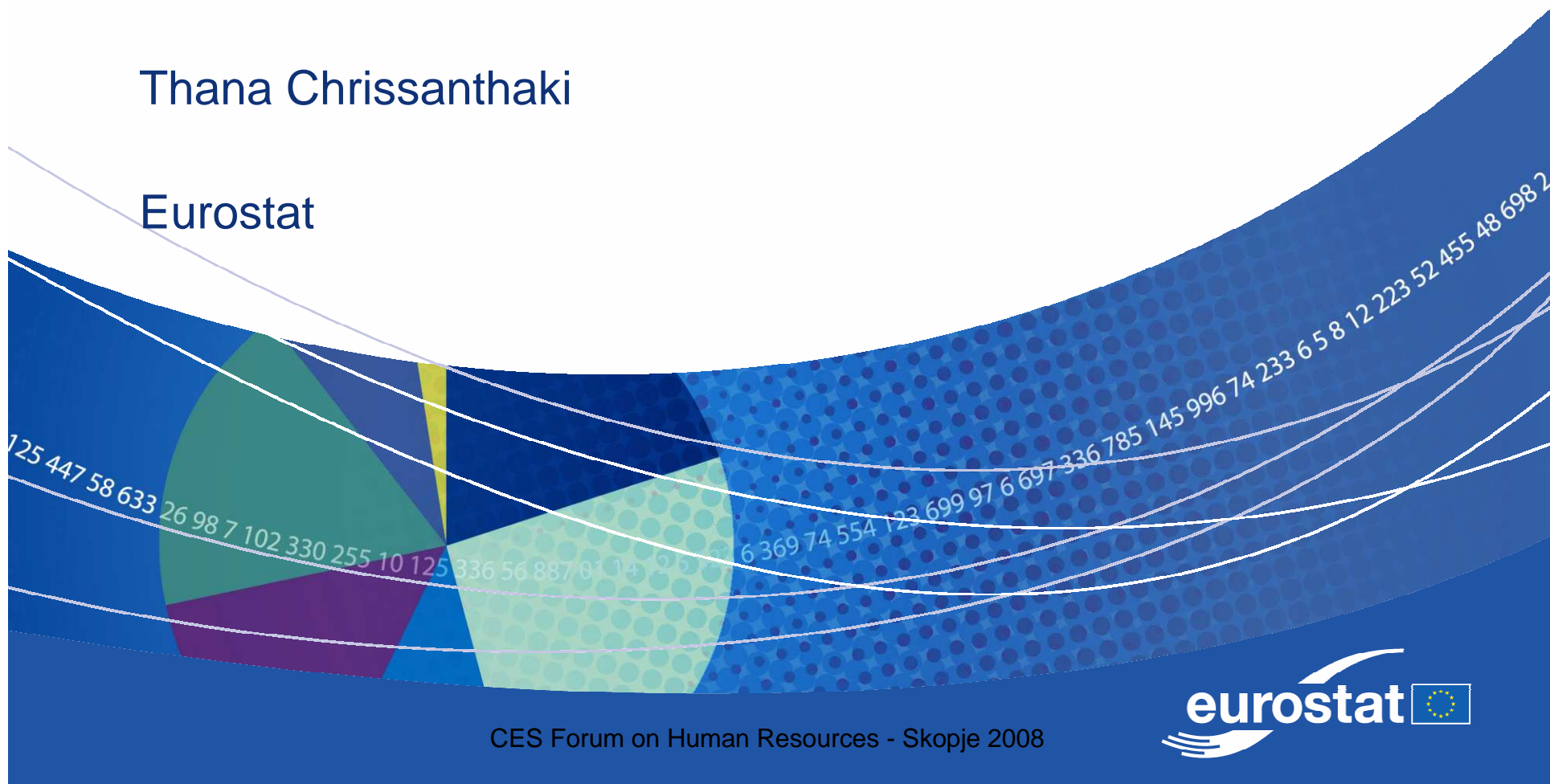


HRM in periods of major changes

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- Change – a threat or an opportunity?
- Can it be avoided?
- Reasons for major changes
- Challenges for managers
- Possible obstacles

- Role of HR in helping NSIs manage change
- Change of the role of HR who become

BUSINESS PARTNERS

- Consequences of this paradigm shift:
PROFESSIONALISATION OF HR
- HR is accountable and adds real value

Ulrich's model (1997) – 4 roles

- 1 Strategic HRM – some of us do it
- 2 Personnel Administration – we all do it
- 3 People Management – do we do it?
- 4 Change agent – we need to do it

What we need to do to mitigate impact of changes

- Effective leadership
- Appropriate and timely learning
- Integrate changes/staff development and mobility in the organisation
- Communication with employees and their active involvement in implementing change
- **PROFESSIONALISATION** of HR so that they become Business Partners