

Strategic human resource management

Lectures no.2

Topic: “UNDERSTANDING HUMAN RESOURCE CUSTOMERS”

As we are discussing about strategic human resources management, In order to transform HR into a strategic HRM of an organization. Executives and HR leaders need to see talent management as part of the business strategy not just an overhead department. And like most businesses, we in HR need to understand how to serve our customers in order to Gain their satisfaction.

But whom do I mean by HR's "customers"? At first thought, employees and company leaders likely come to mind. However, if you take a hard look at the organizational universe, I think you'll find that our list of customers is much bigger. This is important, because in order to focus on meeting our customer's needs, we need to be clear about what defines a customer and what his or her needs are exactly.

After carefully exploring our broad customer base, I think you'll understand why each type of customer is important and how HR can serve to them, what kind of services and information HR can provide to them and how HR can fulfill their needs.

FOLLOWING ARE THE CUSTOMERS OF HR:

- The Organization
- Leaders
- Managers
- Customers
- Employees
- Shareholders

1. Organization

The organization looks to HR to ensure a highly skilled and productive workforce. This means that every organization-wide program we sponsor should aim to achieve that goal.

2. Leaders:

The upper management is mostly concern with the culture of the organization. Beside the CEO of the company, HR is the only unit in company which broadly knows about the people and their alignment with the culture of the business. HR should provide information about the workforce to the executive team and collaborate with them as a trusted advisor.

3. Managers

I use the term “manager” somewhat differently than “leader. A manager, however is someone entrusted by the organization to develop talent and drive performance through a productive workforce. It is a role that carries a heavy burden, with overwhelming tasks to accomplish and a demanding schedule.

Most of time, managers will see HR programs as just more busy-work, like performance management, surveys, planning and salary reviews that each have different criteria and processes are too difficult to be helpful for managers.

The most important thing for HR is that managers have meaningful conversations with their employees. So, in order to serve this type of customer, HR should focus on providing tools and resources to ensure that everything the managers are assigned helps to drive performance.

4. Customers:

Don't forget about your business' actual customers. Yes, they count as your HR customer's too. Every organization is designed to ultimately serve a customer, so it makes sense that those customers benefit from a workforce that is skilled, efficient and trustworthy and in this process the HR team is directly involved.

5. Employees

HR needs to convey trust to the employees. They provide the proper job information to the employees to maximize their performances. As they have to build a productive workforce for the organization.

6. The shareholders

Like customers, the shareholders benefit from the work of the people; the more productive the workforce, the better the return for investors.

“HR leaders must understand each customer's needs and how to address them. Of course, that doesn't mean giving them everything they want, but it does mean considering what will make their jobs easier and more productive.”