

Stellingen/discussion statements by Jaap Paauwe for Central Bank Curacao -
Discussion sessions, august 23rd 2016, afternoon

1. The first priority for an HR manager is to get a good understanding of the business model of the organisation/company, he/she is working for. *How do they make money, earn their budgets (non-profit), what is their reason for existence in the eye of the customer. What is their real value added. How do they make a difference in the market place*

2. The balancing game between added value and moral value is the essence of the HR Business Partner in order to contribute to a sustained competitive advantage. *Added value as expressed in the contribution to bottom line performance. Moral values as expressed in claims for fairness and legitimacy from the different stakeholders*

3. Top priorities for the near future are: performance management, leadership development, Talent management and HR analytics

4. The three legged HR Delivery model will increasingly be replaced by a four legged model by adding the brokerage function. *Three legged: Centers of expertise, HR business partner and Shared services. Brokerage function implies procurement, buying in of specialized HR services as a consequence of the increased outsourcing of HR services*

5. The largest threat for our HR profession stems from accountants and controllers, who might take over activities such as performance management and HR Analytics

JP/Tilburg/August 2016