



# Rethinking HR: Transforming Human Capital in the NYC Workforce



**NYC**  
Michael R. Bloomberg  
Mayor

Citywide Administrative  
Services  
Edna Wells Handy  
Commissioner

Office of Citywide  
Organizational & Executive  
Development Programs

# RETHINKING HR: TRANSFORMING HUMAN CAPITAL IN THE NYC WORKFORCE

As the City's Human Resources functions move towards more strategic deployment of resources and talents, HR managers are being asked to learn new ways to practice their profession while enhancing service delivery.

Rethinking HR is a comprehensive program designed to address current issues in the field of HR. The program introduces new competencies, discusses the critical role of the HR Business Partner, and revisits Citywide HR policies recently updated to reflect current trends. Rethinking HR will help professionals balance the changing business needs of the Agency with the day to day transactional needs of their customers, and also help participants look at existing HR functions through a new lens. Content areas include...

## THE NEW HR OPERATING MODEL: DEFINING THE ROLE OF HR BUSINESS PARTNER

- ❖ David Ulrich and HR
- ❖ Transactional vs. Strategic HR
- ❖ Components of the New Model
- ❖ Dealing with Change
- ❖ Discussion of Business Partner Competencies
- ❖ Introduction of the Styles Method

## RELATIONSHIP BUILDING: THE HR BUSINESS PARTNER AS CONSULTANT

- ❖ Intervention
- ❖ How to Create and Gain Allies
- ❖ The Diagnostic Approach to Consulting
- ❖ Developing Consultative Skills
- ❖ Organizational Culture
- ❖ Cultural Diagnostics

## ORGANIZATIONAL AGILITY: THE BUSINESS PARTNER IN ACTION

- ❖ Data Driven Metrics
- ❖ Project Management
- ❖ Operational Execution of the HR Department
- ❖ Team Development Skills
- ❖ Developing Talent and Dealing with Organizational Design Issues
- ❖ Building and Maintaining Alliances with Operational Staff

## BUSINESS SAVVY: THE INTEGRATION OF THE NEW MODEL AND CIVIL SERVICE

- ❖ Civil Service 101
- ❖ Recommendations from the Workforce Reform Task Force Report
- ❖ Talent Acquisition
- ❖ Talent Management and Performance Evaluation
- ❖ Tasks/Standards and the Competency Model

# APPLICATION FORM

## RETHINKING HR: Transforming Human Capital in the NYC Workforce

### CANDIDATE INFORMATION

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Agency Address: \_\_\_\_\_

Payroll Title: \_\_\_\_\_

Employee Reference Number: \_\_\_\_\_

Office Telephone #: (            ) \_\_\_\_\_ - \_\_\_\_\_            Fax: (            ) \_\_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_ @ \_\_\_\_\_

### CANDIDATE EXPERIENCE

Please check off the Human Resource functions that you perform

\_\_\_\_\_ Compensation and Benefits            \_\_\_\_\_ General Oversight            \_\_\_\_\_ Labor Relations

\_\_\_\_\_ Payroll/Time Keeping            \_\_\_\_\_ EEO/COSH            \_\_\_\_\_ Other

\_\_\_\_\_ Civil Service            \_\_\_\_\_ PAR's            \_\_\_\_\_ Discipline

\_\_\_\_\_ Training and Development

### OPTIONAL DATA

Ethnicity: White \_\_\_\_\_ (not of Hispanic Origin) Black \_\_\_\_\_ (not of Hispanic Origin) Hispanic \_\_\_\_\_ Asian or Pacific Islander \_\_\_\_\_ American Indian or Alaskan Native \_\_\_\_\_

### PLEASE INDICATE HUMAN RESOURCE EXPERIENCE LEVEL:

\_\_\_\_\_ Less than 2 years            \_\_\_\_\_ Two to six years            \_\_\_\_\_ More than six years

#### Agency Approval

I understand that participation in Rethinking HR: Transforming Human Capital in the NYC Workforce will require a time commitment of 7 hours per week (generally from 9:00 am - 5:00 pm). This candidate has my support and release to fully participate in the program if he or she is selected.

**PLEASE NOTE: Your agency will be assessed \$600.00 for each Manager selected to participate in the Rethinking HR program.**

**APO Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

I understand that participation in Rethinking HR: Transforming Human Capital in the NYC Workforce will require a time commitment of 7 Hours per week (generally from 9:00 am - 5:00 pm). If selected to participate in Rethinking HR, I will, to the best of my ability, make the commitment to attend all sessions.

**Candidate's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

**NYC Department of Citywide Administrative Services  
Organizational & Executive Development Programs.**

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**[www.nyc.gov/executivedevelopment](http://www.nyc.gov/executivedevelopment)**