



GO Global Organization  
Design Society

## READINGS IN GLOBAL ORGANIZATION DESIGN

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### THE WORK OF HR- PROVIDING VALUE TO CUSTOMERS AT EVERY LEVEL

by COREInternational

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# The work of HR—providing value to customers at every level



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## **The purpose of this document**

This document is one of a series of tools that looks at the nature of work within the different functional areas of a business. As a reference for the Human Resource function, it can

- help you differentiate among the levels of work complexity and the nature of work at each level within HR.
- facilitate understanding of the different levels of work among HR practitioners and the people they support throughout their organizations.

It provides a strong foundation upon which to make judgments and decisions regarding all HR roles. However, it is not intended to provide complete job descriptions, nor to fully represent all the nuances and specific organizational needs that may exist within any particular HR role or organization.

You will find it a useful support for any or all of the following:

- Understanding different levels of work complexity.
- Clarifying roles.
- Identifying missing or duplicated work.
- Designing roles within HR and recruiting to fill them.
- Marketing HR's work throughout the organization.
- Supporting career development, succession planning, and talent management.

# Front-line HR work

	Generic work	Specific HR work
<b>Work focus</b>	Deliver quality and customer service within established variances	Deliver prescribed outputs (e.g. accurate, timely preparation and analysis of employee data, management reports, payroll and benefits transactions) <b>so that quantity, quality and timeliness targets are met and confidentiality is maintained</b>
<b>Business goals</b>	Schedule and complete all required tasks	Provide front-line HR support and administration to the organization, ensuring all transactional activities take place in a timely fashion to operate a reliable employment system
<b>Business decisions/ scope of judgement (examples)</b>	Use guidelines to make decisions, seeking manager input if there is ambiguity	Respond to employee issues and exceptions to stated policies or guidelines, using effective inter-personal skills and determining when to escalate and inform management  Based on employee feedback, provide recommendations and advice to manager in evaluating methods, tools, procedures
<b>Managerial leadership</b>	Work within a team	Work collaboratively with team colleagues  Participate in HR department functions to ensure team goals are achieved  Actively share information with other team members regarding successes, issues, trends, and ideas
<b>Sample positions</b>	Front line staff	Compensation & Benefits Clerk Payroll Administrator HRIS Analyst Administrative Clerk Training Coordinator Staffing/Recruitment Coordinator Health & Safety Coordinator Employee Relations Coordinator Labour Relations Coordinator
<b>Sample tasks</b>	Up to 3 months	Prepare and deliver quarterly turnover/attendance/benefits usage/job evaluation reports—within 2 weeks (HRIS analyst/coordinator role)  Coordinate annual campus recruitment/career fair activities and screen resumes, ensuring brochures, facilities, and interview schedules are arranged—within 6 weeks (Recruitment Coordinator)  Collect and analyze data on local salaries—within 3 months (Compensation & Benefit Coordinator role)

# Manager-level HR work

	Generic work	Specific HR work
<b>Work focus</b>	Manage and improve processes	Effectively implement, monitor, and deliver HR programs and transactions to support <ul style="list-style-type: none"> <li>• staffing/recruitment</li> <li>• employee/labour relations</li> <li>• training and development</li> <li>• compensation/benefits/pensions</li> <li>• health/safety</li> <li>• HRIS</li> </ul> <b>so that standard HR procedures and practices are maintained, adhered to, and continuously improved, and responsive specialist HR support is provided to internal client groups</b>
<b>Business goals</b>	Establish targets and monitor activities to meet monthly and quarterly goals	Monitor to ensure accuracy, timeliness, and integrity of HR processes and achievement of short-term targets within budget and resources ... ...while meeting annual business plan targets and employee needs
<b>Business decisions/ scope of judgement (examples)</b>	Within the context of given rules, exercise judgment to identify, diagnose, and solve operational problems	Provide insight into HR reports (absenteeism, turnover, training) by identifying key variances, anomalies, and employee and cultural issues Provide sound HR service, advice, and recommendations on business issues based on a thorough understanding of client needs, current data, and HR trends Provide stewardship by continuously auditing compliance to company standards and corporate HR policies (e.g. health and safety, labour relations, harassment, etc.) Identify issues by monitoring client groups and/or interpreting client requests and needs. Translate these needs into the development of programs to solve HR issues
<b>Managerial leadership</b>	Manage a departmental team and/or key functional processes	Manage the front-line HR team. Provide context, set performance standards, educate on policy guidelines, assign tasks
<b>Sample positions</b>	Manager	HR Manager (individual contributor) Manager, Recruitment Manager, HR Ontario (regional group) Manager, Total Rewards (funct. group) Manager, Employee Relations Corporate Trainer/Training Consultant Manager, OE/OD Human Resource Consultant (HRC)
<b>Sample tasks</b>	3 months-1 year	Implement a new HR program and educate internal client groups on its use while continuing to deliver current outputs to client groups—11-month task Design, develop, and implement an orientation program to induct new employees—6-month task Support a new GM in understanding her organization's HR issues by developing an HR briefing report and providing coaching as required to facilitate decision making and execution—6-9-month task

# Director-level HR work

	Generic work	Specific HR work
<b>Work focus</b>	Develop and implement processes across teams to achieve assigned goals	<p>Develop, integrate, and enhance core HR processes, such as</p> <ul style="list-style-type: none"> <li>• <b>Training and Development</b> succession planning, talent pool development, performance management, managerial and technical training programs, capability assessment, qualification/certification, skills inventory, developmental assessments</li> <li>• <b>Compensation and Benefits</b> job evaluation, salary administration, retirement benefits/pensions, variable pay systems, non-cash incentives, group benefit/pension design and administration</li> </ul> <p>so that processes and people are capable of meeting immediate requirements and short-term goals</p>
<b>Business goals</b>	Balance current goals with short-term goals	<p>Meet HR function's priority of providing improved service and support to the business, e.g.</p> <ul style="list-style-type: none"> <li>• reducing time to hire qualified candidates (and improving quality of candidates)</li> <li>• reducing benefits administration expenses</li> <li>• job evaluation linked to work complexity</li> <li>• establish a process to ensure long-term succession candidates are available</li> </ul> <p>...while maintaining accuracy and integrity of current processes</p>
<b>Business decisions/ scope of judgement (examples)</b>	Anticipate and respond to changing trends by selecting and implementing operational changes	<p>Identify HR process issues, analyze external benchmarks, then develop solutions to determine the best operational response</p> <p>Provide authoritative specialist expertise, judgement, and advice to clients</p> <p>Make final decisions and develop business cases for solving operational challenges (as agreed to with VP)</p> <p>Lead significant HR projects to achieve strategic goals, integrating various disciplines and teams</p>
<b>Managerial leadership</b>	Manage multiple teams and processes	Manage multiple processes, coordinating components of larger processes (e.g. job design, job evaluation, salary survey, base and variable pay, total rewards, etc.)
<b>Sample positions</b>	Director	<p>Director, Training and Development</p> <p>Director, Compensation and Benefits</p> <p>Director, Organizational Effectiveness</p> <p>Director, Labour/Employee Relations</p>
<b>Samples tasks</b>	1-2 years	<p>Introduce succession planning tools and implement across the organization—within 15 months</p> <p>Redesign the organization's performance management system and ensure organization-wide consistency and ease of use—within 18 months</p> <p>Implement online HRIS training of staff on the new system—within 2 years from business case development through successful implementation</p>

# VP-level HR work

	Generic work	Specific HR work
<b>Work focus</b>	Develop new customers, channels, markets, products, policies, and technology within a business model	Integrate the business strategy with employees' needs, identify gaps in organizational and employee capabilities, and develop and put in place new policies, systems, technologies, or disciplines to meet both employee and business needs  so that employee efforts can be optimized and human resources are available as needed, regulatory requirements and risks are managed, and the organization has the HR processes and capabilities to meet its strategic goals
<b>Business goals</b>	Balance short-term business goals with medium-term growth objectives	Develop and maintain an integrated HR stewardship framework... ...while ensuring governance practices are incorporated into the development and implementation of HR processes and service delivery
<b>Business decisions/ scope of judgement (examples)</b>	Envision medium-term market changes and respond with new products and methods for reaching customers	Develop the HR strategy and systems to support the business strategy and culture Continually assess HR strategy and systems to determine when renewal is required Set policy and ensure compliance on people management, professional development, and labour relations issues Advise the CEO on all business matters affecting the organization's culture Determine goals and priorities for HR and ways to integrate various HR functions Provide the HR and employee context and constraints for executive business decisions and contribute to strategy development, ensuring protection of the organization's human assets
<b>Managerial leadership</b>	Manage multiple teams, processes, and functions	Manage and integrate a multi-department HR function, determining priority areas for developing and balancing competing resource requirements  Manage the organization's managerial capability and development, esp. standards for managerial leadership for the organization  Model the company's values and culture
<b>Sample positions</b>	General Manager or VP	VP HR SVP HR CAO VP Organizational Development Chief Talent Officer VP Institute for Learning VP Training and Development
<b>Sample tasks</b>	2-5 years	Analyze existing pool of talent, determining whether supply is sufficient to meet future business needs. Ensure employees are developed (where gaps in skills/competence are identified) or recruited to meet business goals—2.5 years  Design an integrated compensation system, balancing employee and company needs to change from a culture of entitlement to one of merit—3.5 years  Develop an integrated HR system for a business from start up—4.5 years



# SVP-level HR work

	Generic work	Specific HR work
<b>Work focus</b>	Develop the business model and make long-range policy decisions that affect culture, markets, products, channels, and pricing	<b>Build the human resource management model. Integrate multiple HR functions across the enterprise's businesses and geographies, using HR tools to steward the creation of the desired corporate culture</b>  <b>so that the enterprise's capability will be substantially re-configured to meet long-range strategic goals</b>
<b>Business goals</b>	Establish the strategy to position the business for the long term	Design the HR business model, within the context of the LW6 long-term strategic plan, to substantively reposition how the business creates value...  ...while ensuring that the organization's HR systems are operating with reliability and integrity, are consistent with corporate culture and values, and people management skills and disciplines are solidly embedded
<b>Business decisions/ scope of judgement (examples)</b>	Envision medium- to long-term market changes and respond by setting policy and modifying the integrated business model	Develop the HR model to support growth in organizational scope, e.g. new markets, investments, mergers and acquisitions  Continually assess the HR model to determine when renewal is required  Ensure consistency on core policies, standards (i.e., culture and ethical behaviour, etc.) across multiple businesses and markets  Develop key recommendations to CEO/Board on mid-term human resource strategies
<b>Managerial leadership</b>	Manage a business unit	Direct and integrate HR functions in multiple lines of business (SVP HR, Corporate office of LW6 organization with multiple businesses at LW5) or  Direct the HR function of an LW6 business within the framework of a global LW7 organization, supporting the CEO in integrating the people management needs of the business and the requirements of the broader corporation, or  Direct a single HR function of significant scope and/or requiring complex, innovative approaches to culture, talent pool and knowledge management, and merger integration
<b>Sample positions</b>	Business Unit President or SVP	SVP HR EVP HR Chief Talent Officer CAO
<b>Sample tasks</b>	5-10 years	Support an organizational strategy of global expansion. Recommend country location (following environmental scanning on legislative and regulatory trends and cultural fit) and establish the required HR management structures and capabilities within selected countries—7 years  Manage towards a nine-year labour relations strategy for the business and negotiate and maintain a series of 3-year agreements with the union  Assist the senior management team in developing the right structure and filling it with the right people, as well as designing management practices to support the profitable growth of the business—7 years



# 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.

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