

From yesterday till today: the competences shift in the professional profile of Human Resources personnel

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Managing Human Resources in the organizations of today, in the knowledge society, is a significant challenge. It requires to line-up the new business culture with the empowerment of performances and behaviours needed in the learning process of individuals and organizations. Commitment; Creativity; Initiative; Teamwork; Great Communication Abilities and Trust-based Relations are essential skills to succeed in this challenge (López, 2002). To achieve this, the redefinition of procedures about the common practices at the HR department is required. Talent attraction procedures must assure that the organization has the necessary staff, in quantity and quality, to deal with the reality of new generations (Millennial and Generation X) and environments of Volatility, Uncertainty, Complexity and Ambiguity known as VUCA (Johansen, 2012).

Training and development processes must provide the required abilities to employees to assure that they will contribute to the achievement of organization goals, but at the same time they have to take into consideration their expectations and enforce the commitment of both organization and employees (Ascencio, et al, 2016). For that matter, flexible (Selva y Tresserra, 2013; 2014; 2017), innovative and unreplicable (Ng y Feldman, 2008) programs that generate employability and commitment are crucial. Furthermore, the organisation must ensure that reward and recognition systems are accurate to boost the behaviour of employees, and flexible to appreciate their contributions. On the other hand, HR personnel required skills have shifted in recent years. In this research with a longitudinal perspective, we expose the professional profile required for a HR department of today and the same profile required 5 years ago. The shift is due to the movement of HR departments from a merely technical role to a strategic partner for organizations.

This qualitative research exposes the results from two different moments in time through two phases (Phase 1 and Phase 2) in which are collected opinions extracted from six Talent Panels composed by: HR Directors, Technicians and Consultants (Junior and Senior) as well as eleven semi-structured interviews carried out to different personnel from HR departments. Like other researches, the results note that organizations of today tend to stake for HR department personnel developing their activity according with the strategy of the organization and becoming an *active partner* of the company; providing *value* and being oriented to the future. Accordingly, competences towards *innovation* and *creativity* are highlighted to work inside and outside of the organization, *adapting* the knowledge to employees needs, looking for the *potential* of HR to “work together” and applying *talent* to the daily challenges. In other words, personnel able to see abilities in others, to project the present into the future and to pull together energies and commitment to teams.

Key words: HR capabilities; HR practices; Strategic Partner; Talent Attraction; VUCA environment.

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