



EVROPSKÁ UNIE
Evropské strukturální a investiční fondy
Operační program Výzkum, vývoj a vzdělávání



MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY

Studium literatury pro případové studie k předmětu 3PA412

Marie Štěpánková

Pro předmět 3PA412 budou vypracovány tyto případové studie v rozsahu á 6-10 stran.

- Moderní HR útvary (delivery modely, struktury, globální/lokální)
- Kompetenční modely (teorie, vazby, úloha, propojení)
- Performance management (strategie odměňování, motivace, stimulace)
- Performance management (výkonnové odměňování, mzdové náklady, bonusy, prémie, incentivy, benefits)
- Talent management + succession planning
- Personální controlling
- SHRM v multikulturním prostředí (expati, rotace, globální/lokální)

Pro každou případovou studii uvádím soubor literatury.

1. Moderní HR útvary (delivery modely, struktury, globální/lokální)



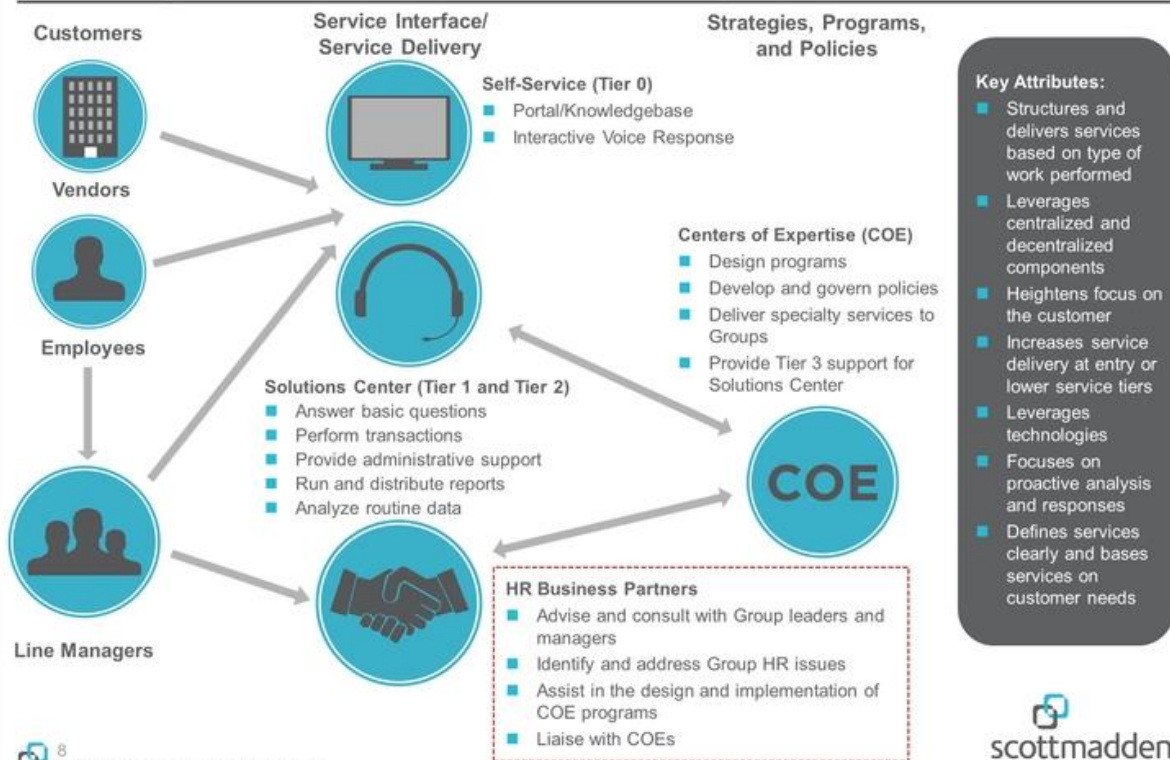
THE CLASSIC ULRICH MODEL: WHO DOES WHAT?

Business partners	Shared services	Centres of expertise
Establish relationships with customers – line/business units	Deliver HR services	Create HR frameworks
Contribute to business unit plans	Manage routine processes effectively and efficiently	Develop and introduce strategic HR initiatives
Develop organisational capabilities	Often using a single HRIS, intranets to provide basic information and call centres for specific queries	Specialised areas such as compensation and benefits, employee relations, L&D, talent management, OD, staffing, diversity, and workforce planning
Implement HR practices	May be outsourced	Often depend on the business partners to roll out programs to the business
Represent central HR	Back office	
Log needs and coordinate HR services		
Front office		

Henley University of Reading: HR Models – Lessons from best practice, 2009

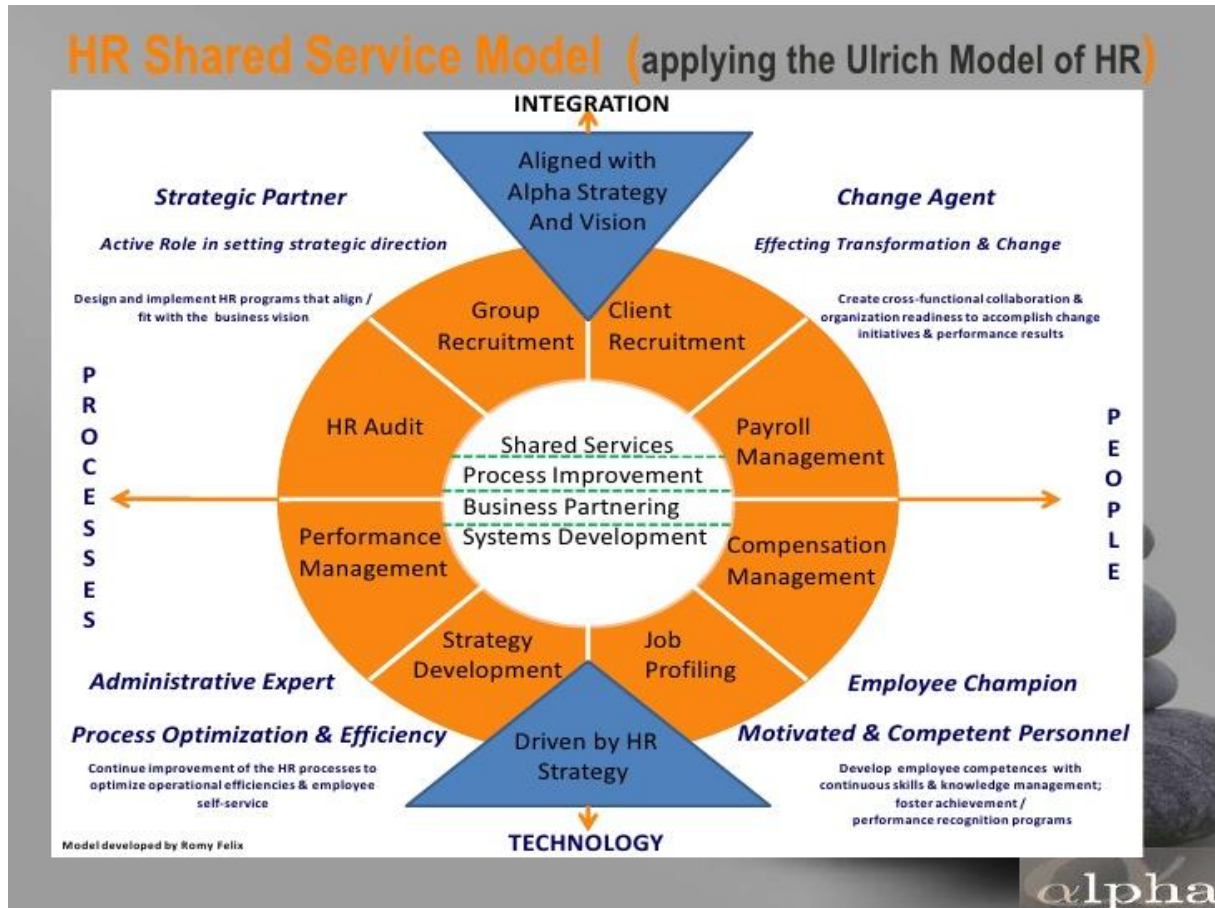
The HR Business Partner Role

Leading Practice HR Service Delivery Model





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hr_structures_today.pdf. (b.r.). Získáno z

https://www.imercer.com/uploads/Global/hr_structures_today.pdf

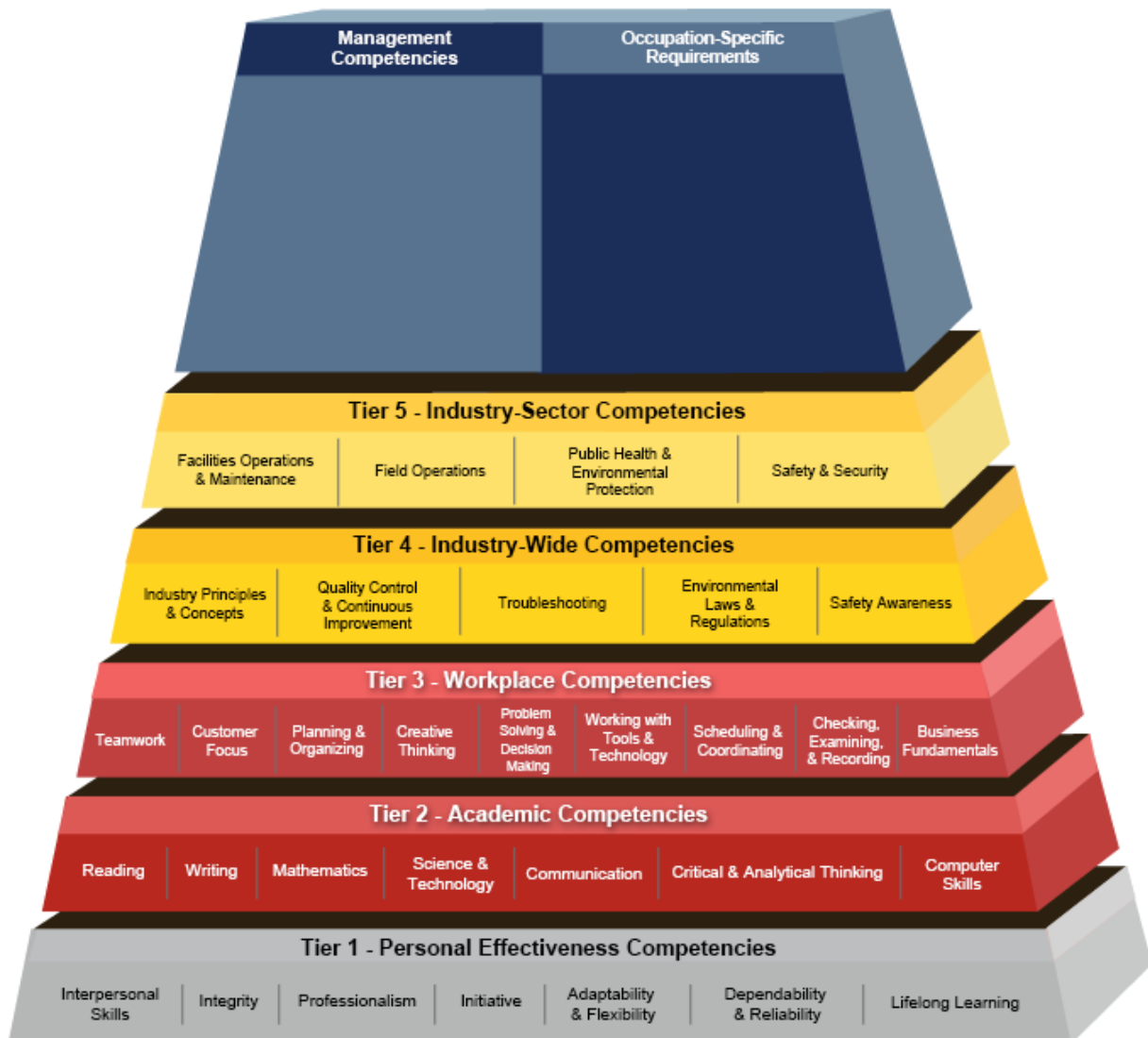
Michael Stephan, Brett Walsh, Henri Vahdat, Hugo Walkinshaw. (b.r.). The global and local HR function. Získáno 5. srpen 2018, z <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2014/hc-trends-2014-global-and-local-hr.html>

2. Kompetenční modely (teorie, vazby, úloha, propojení)



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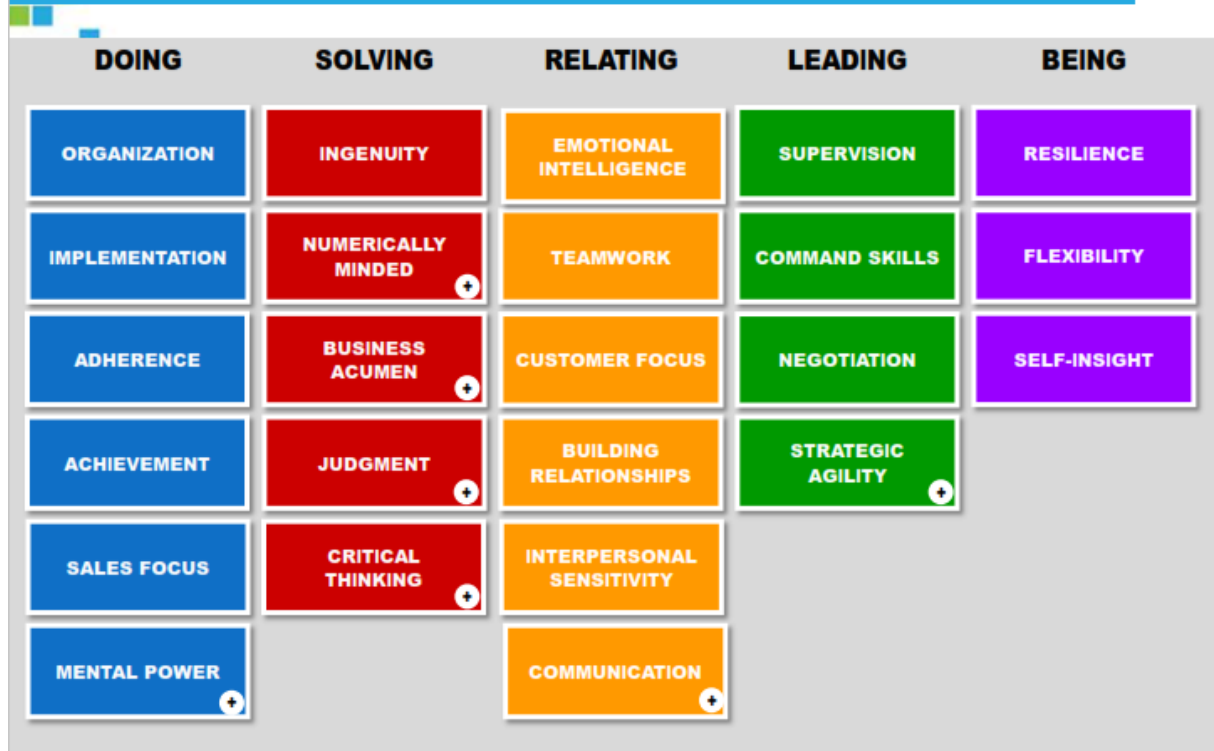




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PATH Competency Model





Competency Model

Leadership Outcomes	Strategic Alignment				Commitment and Competence			Organizational Performance	
		<p>Officers</p> <ul style="list-style-type: none"> Creating and redefining markets Designing adaptive strategy Creating an adaptive culture Developing networks of talent and capabilities 	<ul style="list-style-type: none"> Designing adaptive strategy Adapting strategy to emerging needs Linking to strategy 	<ul style="list-style-type: none"> Creating systems to support change and innovation Continuously improving processes 	<ul style="list-style-type: none"> Developing networks of talent and capabilities Coaching and developing people 	<ul style="list-style-type: none"> Working across organizational boundaries to build value Collaborating effectively 	<ul style="list-style-type: none"> Managing knowledge as an organizational asset Understanding core business practices and products 	<ul style="list-style-type: none"> Creating value through a strategic use of functional expertise Supporting functional expertise 	<ul style="list-style-type: none"> Building sustained business success Managing for business results
Increasing Complexity (Scope, Context, Thinking)	<p>SVP/VP/AVP</p> <ul style="list-style-type: none"> Expanding existing markets Adapting strategy to emerging needs Linking to strategy 	<ul style="list-style-type: none"> Adapting strategy to emerging needs Linking to strategy 	<ul style="list-style-type: none"> Creating systems to support change and innovation Continuously improving processes 	<ul style="list-style-type: none"> Coaching and developing people 	<ul style="list-style-type: none"> Working across organizational boundaries to build value Collaborating effectively 	<ul style="list-style-type: none"> Managing knowledge as an organizational asset Understanding core business practices and products 	<ul style="list-style-type: none"> Creating value through a strategic use of functional expertise Supporting functional expertise 	<ul style="list-style-type: none"> Building sustained business success Managing for business results 	
	<p>Director & Professional</p> <ul style="list-style-type: none"> Focusing on customer needs Linking to strategy Continuously improving processes Coaching and developing people 	<ul style="list-style-type: none"> Linking to strategy 	<ul style="list-style-type: none"> Continuously improving processes 	<ul style="list-style-type: none"> Coaching and developing people 	<ul style="list-style-type: none"> Collaborating effectively 	<ul style="list-style-type: none"> Understanding core business practices and products 	<ul style="list-style-type: none"> Supporting functional expertise 	<ul style="list-style-type: none"> Managing for business results 	
Key Competencies	Entrepreneurship	Crafting Strategy	Driving Change	Valuing People	Building Partnerships	Knowing the Business	Leveraging Functional Expertise	Making Plan (Executing for Business Results)	
Corporate and Personal Leadership (Individual Leadership)	<p>Seasoned Judgment</p> <ul style="list-style-type: none"> Models sound decision making Analyzes and solves problems Demonstrates process thinking 	<p>Intuition and Believing</p> <ul style="list-style-type: none"> Demonstrates leadership styles versatility Models personal adaptability Leads courageously Models work-life balance 	<p>Dialogue</p> <ul style="list-style-type: none"> Creates and communicates effectively Uses a flexible presentation style 	<p>Self-Directed Learning</p> <ul style="list-style-type: none"> Cultivates diversity of learning experiences Pursues relevant education Adapts and learns 	<p>Corporate Values</p> <ul style="list-style-type: none"> Models sound health safety environmental practices Demonstrates sound business ethics Models public responsibility Models integrity Demonstrates integrity 				



Designing Competency Models

Select methodology and participants (employees, customers, stakeholders) for developing a Competency Model based on available organisational resources

Examine Job Description data and existing information on jobs to extract broad areas of required competence

Conduct data collection exercises for arriving at Competency definitions, behaviors, and measures using surveys, interviews and/or focus groups

Brainstorm and draft frameworks for 'core', 'people', 'technical', and 'administrative' competencies based on data collected

Validate the Competency Model to align with business strategy and map jobs based on critical knowledge, skills, and behavior required



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Full Competency Model.pdf. (b.r.). Získáno z

https://www.shrm.org/LearningAndCareer/competency-model/Documents/Full%20Competency%20Model%2011%202_10%201%202014.pdf

SHRM Competency Model. (b.r.). Získáno 5. srpen 2018, z

<https://www.shrm.org/learningandcareer/career/pages/shrm-competency-model.aspx>

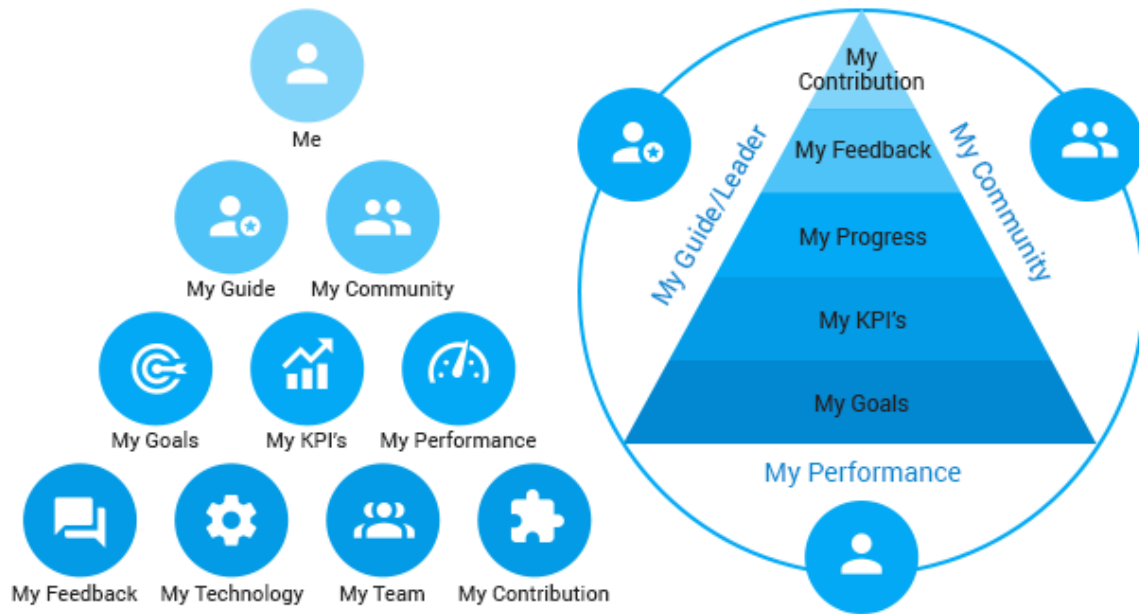
3. Performance management (strategie odměňování, motivace, stimulance)



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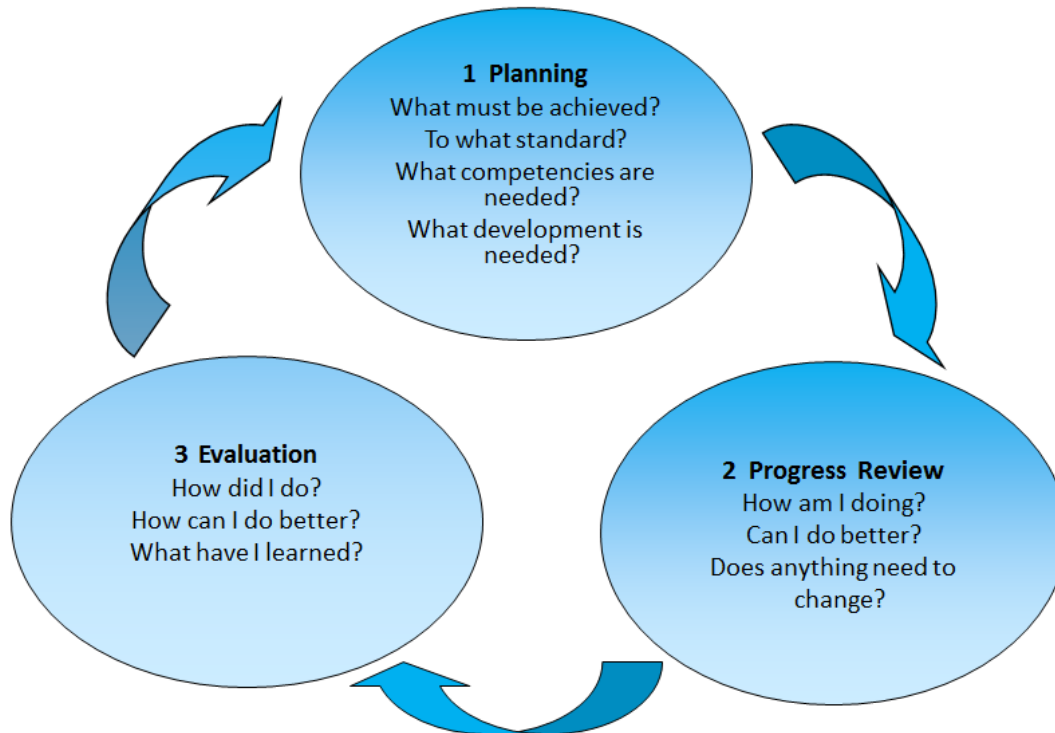


Collaborative Performance Management





The Performance Management Cycle



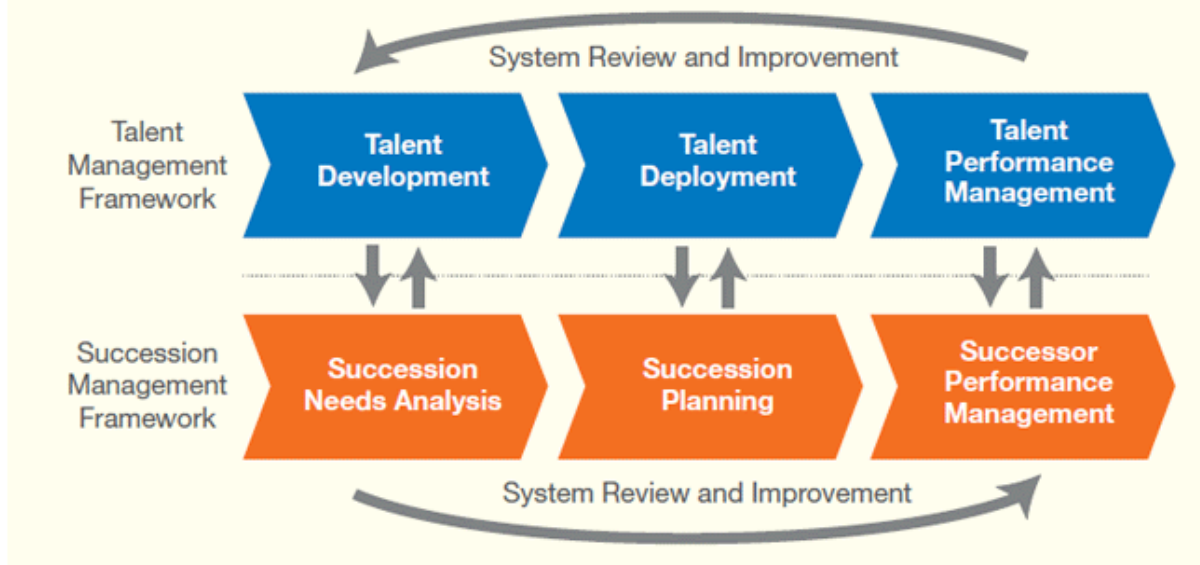
4. Performance management (výkonové odměňování, mzdové náklady, bonusy, prémie, incetivy, benefits)
5. Talent management + succession planning



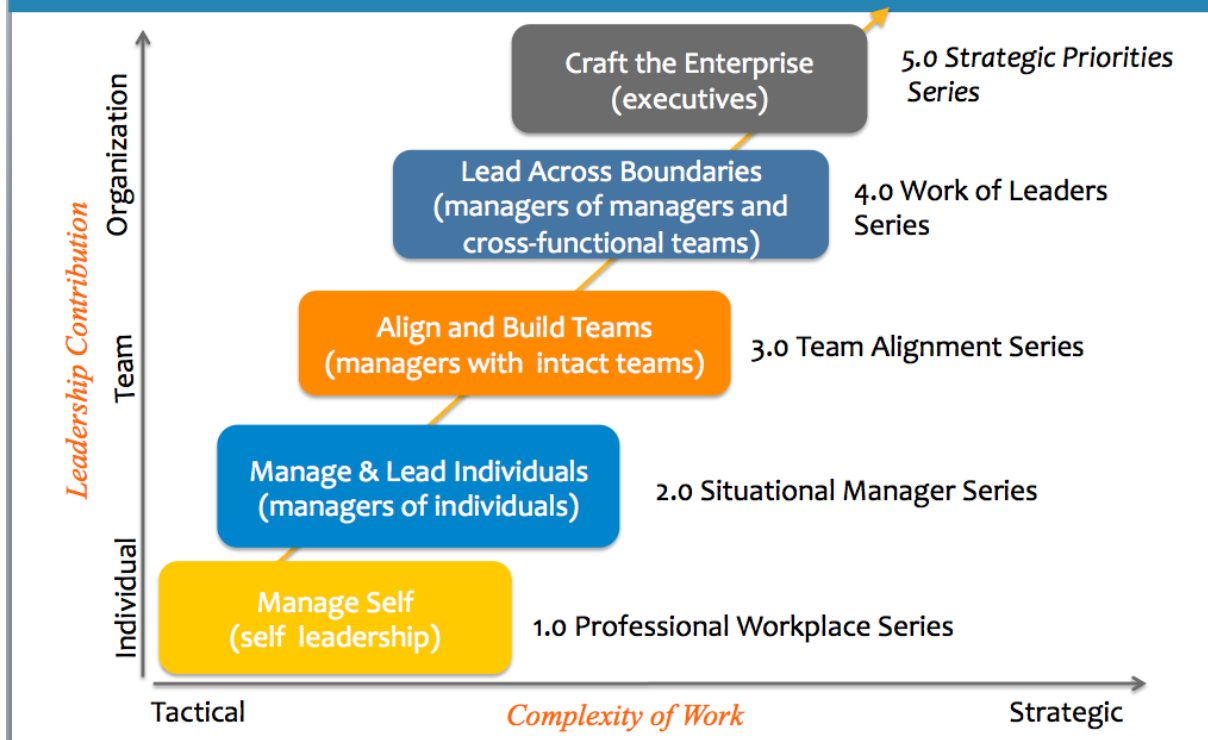
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Systematic Approach to Talent Management



LSI Leadership Talent Development System





Talent Management - Potential x Performance

Current Performance

How are they performing in their current role?

Potential

Do his/her innate capabilities align with the desired competencies of the future role?

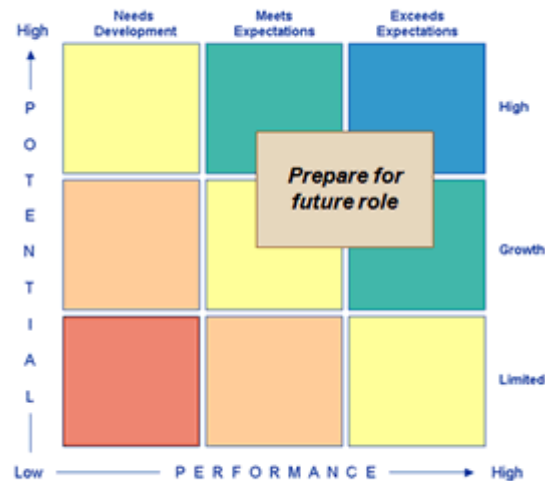
Has he / she had the right training and experiences to prepare for the role?

Future aspirations?

For those with growth potential

How soon will they be ready?

What should we do to prepare them?



SUCCESSION PLANNING

Succession Planning Critical Path





6. Personální controlling

Template : KPI Table for HR Manager

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
1	Recruitment	Average lead time to recruit employees	15				
		Performance score of new employees within 6 months	15				
2	Training and Development	Training Hours per Employee / Year	10				
		% difference in the rate of productivity before and after training	10				
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan	10				
		% of employees that participate in career coaching program	15				
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15				
		Profit per employee	10				
			100				

Weight of each KPI should be defined. Weight of KPI is determined based on the scale of priority. Total weight should be 100.

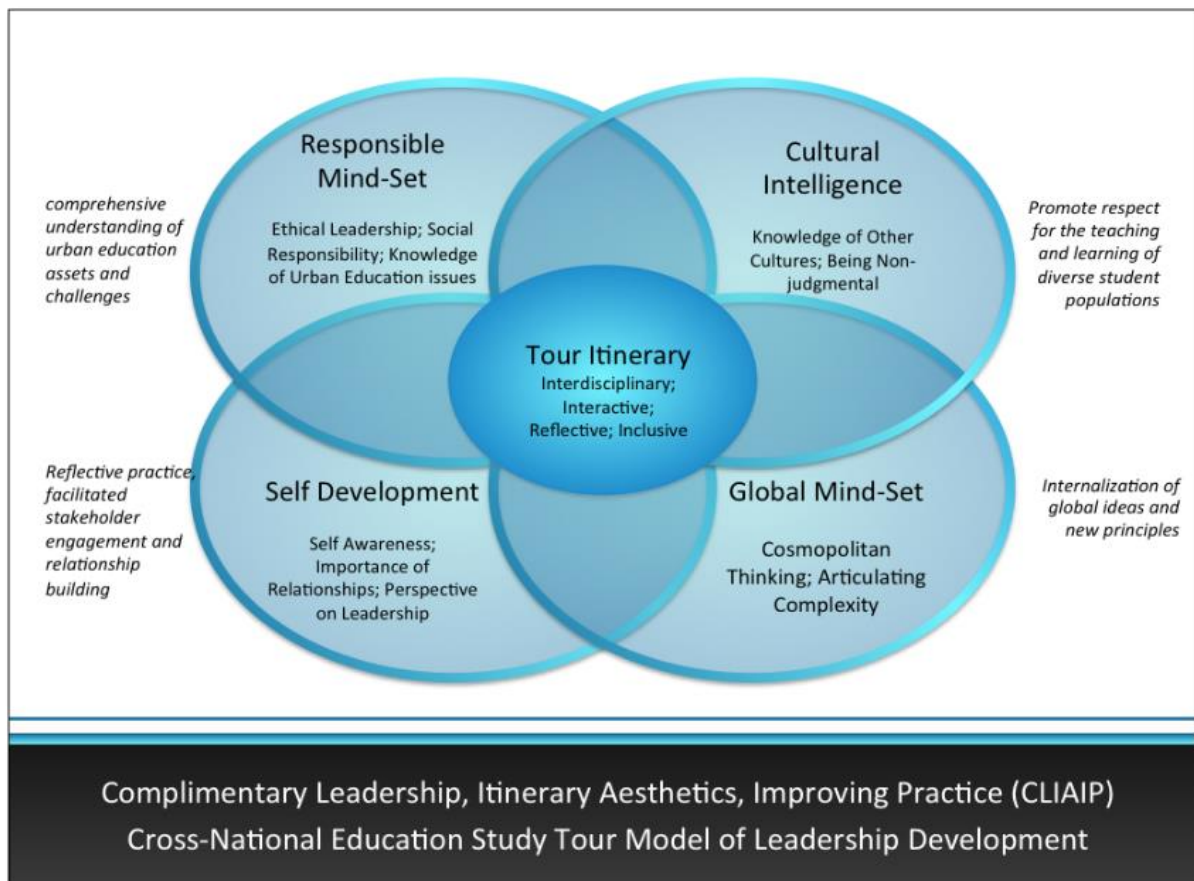
Name	Performance	Value (...)	Perform...	Progress
Are You Using The Right KPIs for Your HR Shared ...	58,20 %			59,27 %
Financial Perspective	85,20 %			93,13 %
KPI 1 Reduce hiring costs	73,60 %			81,67 %
KPI 2 Reduce number of HR admin per head	91,00 %			97,73 %
KPI 3 Reduce time spent on HR administrat...	91,00 %			100,00 %
Customer Perspective	62,21 %			63,14 %
KPI 4 Case handling time	70,50 %			73,30 %
KPI 5 Employee Satisfaction with case man...	91,00 %			91,00 %
KPI 6 % of Cases Solved	25,13 %			25,13 %
Internal Process Perspective	59,50 %			64,29 %
KPI 7 - Reduced employee turnover	59,50 %			64,29 %
Learning & Growth Perspective	25,90 %			16,54 %
KPI 8 -Time spent training HR SSC staff	25,90 %			16,54 %



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7. SHRM v multikulturním prostředí (expati, rotace, globální/lokální)





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