

TATA STEEL



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Future trends in HR



Who's this guy and what are they doing in that place?

Me

HR Business partner for approx. 1500 employees

25+ years in HR / Business Improvement / Transformation and Engagement programmes

2.5 years in GE in non-Unionised EMEA role

Recent history

- | | |
|-----------------------|--|
| 2012/13 Restructuring | - 500 White Collar jobs |
| 2014 Restructuring | - 400 Blue Collar jobs |
| 2015 | - Transformation Project and Organisational redesign |
| 2015 | - Llanwern Mothballing and capacity reduction |
| 2015 | - Threat of Strike Action over Pension changes |
| 2016 Restructuring | - 750 White and Blue Collar jobs |
| 2012-2015 | - >£400M capital investment |
| 2016 | - Tata puts UK up for sale |

Trends in HR

From

Organisational

HR aspiring to participate in strategic business decisions. Board Executive member

Value proposition

Develop HR excellence to encourage leading-edge thinking

Engagement

Unifying around predefined Values

To

Organisational

HR helps define workforce / organizational / leadership response to strategic direction. Boardroom Coach at every level.

Value proposition

Develop HR talent to deliver leading-edge practice and deployment

Engagement

Authentic and realistic Employer / Employee proposition

Trends in HR

From

Operational

Guardians and authors of standard processes

Industrial Relations

Strong local semi-autonomous / 'Worker Directors' / negotiate locally

Talent Management

Coordinating Talent Recruitment programmes. Recruiting and developing archetypes from preferred Universities.

Psychological contract

Long tenure / high job-security / evolving change / rigorous process

To

Operational

Guides and facilitators

Industrial Relations

Manage National interests away from local management and into Political Lobbyists

Talent Management

Managing continuous talent pipeline. Embracing need for flexibility / brand equity / affiliation. European / Global talent stream

Psychological contract

Unclear tenure / lower job security / continual change / pragmatism in process

Additional challenges in HR

Flexibility

Relentless pursuit of a standard HR Organisation runs counter to the need for flexibility – growth / restructuring / global reach / quick turnaround

Learning / Re – learning Generalist skills

Talent Management / Reward and Recognition / IR should be core-competences

Identifying and exploiting the Value Gaps

Skills transfer to the line means less reliance on HR Basic skills – more requirement for influencing / coaching / specialist knowledge

Leadership Development

More of a need to make incisive leadership interventions – development / movement / exit – do we really do enough to ‘Manage Performance’?

Numbers and data visibility

Measurement and data driven arguments are increasingly expected – intuition is becoming a blunted instrument

Flexibility, influence and breadth are, I think, key