

A Human Resources Manifesto

Don't give me an HR executive, give me an **organization** executive. If you're a 'people person' that believes HR is employee-focused and your company needs to consider individuals first, there is a broader view that is far more important to you and to the enterprise. HR structures that emphasize individual career, development or employment happiness are HR-centric approaches that obscure the larger potential for adding significant value to the business.

Working for ownership interests isn't any balanced person's life's work, but it is your livelihood and theirs. So, get people in position to be successful at working on shareholder and creditor interests and to feel valuable at doing that. A top organization executive helps the greatest number of people achieve the most financial security and enjoyment out of benefitting company strategies and goals.

For HR transactional, total compensation, turnover and compliance things, let specialist outsourcers and lawyers do it cheaper, managed by an HR-savvy procurement person. Instead, focus on putting people (and the organization) in the best position to be successful and better themselves by:

1. Getting the people with aptitude for the work and psychological makeup to fit into the cultural values and business needs of the organization. Spend a lot of time and percent of budget getting the right people into the company and functions that have the greatest likelihood of being happy in your organization in the first place.
2. Getting a clear understanding of the organizational framework and its' connection to business strategies, and of the enabling resources required to execute the strategies.
3. Understanding the flow of information, disciplines and practices to make the strategies successful and supporting training on those things.
4. Making explicit the information requirements and control responsibilities of each job and frequently test their performance to stop potential organizational or personal failure early.
5. Making it your business to know how information sources can be improved, how information can expose risks to the strategies and organization, and how to present that information to C-level people.
6. Becoming involved in planning and forecasting performance support via organization capability and risk analyses.
7. Finally, understand the leadership decision-making process and judgement calls and how they are perceived relative to thoroughness, objectivity and fairness. This is the biggest value-add (after getting the right people in place from the get-go) and requires the most skill in addressing issues found.

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