

The Evolving Role of Chief Human Resource Officer

The Chief Human Resource Officer role has evolved in recent years such that its focus has become increasingly strategic and less transactional in nature. Today, the role is a key member of an executive team. Chief Human Resource Officer links people and business strategies, while developing human capital programs to support business objectives serving both as business leaders and human resources (HR) leaders. They spend equal time with team leaders and the board of directors as they do with HR leaders and their teams.

Reinventing the role of Head of Human Resource



Push boundaries to enable organisational agility

Agile companies can turn ideas into initiatives three times faster than those that are not agile, and in the future, it will be up to Chief Human Resource Officer to ensure that their workforces are able to respond to change quickly and effectively. Part of that will involve adopting a forward-thinking, risk-taking mentality.



Digitalisation

The percentage of work done using automation has more than doubled over the past three years and is expected to reach high heights by 2023. Talent leaders must understand the implications and be able to implement these technologies in recruitment and the process of employee engagement.



Embrace continuous work invention

Business leaders believe that constant reskilling will soon replace periodic training, but just 18% of leaders feel prepared to make that transition as more than half of employees will need both reskilling and upskilling by 2022. Over the coming years, it will be up to Human Resource leaders to anticipate and identify potential skills gaps based on their businesses' strategies and to cultivate corporate cultures that value continuous learning.



Rethink culture and leadership

In a climate when one in five employees have left a job because of a poor culture and turnover has cost businesses. Human Resource leaders should want to take that sentiment to heart. Those with hope of attracting and retaining diverse workforces should prioritise and promote inclusive cultures in which all employees feel welcome and that they share a common purpose.



Elevate HR decision

Human Resources leaders can make use of data to predict talent shortages and improve the employee experience. Yet, not all organisations currently have the ability to apply predictive analytics in addressing people issues. The real challenge isn't accessing the information, it is interpreting and using it with empathy. Otherwise, it's all too easy to allow bias to creep into decision-making.

Adapt to the new business reality.

Innovate. Transform. Succeed.

Framework of a World-Class Human Resource Leader

Leader of Human Capital	01
Creator of Talent Strategy	02
Change Leader	03
Driver of Culture and Purpose	04
Trusted Advisor	05



Driving Business Results



Functional Business Leader

Create future-focused and disciplined team to run HR function



Business Strategy Development

Shape and influence business strategy and partnering with executive members to move organisation forward



Business Acumen

Understand business model, financials, external markets and customers

How We Can Help

Protiviti partners with our clients providing targeted assistance and/or end-to-end support, working with clients to imagine the possibilities; define a roadmap to success; design, prototype, build and deliver solutions; enhance skills and capabilities; and as appropriate provide on-going support through managed solutions. Our consultants bring a deep understanding of the industries in which they operate, awareness of leading practices, expertise in new and emerging technologies and disruptive thinking to help clients innovate, transform and succeed.

The framework above allows current and aspiring heads of Human Resource to evaluate their skills and the importance of core activities to the role. Protiviti can help to;



Assess skills and relative importance of world-class activities



Prioritise HR activities and development opportunities



Align with your CEO on the role and key development areas



Identify skill sets required for digital transformation



Change mindset to embrace the organisation's digitalisation transformation efforts

Contact the Business Performance Improvement Team for a Discussion



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