

## in this issue...

We welcome you to **2007** with words from David Owens - Associate Director of HR Partners, ask Andy Brown of QBE the **big question** regarding L&D, and launch the new and improved Staff & Exec **website**...

## 2007 welcome...

David Owens, Associate Director of HR Partners, gives his insight into the scope and prospects for HR Professionals in the new year...



**The Human Resources Magazine recently interviewed me about the prospects for HR Professionals in 2007 and I thought it might be useful to share with you what I said in that interview...**

I believe 2007 will be a year of great opportunity for HR Professionals, many CEO's are showing a great appreciation of the value modern HR can bring to a business, in my view this appreciation has never been greater.

The job market for HR Professionals is also extremely strong, giving the HR Professional tremendous career choices, the job market has been robust almost all of 2006 and we expect the same conditions to continue through 2007.

Upwards pressure on salaries and the rates of increase being reported further underpin the view that this is more than just a purple patch for HR in Australia.

This is a blue sky period for the

profession, all shackles are off, HR Professionals have never had a better opportunity to engage with Senior Management teams who are absolutely committed to driving better business performance through the astute management of people.

The ability to understand and connect with business has never been more important, the future of HR belongs to those who have the ability to deliver real value to the bottom line through better everything, performance management, retention, recruitment, succession planning, development and more tailored reward programs.

2007 is relevance year - and to those of you who are, it is going to be a great, great year.

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## building L&D success



Andy Brown, Manager Learning & Organisational Effectiveness of QBE Insurance answers this months big question.

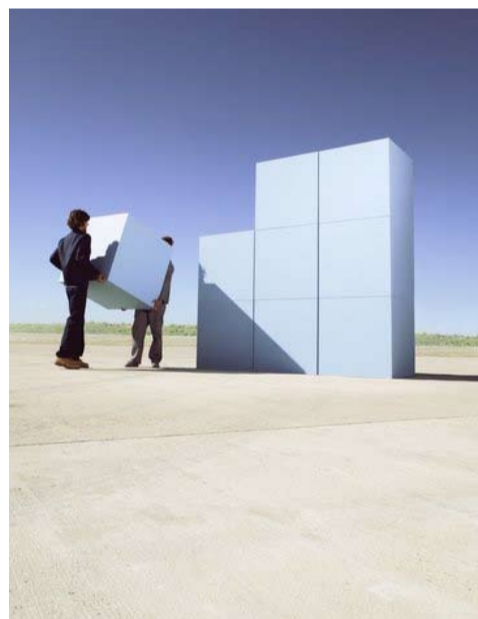
**There is a view that L&D teams have grown within most blue chip corporates in the last 2-3 years, if you agree with that view, why do you think it is?**

I have certainly seen this first hand in the Financial Services sector. I believe there are probably multiple factors at play here. Those that spring to mind include:

- More rigorous regulatory requirements, this has been the 'stick' that has forced many organisations to formalise their learning structures and support systems. It has been a catalyst for investment in resources and learning technologies in particular. This has however been a pragmatic, relatively short term driver for the increase.
- The longer term global trend has been for organisations to create added business value through cost reduction, mergers and acquisitions, and innovation. Particularly in the first two cases much of this has been done, and as a result the competitive levers left for many organisations are service,

innovation and adaptability. These all require people resources to bring more to work than a pair of hands, and to focus on continual improvement. L&D functions have grown in response to the need for the development of the skills and mindsets required to deliver these new value propositions.

- As Australia is experiencing the biggest generational shifts that have been seen in about 60 years the employee value proposition has never been more complex. Clearly L&D/OD has a critical part in shaping that proposition through assisting leaders in managing expectations and creating attractive work options.
- Supporting this is the large body of evidence that has emerged over many years that human performance plays an increasingly critical role in sustainable competitive advantage. This has become recognised by the key decision makers in many of these organisations. It is difficult to copy and replicate the people component but that is not to discount other aspects of achieving superior performance such as the strategic decisions an organisation makes along with its operational



effectiveness to execute the strategy, it's just that there is now a rich global corporate 'human capital storybook' of great successes and spectacular failures on which to draw upon.

- Strong business performance and growth sustained over a number of years by most of the top ASX listed organisations has enabled organisations to invest in 'people' initiatives.

## Website Refresh for Staff & Exec/HR Partners

After a much anticipated release, Staff & Exec/HR Partners have launched an updated version of their website. The site offers detailed information, exciting new jobs and a sophisticated and user-friendly interface!

Visit:

**[www.staff-exec.com.au](http://www.staff-exec.com.au)**



Thank you to all of our trusted contributors. If you would like to contribute to future issues or have any recruitment enquires, please contact your state representative:

NSW	David Owens	dowens@staff-exec.com.au	(02) 9223 5500
VIC	Sue Ritchie	sritchie@staff-exec.com.au	(03) 9642 0500
QLD	Tim Newham	tnewham@staff-exec.com.au	(07) 3229 6656