

T.A.H.R.A.

Traverse Area Human Resource Association

P.O. Box 1656 Traverse City, MI 49685-1656

Needs Analysis: You Spoke and We Listened



AFFILIATE OF



This past March, the programming committee sent out a needs survey to all members. The objective of the survey was to find out what was important to our members, more specifically, what goals and objectives they were working on within their HR departments and what TAHRA could do to help them reach their goals. Twenty-one of 57 surveys were returned for a 37% return rate. The data was reviewed, compiled and codes were created. Answers were then grouped according to the code they fell under. This data was then used to develop an overall sense for what the membership was saying they wanted/needed out of the next program year. The 2003-2004 programming schedule reflects those results. The following are the top three answers for each question.

1. What goals/objectives does your HR department have over the next year? Employee Development Programs, Healthcare Costs and Compensation programs.
2. What type of HR related programming, training or information would be helpful in helping you to achieve those goals? Best Practices, Legislative/Legal Updates and (tie) Healthcare Costs and Compensation Programs.

3. What do you want to be able to do better, specifically in your current role? Budget/Financial, Best Practices and Organization Development: New.
4. How could TAHRA help you to be more successful in your current role? Programming: Education and Speakers, Networking/Sharing, and Resources.
5. What does TAHRA do that you feel adds value? Networking/Sharing, Programming: Education and Speakers, and Resources.
6. What does TAHRA do that you feel is not valuable? There were no negative answers given.
7. What are we not doing that you wish we were doing? Vary Schedules, Greater membership involved in committees, and (tie) Promote TAHRA and More time to network.

The Programming Committee appreciates the time and honesty from those of you who responded to this survey. We hope to be able to include results from all our members in planning next year's programs and encourage you all to participate in our survey next spring.

The President's Corner

Dear TAHRA Members,

Welcome back! There are a lot of exciting things going on in the chapter, but I'd like to give you the executive summary and touch on a few things.

Please join me in welcoming our 2003-2004 Leadership Board. We've been working on all sorts of initiatives for the next year including increasing membership, improving programming, and increasing our profile in the community through public relations work, involvement with the schools and starting a student chapter.

The Programming Committee has done it again, and brought what I feel is our best programming schedule yet! We have a full schedule for this year including two awesome workshops. Many of you may be familiar with the MSU-LIR school and their extension programs which cost between \$400-1000 per person to attend. Mr. Goree our September speaker will be back in October for the workshop

"Finance for HR Professionals". This was a huge accomplishment of the Programming Committee to be able to bring this level of workshop to our membership, so put that one on your calendars!

It takes a lot of time and hard work to get prepared for next year, and we rely on your feedback to make improvements from year to year. Thank you to all members who completed the needs analysis form in April. As always if you have comments or suggestions as to how we can serve you better, please give me a call.

Lastly, I hope to see all of you at the Michigan State SHRM Conference on September 24-26 in Lansing. The state conference is a tremendous value at \$225 for two days. Visit www.mishrm.org for more information. As always if you have comments or suggestions as to how we can serve you better, please give me a call.

Best Regards,

Kate



Update on HR Competencies

Dr. Fraya Wagner-Marsh, SPHR
Eastern Michigan University

The University of Michigan Business School has recently completed their fourth HR Competency Study in a 15-year year time period. Over 7,000 HR professionals in 240 companies from 50 countries participated in the 2002 study. I attended a Masters Series session at the national SHRM conference in Philadelphia where Dr. Wayne Brockbank, the Project Co-Director (David Ulrich is the other Co-director), presented a summary of the results of the 2002 study. There is also an executive summary of the results, "The New HR Agenda: 2002 HRCS Executive Summary," that is available from the University of Michigan Business School. I would like to share with you a brief summary of the results.

To begin with, I thought it was impressive that the study found that 10% of the financial performance of a business could be statistically contributed specifically to "HR agendas and activities." This result seems to support earlier research that concluded that good HR practices influences top company performance. In fact, the results of a 1999 study conducted by the University of Southern California's Center for Effective Organizations showed that companies employing certain HR best practices showed a 13% higher return on equity, a 20% higher return on investment and assets, and 60% higher return on sales. Of course, we all knew HR made a difference but it is nice to have research to back us up.

The 2002 HR Competency Study identifies five major HR competencies of HR professionals in high performing firms: Strategic Contribution, Personal Credibility, HR Delivery, Business Knowledge, and HR Technology. Strategic Contribution alone accounted for 43% of HR's total impact on financial performance of a business and included four factors: culture management, fast change, strategic decision making, and market driven connectivity. The HR Delivery competency refers to HR professionals delivering HR activities in four major areas: Development (included designing development programs, providing career development services, and facilitating internal communications), Structure and HR Measurement, Staffing, and Performance Management.

Strategic Contribution. Some of the key findings highlight the importance of HR's role in strategically connecting the organization with its external environment while building effective internal organizational cultures that match market demands and the firm's need to execute strategy. The survey results over the past five years show that culture management has replaced change management as the "highest-impact HR practice and has replaced personal credibility as the most critical HR competency."

Another change over the past five years is that it used to be enough if HR professionals were excellent at change management processes but now the emphasis has changed to "fast change." The speed of change is now a critical element for effective change management. Also, traditionally HR professionals only had to be experts at facilitating change. However, the 2002 HR Competency Study clearly shows that HR professionals in high performing firms are both process and content experts. In other words, you need to bring something "to the table" other than the expertise in change management. In high performing firms HR professionals are contributing to strategic decision making by identifying problems that are central to business strategy, helping to establish the business strategy, providing alternative views on business issues, and raising the standard of "intellectual rigor to business decision making." I find this last finding especially intriguing.

Personal Credibility. HR professionals must have high levels of personal credibility to be seen as competent. This competency includes inter-personal skills, getting results, and effective communication. However, these attributes only had a mid level impact on business performance compared to stra-

"10% of the financial performance of a business could be statistically contributed to HR agendas and activities."

tegitic contribution. The 2002 results found that HR professionals in high performing firms are shifting their

focus from “internal customers” to a greater focus on “external customers.” They have effective relationships with key people outside their business, as well as inside. These external relationships help create the “market-driven connectivity” that HR professionals need to make a contribution in strategically connecting the firm with its external environment.

HR Delivery. Staffing continues to be the most important activity for the HR Delivery competency with development and organizational design following close behind. The distinctions between individual and organizational development is becoming more blurred and is well integrated in high performing firms. It is also interesting to note that this is the first time that organizational design shows up as a fundamental aspect of the HR basics. Organizational design included organization and job structuring at the business level as well as on a global scale.

Business Knowledge. The 2002 Competency Study data shows that HR professionals need to understand the “value-creating proposition” of the firm. For example, what are the activities and processes that are most critical to adding value as defined by customers and capital markets? HR professionals also need to shift their knowledge base to emphasize all components of the value chain from external customers and competitors to distribution channels including E-commerce. However, the most important thing is that HR professionals can actively translate this knowledge to contribute to strategic decision-making.

HR Technology. Of the five major competency areas, HR-technology is the only one that was not a significant predictor of business performance. Many companies are still “working out the bugs” and the companies that have worked out the bugs have not found the cost savings to have a major influence on the overall cost structure of the firm. However, the study’s executive summary implies that the most important contribution of HR technology will probably be in allowing time to be spent more on strategic rather than transactional processes.

If you are interested in receiving a copy of the 2002 HR Competency Study Executive Summary you can email hrcs@umich.edu.

Reprinted from the MISHRM newsletter.

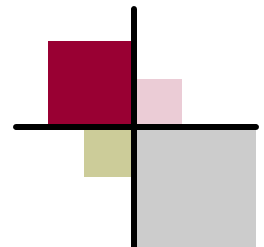
“HR professionals need to understand the value –creating proposition of the firm.”

SHRM State Conference

This year’s conference entitled, “*Capitalize your HRConnections*” will be held September 24-26, 2003 in Lansing, Michigan at the Lansing Radisson Hotel. For the first time the SHRM Academy is offering a one day *Financial Decision Making* program. The price has been reduced to \$345 including lunch. This program will *only* be offered on Wednesday September 24th. The program will show you how to analyze and present your ideas with the numbers to back them up. For more information visit www.mishrm.org.

Employers Training Council

The Employers Training Council (ETC) is sponsoring a two-seminar series. The first seminar, “*Pre-employment, Interviewing, Testing and Hiring*” will be held on Wednesday, September 17, 2003. The second seminar, “*Creative Employee Retention Methods in Today’s Economy, Employee Discipline and Termination*” will be held on Wednesday, November 5, 2003. Seminar time is 8:15 am– 12:00 noon and will be held at the TC Michigan Works! Service Center. Call Michigan Works! at 800-442-1074 for registration information.



T.A.H.R.A.

TAHRA 2003-2004 Leadership Board

President	Kate Green, SPHR
Vice President	Penni Schratz
Treasurer	Marsha Wheaton
Secretary	Brenda Ransom
Programming V.P.	Patti Williams
	Carol Kasper
Membership V.P.	Karyn Oncu
Foundation Chair	Open
HRIC Chair	Juliana Hamp
Legislative Chair	Chris Davis
Student Chapter Chair	Bill Hendry, SPHR
School-to-Work Chair	Lori Kerlin
Diversity Chair	Open
Marketing Chair	Michelle Kappie

WE'RE ON THE WEB!

www.tahratc.org



September Program

“Controlling Employer Health Benefit Costs”

This program is a condensed version of the seminar presented by the Human Resources Education and Training Center at MSU.

Presented by Michael Goree

Assistant Professor at the School of Labor and Industrial Relations

October Program

“Essential Employment Policies”

Presented by Josh Reynolds, Bill Calcutt, and Lawrence LaSusa from Calcutt, Cunningham, Davison, Rogers & Boynton

Waterfront Inn

11:45-12:00 Registration

12:00-12:30 Lunch

12:30– 2:00 Educational Program

RSVP by Wednesday September 3rd

To Carol Kasper at ckasper@nmc.edu or 995-1362

Guests Welcome with a \$30.00 fee

Fee applied to membership dues if guest joins TAHRA

Newsletter Articles

The TAHRA Newsletter is a bi-monthly publication. Members interested in submitting articles for the newsletter or for press releases should contact Michelle Kappie at 271-7549 or mkappie@gtbindians.com. Deadlines for submission are the 8th day of the month. TAHRA encourages its members to submit articles, information or successes they've had that they feel others may find interesting. TAHRA reserves the right to alter submissions for space purposes. If you would like to be removed from the newsletter mailing list, please email a reply letting us know.

Guest Fee Increase

During their summer planning meeting, the Leadership Board approved a vote to increase guest fees from \$25 to \$30. This fee increase is effective immediately. The \$30 is still an excellent rate for a non member to receive lunch and hear a program from our featured speaker. Please remember to tell your guests that, the \$30 fee can be applied to membership dues if they join TAHRA. Bringing guests is a great way to show non members what TAHRA's all about and help increase our membership. New members bring new ideas and increase our networking opportunities.