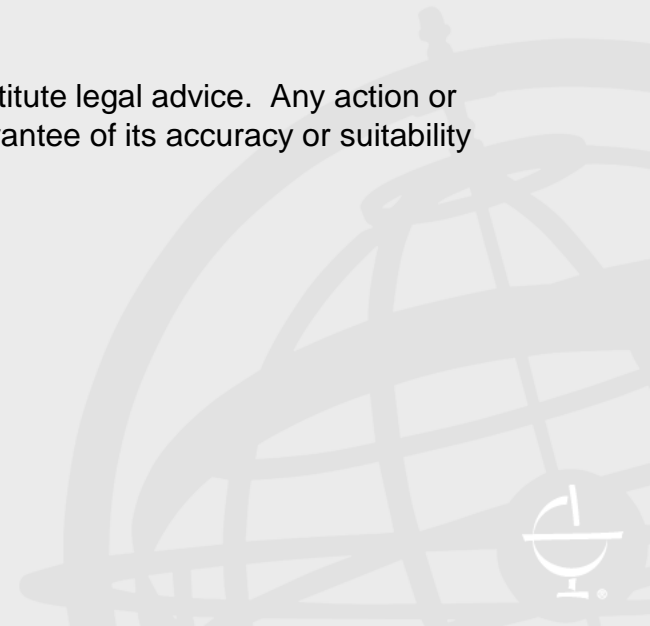
# Mastering the HR Generalist Role

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Excelsior College

## SHRM Webinar: NOVEMBER 29, 2017

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# AGENDA

**Welcome and Introductions**

**Notes of Appreciation**

**Overview of Human Resource Generalists and Specialists**

**Responsibilities of Human Resource Generalists**

**General Summary**

**Discussion**



# WITH APPRECIATION

**I would like to express my appreciation to my colleagues at Excelsior College:**

- **Dean LiFang Shih**
- **Associate Dean Scott Dolan**
- **Associate Dean Michael Johnson**
- **Instructional Faculty in Human Resources and Leadership**
- **Student Chapter President, Kerry McCormick**
- **Student Chapter Vice President, Meghan Rosebeck**
- **FAC Chair: Gary Stroud**
- **IAC Chair: Jason Van Buren**

# MAJOR FUNCTIONS OF HR

**RECRUITMENT & SELECTION**

**TRAINING & DEVELOPMENT**

**MOTIVATION**

**PERFORMANCE APPRAISALS**

**REWARDS & COMPENSATION**

**MAINTENANCE**

**LABOR RELATIONS**

**COMMUNICATIONS**

**DISCIPLINE**

**HEALTH AND SAFETY**



# BEHAVIORAL AND LEADERSHIP COMPETENCIES PER SHRM

**Ethical Practice**

**Communication**

**Consultation**

**Critical Evaluation**

**Global & Cultural Effectiveness**

**Relationship Management**

**Organizational Leadership & Navigation**

**Business Acumen**



# WHAT DOES IT MEAN TO BE AN EFFECTIVE HR PROFESSIONAL?

- **KNOWING BODY OF LAWS, MANAGEMENT THEORIES, SOCIAL SCIENCE RESEARCH**
- **BEING ABLE TO APPLY THE KNOWLEDGE TO BUSINESS CHALLENGES**
- **THINKING STRATEGICALLY ABOUT HR AND HOW IT FITS WITHIN THE FIRM'S STRATEGIC PLAN AS WELL AS ITS ROLE IN THE FIRM'S OVERALL GROWTH AND DEVELOPMENT.**

# SHRM'S COMPETENCIES

- **CREDIBLE ACTIVISTS WHO BUILD RELATIONSHIPS OF TRUST**
- **CAPABILITY BUILDERS WHO DEFINE, AUDIT AND CREATE ORGANIZATION CAPABILITIES**
- **CHANGE CHAMPIONS WHO INITIATE AND SUSTAIN CHANGE**
- **HR INNOVATORS AND INTEGRATORS WHO LOOK FOR NEW WAYS TO DO HR PRACTICES**
- **TECHNOLOGY PROPONENTS WHO USE TECHNOLOGY FOR EFFICIENCY TO CONNECT EMPLOYEES**
- **STRATEGIC PARTNERS WHO UNDERSTAND EVOLVING BUSINESS CONTEXTS**



# TYPES OF COMPETENCIES

- **BEHAVIORAL**
  - **MOTIVES, TRAITS, ATTRIBUTES THAT SHAPE OUR BEHAVIOR AND REFLECT HOW WE APPLY OUR KNOWLEDGE AND SKILLS TO ACHIEVE RESULTS**
- **TECHNICAL**
  - **SPECIFIC KNOWLEDGE AND SKILLS REQUIRED TO BE EFFECTIVE IN THE JOB AND REFLECT THE “WHAT” WE KNOW AND WHAT WE CAN DO TECHNICALLY**
- **CONCEPTUAL**
  - **THE ABILITY TO THINK BOTH WITHIN AND OUTSIDE THE BOX. TO MANAGE WITH AND THROUGH CHAOS (ORGANIZATIONAL TRANSITIONS). CREATE LEARNING ORGANIZATIONS THAT ARE PROACTIVE AND ARE MASTERS OF CHANGE.**



# IMPORTANCE OF COMPETENCIES

- **PROMOTE TRANSPARENCY**
- **IMPROVE WAYS ORGANIZATION RECRUITS, SELECTS AND DEVELOPS EMPLOYEES**
- **ENCOURAGE ENGAGEMENT**
- **ENCOURAGE ABIDING BY ETHICS CODE**
- **SUPPORT ORGANIZATIONAL CHANGE**
- **ENCOURAGE EMPLOYEES TO TAKE MORE OWNERSHIP FOR THEIR CAREER DEVELOPMENT**
- **INTEGRATE HR PROCESSES**
- **EVALUATE AND REWARD SKILLS AND PERFORMANCE, NOT PERSONALITIES AND NETWORK CONNECTIONS**

# COMPETENCIES NEEDED TODAY



- ✧ GLOBAL COMPETITION
- ✧ MARKET CHANGE
- ✧ TECHNOLOGICAL CHANGES
- ✧ GROWING STAKEHOLDER POWER
- ✧ CONSUMER EXPECTATIONS
- ✧ FOCUS ON COST REDUCTION THROUGH OUTSOURCING, OFFSHORING AND SUBCONTRACTING, NOT HUMAN CAPITAL INVESTMENT



# RESEARCH FINDINGS

- **WHEN HR PROFESSIONALS DEMONSTRATE ALL COMPETENCIES, THEY ARE PERCEIVED AS EFFECTIVE AND AS IMPACTING BUSINESS PERFORMANCE.**
- **“THE BUSINESS CONTEXT REQUIRED TO SUCCEED HAS RAISED THE BAR ON HR PROFESSIONALS. HR PROFESSIONALS WHO WOULD HAVE SUCCEEDED 30, 20, OR EVEN 10 YEARS AGO WOULD NOT BE AS LIKELY TO SUCCEED TODAY. HR PROFESSIONALS ARE EXPECTED TO PLAY NEW ROLES, AND TO BE ABLE TO PLAY THOSE ROLES, THEY NEED NEW COMPETENCIES.”**
- **THINK STRATEGIC, ACT PROACTIVELY!**



# HR GENERALISTS VS. SPECIALISTS

HR professionals take one of two career paths:

HR Generalist

HR Specialist



# HR SPECIALISTS

**DEVELOPS EXPERTISE IN A SPECIFIC  
HR FUNCTION**

**RECRUITERS**

**TRAINERS**

**EQUAL EMPLOYMENT**

**OPPORTUNITY**

**ETHICS**



# HR GENERALISTS

**PERFORMS ALL HR FUNCTIONS FOR AN ORGANIZATION**

**RESPONSIBLE FOR DAY-TO-DAY MANAGEMENT OF HR OPERATIONS**

**OFTEN THE FIRST POINT CONTACT FOR EMPLOYEES FOR HR ISSUES**

**HAVE EXPERTISE IN SPECIALTY AREAS; ASSISTS SPECIALISTS WITH THEIR WORK**



# RESPONSIBILITIES OF GENERALISTS

- Recruiting and Selection Logistics
- Organizational and Space Planning
- Performance Appraisals Logistics
- Federal and State Compliance
- New Employee Onboarding Logistics
- Review of and Updating Employee Handbook
- Communications with Employees
- Employee Relations
- HR Analytics
- Refer Disputes and Violations to HR Director of VP; Usually Not Responsible for Resolving Complaints Alone
- Secures and Aligns Employees to Help the Organization Achieve its Strategic Objectives



# GENERALISTS

## *Typical Day for HR Generalist\**

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- 7:30 Meet senior leader to review short-term business goals
- 8:00 Discuss employee termination issue with attorney
- 9:00 Review staffing activity with marketing department
- 10:00 Draft communication materials for structure changes
- 11:00 Review proposed promotion with compensation
- 12:00 Conduct lunch interview with job candidate
- 1:00 Attend HR meeting with other generalists
- 2:00 Attend HRIS meeting to review employee self-service features
- 3:00 Collect information to support arbitration hearings
- 4:00 Present changes in benefits package to logistics department
- 5:00 Facilitate a consensus meeting regarding a job candidate

\*<http://www.siop.org/tip/April10/04martin.aspx>





# RECOMMENDED EXPERTISE

- **BA/BS IN Human Resources Management or related discipline OR Certificate in HR**
- **Expertise in HR policies and procedures**
- **Strong knowledge of recruitment and selection**
- **Understanding of HR best practices and current legislation**
- **Critical thinking and problem-solving skills**
- **High level of professionalism and discretion**
- **Familiarity with HRIS**
- **Strong written and oral communication skills**

**Professional Certification is often advised.**



# JOB OUTLOOK PER US BUREAU OF LABOR STATISTICS

**Employment of human resources managers is projected to grow 9 percent from 2016 to 2026.**



# SPECIALISTS

**MOST COMMON SPECIALITES ARE:**

**RECRUITMENT & SELECTION**

**BENEFITS ADMINISTRATION**

**COMPENSATION**

**TRAINING**



# EXAMPLE: HR SPECIALIST IN TRAINING

- **Conduct needs assessment for training issues: anonymous survey; focus group**
- **Identify appropriate training andragogy, e.g., cases, videos with discussions, web-based**
- **Develop, organize, facilitate and evaluate training programs**
- **Assist employees in improving existing skills**
- **Develop and facilitate onboarding training**
- **Evaluate training effectiveness: administer organizational culture climate survey**
- **Modify training programs**
- **Develop and facilitate interactive, multimedia presentations**
- **Modify training content and andragogy annually**
- **Continue to be updated on federal and state law, research on training**



# JOB OUTLOOK PER US BUREAU OF LABOR STATISTICS

**\*Employment of HR specialists is projected to grow 7 percent from 2016 to 2026**

**\*HR specialists will be hired to deal with complex employment laws and healthcare coverage options**



# EXPERTISE RECOMMENDED

Depending on job and organization:

- BA/BS degree in HR or a related field
- Master's degree in HR or an MBA with an HR concentration
- Expertise in HR policies and procedures
- Strong knowledge of specialty area, e.g., training, recruiting
- Understanding of HR best practices and current legislation
- Critical thinking and problem-solving skills
- High level of professionalism and discretion
- Familiarity with HRIS
- Strong written and oral communication skills.

Professional certification is often advised.



# PROFESSIONAL ORGANIZATIONS

**SHRM**

**HUMAN RESOURCES CERTIFICATION  
INSTITUTE**

**ASSOCIATION FOR TALENT  
DEVELOPMENT**



# QUESTIONS/COMMENTS?





# THANK YOU

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