



GO Global Organization  
Design Society

## READINGS IN GLOBAL ORGANIZATION DESIGN

---

ARTICLE #14-09-18-13

# UPSHIFTING THE HR FUNCTION

by Paul Tremlett, BComm, MSc,  
Senior Fellow of the Global Organization Design Society

A presentation at  
**Designing the Smarter Organization**  
the Global Organization Design Society's 5th World Conference  
July 31, 2014 to August 5, 2014  
sponsored by IBM at Dolce (IBM) Palisades  
Palisades, NY

### PERMITTED USES

Many GO Society affiliates including the author of this document have generously granted permission to the society to distribute their creative work for educational, non-commercial use. To ensure our affiliates' continued willingness to contribute high quality resources, the society includes educational, non-commercial provisions to protect authors' rights in its site registration terms-of-use agreement.

Permitted uses of this document include your personal educational use and sharing your interest with colleagues by sending them a short excerpt together with the GO Society web site URL where they may register for a free account and download the entire document.

Any exemption from this policy requires written permission from the editors. [Editors@GlobalRO.org](mailto:Editors@GlobalRO.org)

Academics may request permission to use the document for educational purposes within educational institutions. Managers may request permission to use the document within their own organization.

Any consultant or commercial interest that wishes to email, host on a web site, print or to distribute this document in any form must seek permission by writing directly to the author who holds copyright and requesting a copy that does not include the GO Society logo, as the society is restrained by its author agreements from granting such permission. You can find an author's contact information in his or her profile on the GO web site.

Accountability Based Companies by Design

## Functional group mandates

Mandate	Description
<b>Stewardship</b>	Support groups at times have both a <i>right</i> and an <i>obligation</i> to allow or stop others from taking a specific action. (Usually related to policy or legislated requirements.)
<b>Systems &amp; Processes</b>	Support groups must design systems and processes that will enable work to be performed faster, better, and cheaper.
<b>Services</b>	Support groups must deliver service to their constituents in an effective and efficient manner. They need a competitive market mentality with service level agreements, chargebacks, and outsourcing if necessary.

Based on the work of D. Ulrich

COREinternational inc

Accountability Based Companies by Design

## The nature of HR work at XXX

Category	Stewardship (Allow or Constrain)	Systems & Processes (Enable)	Services (Deliver)
Equal distribution of work focus	High	High	High
Generalist Group	Low	High	High
Specialist Group	High	Low	Low

COREinternational inc



# GO Global Organization Design Society

## GO SOCIETY PURPOSE AND VALUES STATEMENT

To support the organizing of work in a responsible, fair and healthy manner in which people are led in a way that enables them to exercise their capabilities.

The Society believes this requires applying a systems framework\* emerging from reflective inquiry in which levels of work and capability are the initial paradigm and growth in human awareness is the essential process.

The benefits are organizational effectiveness, fulfilled people and organizations designed for value-creation, sustainability and social well-being.

*Note: inspired by the work of Wilfred Brown and Elliott Jaques*

The *Global Organization Design Society* was founded in 2004 to establish and operate a worldwide association of business users, consultants, and academics interested in science-based management to improve organizational effectiveness.

The GO Society fulfills its purpose by:

- Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.
- Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources. The GO Society supports the learning and development of current and future practitioners by holding world conferences and professional development workshops, publishing books and a journal, and maintaining a resource-rich web site with related articles, monographs, books, videos, blogs, discussion groups, and surveys.

## GO BOARD MEMBERS

- Michelle Malay Carter, USA
- Sheila Deane, Australia
- Don Fowke, GO Chairman, Canada
- Azucena Gorbaran, Argentina
- Jan Ake Karlsson, Sweden
- Cynthia (Cynsie) Kraines, USA
- Ken Shepard, GO President, Canada
- George Weber, GO Secretary and Treasurer, Canada

## GO EDITORIAL BOARD

- Kenneth C. Craddock, M.P.A., M.A.
- Décio Fabio, Portuguese Editor
- Jerry L. Gray, Ph.D.
- Owen Jacobs, Ph.D.
- Ken Shepard, Ph.D.

## DEVELOPMENT COORDINATOR

Kate Jenkins

## WEB MASTER

Muhammad Delwar Hossain

## GLOBAL ORGANIZATION DESIGN SOCIETY

32 Victor Avenue  
 Toronto, ON  
 Canada M4K 1A8  
 Phone: +1-317-644-0472  
 Email: [info@GlobalRO.org](mailto:info@GlobalRO.org)  
<http://GlobalRO.org>

## GO SOCIETY SPONSORS

