

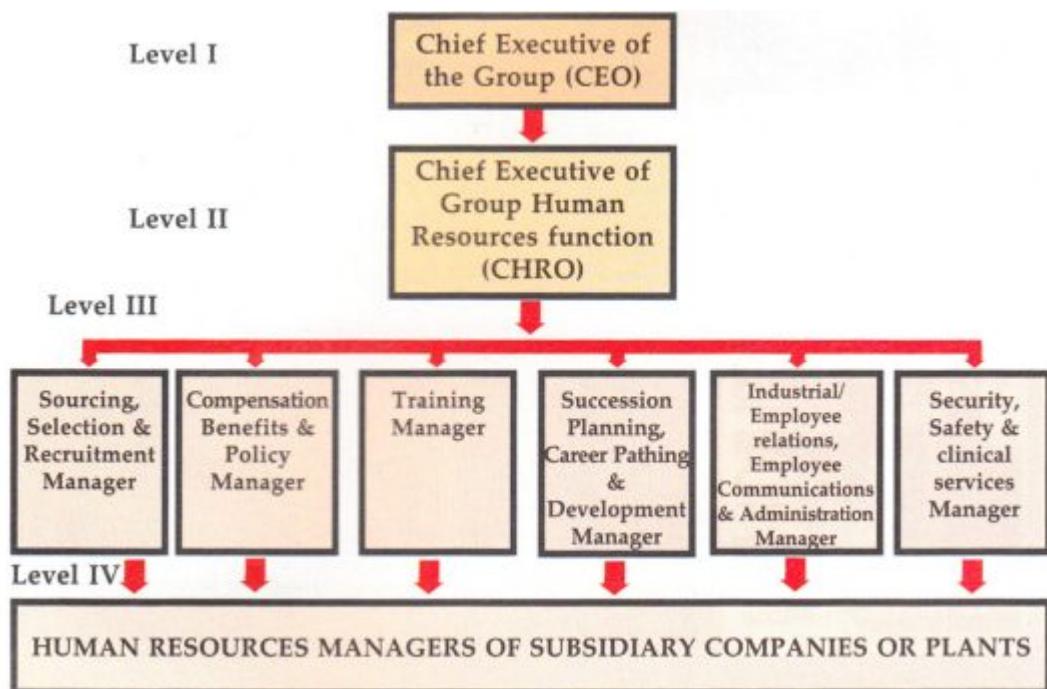
HR Specialists. Do Sri Lankans Qualify?

I have selected some job descriptions of Human Resources personnel, to impart an understanding of the different jobs available in Human Resources, for the benefit of those seeking a career as a generalist or a specialist within this discipline. These job descriptions provide an overview of the responsibilities of the executives who manage the human resources function. The descriptions in this article have been condensed and written around a brief outline, avers Sunil Dissanayake.

COMPANIES MAY USE different names for the same job areas. For example industrial relations and labor relations are frequently considered synonymous. Briefly defined, both these areas are responsible for the formulation, administration and co-ordination of the company's policies relating to employees collective bargaining and agreements, trade unions, employee communication programs. Employee relations and human relations are names for jobs that may or may not be the same. To some managers the two areas are alike. To other managers the area of employee relations is tied to administration and industrial relations, while the area of human relations is concerned with interaction among employees.

ORGANIZATION

Below is a group organization chart for a human resources function within a large organization with over 1500 employees whose companies/branches of the organization are spread over a large geography which may include overseas locations as well.



Level I = Chairman of the Board or Managing Director

Level II = Holding/Management Company Director

Level III = Director of subsidiary company

Level IV = Senior Manager/Head of Division/Management team member of subsidiary company

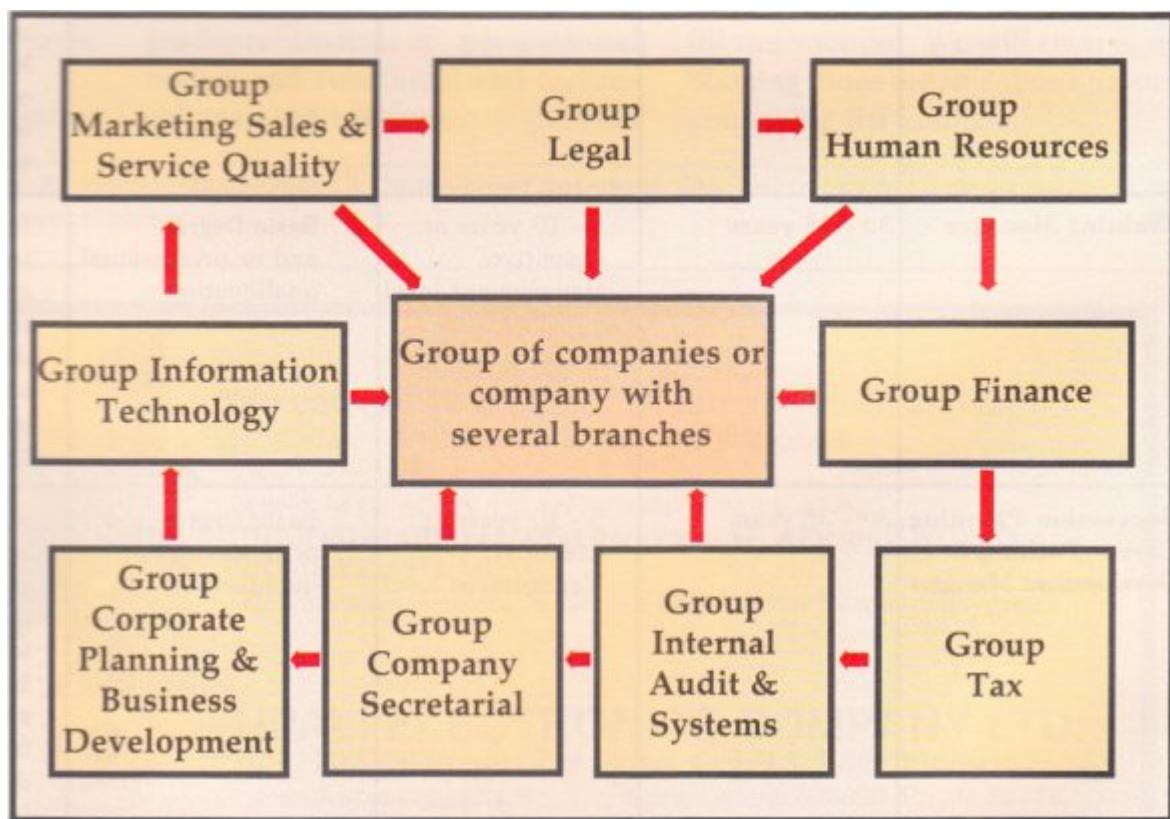
Probable evaluation levels of the above specialized jobs

Focused Human Resources Specialists

This organization is based employing specialists in each functional area of the human resources function, to operate in an environment with changing values, attitudes and expectations of employees regarding their work and where companies place increasing emphasis on a dedicated and specialized human resources function where the expertise of the specializations impacts the company objectives and the results reach all employees at grass root level.

Human Resources Comparison With Other Disciplines

The above organization chart is comparable to the organization of a group finance division, within a multi disciplinary blue chip company, which operates on a sectoral basis employing sectoral financial controllers/accountants etc. or to a group or company level marketing division employing specialists in brand, merchandising, advertising market research, marketing services, public relations and sales etc. and another comparable discipline would be information technology with specialists in software development, support services, hardware engineering, telecommunications, data processing and project management. Below is a diagram which depicts the major areas within a group organization



The global benchmark to my knowledge for staffing of a group human resources division is 1:1 Human Resources staff for every 100 employees in the group, to provide a complete, effective, efficient and focused Human Resources service. Assuming each of the positions listed in the organization chart employs an executive secretary/assistant of the profile who can be empowered with delegated responsibility, the Human Resources division will consist of approximately 14 employees, where the group employment is in excess of 1500 employees. Beyond this point the group Human Resources head count may vary by approximately 3 to

5 personnel depending on the policy on payroll processing (a finance function or a Human Resources function) even if the group employment head count is 20,000 provided an efficient on line computerized environment is available, where all activities of the Human Resources technical profile are automated.

Brief Job Outlines

As discussed at the onset of this article, below are brief outlines of the Human Resources positions within a group Human Resources Organization.

Position Title	Likely age on appointment	Work life experience at appointment	Qualifications	Principal responsibilities
Chief Human Resources Officer (CHRO)	40 - 45 years	15 - 20 years at senior management level	Masters and or professional qualification	Accountable for the introduction and implementation of group Human Resources policies and procedures consistent with company objectives. Discharges assigned accountabilities through specialist direct reports.
Sourcing Selection & Recruitment Manager	30 - 35 years	5 - 10 years at executive/ Management level	Basic Degree and or professional qualification	Plan, develop and implement the company employment placement and transfer procedures to ensure adequate supply and flow of staff to meet current and future personnel requirements. Also develops and manages a group wide Human Resources system which provides information to aid in the analysis of problems, the management of programs and provision of statutory reports.
Compensation Benefits & Policy Manager	30 - 35 years	5 - 10 years at executive/ Management level	Basic Degree and or professional qualification	Develop, install and manage policies, procedures and practices which provide for competitive equitable compensation benefit programs. Manage the development and updating of job evaluations on a consistent basis. Install and manage the group wide performance appraisal system.
Training Manager	30 - 35 years	5 - 10 years at executive/ Management level	Basic Degree and or professional qualification	Responsible for managing the training function of all group employees to include identifying training needs and researching, designing and implementing of appropriate training programs to maximize the potential of the group human resources.
Succession Planning, Career Pathing & Development Manager	30 - 35 years	5 - 10 years at executive/ Management level	Basic Degree and or professional qualification	Accountable for a planned-for and developed inventory of the corporate Human Resources development programs that meet identified long term needs. Initiates and implements succession planning, skills inventory, career paths within disciplines and on a group wide basis and related programs.

Industrial/ Employee relations, Employee Communications & Administration Manager	30 - 35 years	5 - 10 years at executive/ Management level	Basic Degree and or professional qualification	Within the limits of corporate policy, to formulate, record, co-ordinate and administer the group's policies relative to employees, unions and community relations for the purpose of attaining the best possible relations with employees, their unions and the community in which the group's plants and offices are located. Develops and manages an employee communica- tion program.
Security, Safety & Clinical Services Manager	30 - 35 years	5 - 10 years at executive/ Management level	Basic Degree and or professional qualification	Responsible for security as the group's expert in the area of health and safety requirements and the safety of employees and group property. Supervise and co-ordinate the provision of medical services to employees.
Human Resources Managers of companies with the group or plants	25 - 30 years	3 - 5 years at executive/ Management level	Basic Degree and or professional qualification	Provides overall supervision of the personnel and perform other significant administrative activities. Execute delegated functions of the group Human Resources specialists

Challenge

The questions to find answers -Are there Human Resources specialists available in Sri Lanka today who can effectively fulfill the requirements of a Human Resources specialists role within a multi disciplinary group of companies with an employee head count of over 1500?

For that matter are there graduates who have mastered the specialties who can effectively function in the role of a chief human resources officer (CHRO) supervising and leading a team of specialists?

If the answer is NO, the challenge is with the universities, post graduate institutes, professional bodies and vocational and technical training institutes to provide this specialized manpower for the next century if we are to compete globally and regionally.

Expatriates

If we fail to meet this challenge the multinational and foreign companies and even local blue chips. will employ specialist expatriates to fill the vacuum. We will then start blaming those organizations for not employing Sri Lankans!