

Executive Insight >> Thought Leaders

Global – Local Human Resources Activities

In a global organization what makes most sense?

We are often asked about the best way to structure human resource functionality globally; the real answer is “it depends”. It depends on many contextual factors relating to the business, its strategy and positioning and organizing choices. The following is a starting point for discussion, prepared for clients that we thought we’d share with the clear caveat that the preceding organizational design and purpose dialogue really frames the choices to be made.

Global HR Activities

- ◆ Organizational strategy
- ◆ Organizational architecture
- ◆ Normative integration leadership (values, cultural imperatives, core programs)
- ◆ Succession planning; executive and hi-pot career management
- ◆ Executive recruitment, orientation and onboarding
- ◆ Leadership development
- ◆ Executive job leveling; increasingly compensation strategy and architecture for other management and higher level professional positions
- ◆ Executive performance management (standards, objectives, reward strategy, assessment)
- ◆ Expatriate Policy; often expatriate administration, though with effective policy and good systems this can readily be devolved to a local operation.
- ◆ Hi-pot graduate recruitment and development programs
- ◆ High impact/high cost HR final decision-making – a decision to hire a managing director, a decision to adopt a long-term benefit program etc.
- ◆ Cross-border competency and knowledge leverage initiatives

- ◆ Core HR system development and coordination – high level practices that fuel normative integration and transnational organization development
- ◆ High level HRIS systems – feeds from local systems where possible; convert data to information for use in activities above
- ◆ Acquisition, divestiture and alliance candidate assessment
- ◆ Corporate Board and Officer services; corporate governance

Local HR Activities

- ◆ Local organizational strategy
- ◆ Change management
- ◆ Organizational architecture
- ◆ Organizational development
- ◆ Local integration of values, cultural imperatives, core programs
- ◆ Organizational culture and climate
- ◆ Competency needs and competency acquisition plans
- ◆ Company employment image positioning
- ◆ Recruitment and selection, including college recruitment
- ◆ Orientation and onboarding
- ◆ Management standards and development
- ◆ Workforce competency development
- ◆ Workforce communication and relations
- ◆ Securing/earning workforce commitment
- ◆ Workforce training (needs assessment, sourcing, delivery, validation, evaluation)
- ◆ Performance standards, goals and management (and generally local performance management systems)
- ◆ Pay levels (and frequently structures, where corporate job-leveling is not in place); reward management; compensation administration
- ◆ High performance-enabling systems, practices and interventions
- ◆ Statutory and customary policies and practices
- ◆ Statutory and customary benefits
- ◆ Human resource practice cost and service management
- ◆ HRIS/Payroll

- ◆ Labor law compliance
- ◆ Acquisition, divestiture and alliance assessment, implementation and management
- ◆ Local company Board and Officer services; governance



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