

Javier Bajer

## HR 3.0: Are we there yet?

For some, the new world of human resources (HR) is already here. Today, there are HR directors who are active within the company boards and are becoming chief executive officers. They are leading transformations that add business value to their organisations and are celebrated for doing so. Talent strategies are getting the right people into the right places, doing the right things with the right attitude. There are HR departments (HRDs) that are deploying new cultures to help employees engage with a strong sense of purpose, collaborating and innovating in ways that were unimaginable only five years ago.

However, this is not the case for everyone. While in some cases, HR is leading the big game, in too many others it still resembles the old “personnel departments”, administering HR services while reducing costs. It is not uncommon to find organisations where the HR journey has actually gone backwards, despite of their need for sound people strategies.

The former are not just lucky. In my experience, they are HRDs who work hard to be relevant, and they get involved, taking risks when needed. They find ways to simplify and automate HR processes so they can spend time driving HR strategy.

In this issue of *SHR*, we share a collection of these experiences and viewpoints.

In *Strategies for successful telework: how effectively employees manage work/home boundaries*, Kelly Basile and Alexandra Beauregard explore how HR directors can best manage this growing segment of their workforce that faces a new and different set of challenges.

In *Prepare your talent for tomorrow*, Karie Willyerd and Barbara Mistik provide guidance on how HR managers can expand their traditional roles to help alleviate one of their employees' greatest fears – obsolescence.

In *Why HR and IT departments should TalkTalk*, Chris Pace looks at recent events to explain how and why HR departments should integrate more closely with their IT brethren for the sake of security.

In *To sit at the table, you have to know the language: important financial metrics for HR directors*, Chad Albrecht and colleagues examine how a solid understanding of financial metrics can help HR directors elevate their departments in the executive suite and contribute to broader business strategies.

And in *Building better HR departments*, Jon Ingham and Dave Ulrich present a roadmap for senior HR leaders charged with improving their entire HR departments – not just their staff.

I hope you feel inspired by the different topics covered in this issue, prompting you to explore new ways to add value to your organisation, helping make the world of work a better one.

With warm regards,  
Dr Javier Bajer  
*Editor-in-Chief*