

Twenty years on, is the HRBP model still relevant in the 21st Century Public Sector organisation?

Gail Collins - South Ribble Borough Council

Laura Tuner – Cheshire Constabulary

Paul Harris – Wirral Borough Council

Stephen Hulme – Salford City Council



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1. Summary

The HRBP model as described by Ulrich suggests HR should be viewed as three discrete functions, comprising of Business partner, Expertise and Transactional/Administration. Critics of the model suggest that there isn't a one size fits all approach to how HR is organised within a business, however they do agree with the functions and value HR has to an organisation in helping it to achieve its strategic aims. The research set out to determine how HR was organised and viewed in local authorities across the North West region. The findings broadly support the literature in that each organisation must organise HR to suit the resources available and business needs. However the research has determined that the perceived value HR can offer at a strategic level is mixed. The advantages of the HRBP model therefore are dependent on the leadership's view of its value, and that the influence of the HR professionals in the organisations to be able to demonstrate how HR can support strategic outcomes is crucial to its own success.

2. Introduction

Business partnering has become a popular approach to organising HR. HR business partners work closely with business leaders and line managers to build capabilities, plan and manage talent, and develop approaches that achieve shared organisational objectives. (CIPD 2018).

2.1 What is the Ulrich Model?

Developed by David Ulrich in 1997, the model is a way of organising the human resource functions of a business or organisation. Ulrich argued that the roles of HR professionals must be redefined to meet the competitive challenges organisations were facing then and would face in the future. The initial structure often referred to as the three legged stool approach, is where administrative HR is taken care of by low-cost, shared-service centres, while a small team of 'business partners' are given higher-paid jobs concentrating on people strategies. In the middle are teams of specialists concerned with policies, employment legislation, reward etc.



2.2 HR Business Partnering

HR business partners work closely with business leaders and management teams to help build organisational and people capabilities. They work with the business to shape and implement effective HR strategies and activities, drawing on their unique knowledge as people professionals.

Clark suggested to Personnel today that a HRBP's focus should be looking forward to anticipate change and the impact it has on people within a business and how best this can be managed. The BP is an integral part of the senior team and must be able to influence senior leadership.

Resourcebank.co.uk report on a 2015 survey of large UK businesses found that over 50% had invested in the "Ulrich model" for HR, with significant investment in IT and shared-service centres. When measuring the performance of the model, over 90% of their organisations had benefitted in terms of commercial focus and alignment to strategy and greater efficiencies.

2.3 The Past 20 years

The HR profession has changed significantly over the last 20 years, from a "personnel" department to one which can have a real impact on the bottom line of the business – developing skills, expertise, influencing culture and driving business performance.

Going back to 1990s, organisational development and design was a relatively new concept, as organisations did not have the complexities they have today with global reach, internet capability, increased competition and virtual teams. Therefore Ulrich has recognised this and the model and attributes of HRBP's has evolved to take account of these differences. These changes are centred on a greater demand for organisational development and design, the greater use of technology and using HR to drive change through supporting leadership development.

Resourcebank.co.uk survey findings in 2015 suggests that the skills that are in greatest demand, and therefore are most challenging for businesses to recruit for are:

- Organisation development (36 per cent)
- Employee engagement (34 per cent)
- Performance and reward (33 per cent)
- Learning and talent development (29 per cent)
- Organisation design (28 per cent).

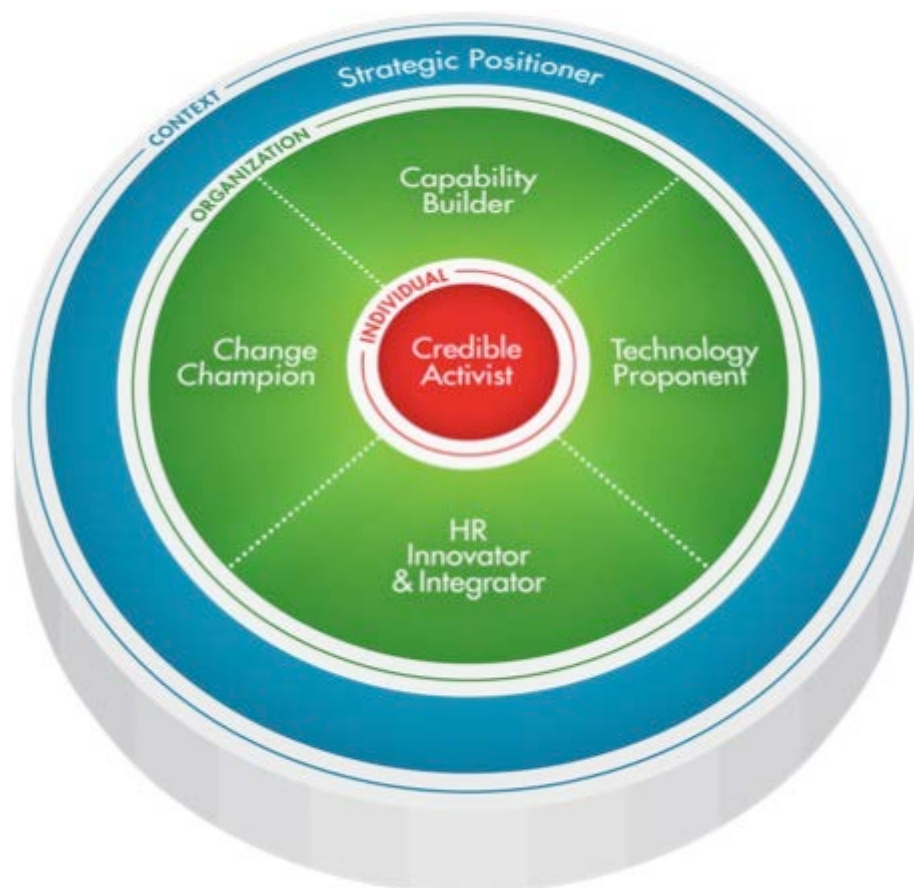
HRBPs need to be effective as change-agents by being able to innovate, influence, challenge the status quo and also understand the business and have commercial understanding. In a recent report by resourcebank they found that by 2013, almost half of HR directors surveyed said their last job role was outside of HR and seven out of ten HR directors worked

in roles outside of HR, five job roles ago. This suggests that time spent learning elsewhere in the business or rotating in and out of HR could be valuable in reaching a senior HR position.

The growth of the internet has impacted on business massively. 20 years ago most HR activity was paper-based and manually collected. Currently, there is a huge range of technology tools and bespoke HR systems that make the HR function more effective. This present a new challenge and skill set from HR professionals in terms of sourcing, analysis and interpretation of data to ensure that data is utilised to make proactive and effective decisions

HR's challenge is to maintain influence and to continue to deliver effective ongoing results for the business in a competitive environment. For that it needs to attract and develop skilled individuals into the profession with the abilities, vision and determination to take HR forward for the next 20 years.

Ulrich as also recognised these changes and his model was updated in 2012 to take account of the changing world of business and organisational requirements. Ulrich now represents the six required HR competencies in the model below.



2.4 Challenges and issues with the Ulrich model

Ulrich is an academic and has never been an HR manager, never mind a business partner. Like many academics he produced a model that looks OK on paper but his research was seriously flawed."

Paul Kearns, director, PWL

The much talked about and implemented 'Ulrich model' of HR functions has helped HR to address the role of service delivery, to recognise the importance of strategic partnering and the potential for technology. These have all helped HR to make a difference. But the Ulrich model has also led to a generic and fairly standardized view of HR.

Park (2008) research found that over half (53%) of managers think that the HRBP model has been unsuccessful in their organisations, and of these 26% said the system was not effective at all. This is echoed by Henley Business School, who suggests, in a report to the HR magazine (2016) that HRBP models are failing to add strategic value to business.

A common error in the implementation of the HRBP model could be focusing heavily on implementing structure, without developing the strategic influence. Mayo (2008) reports that the top levels of HR understand businesses well, but the levels further down don't know how to contribute. He goes on to suggest a lack of capability within the HR function as a barrier to be able to influence at a strategic level. This point is also supported by Park (2008) who questions whether there are enough HR people capable of delivering the business partner model. Resourcing and recruiting the BP's is challenging as many HR people don't have the expertise or competencies to jump to a strategic role.

This could be due to unsuccessful or patchy implementation of the Ulrich model. Rebranding or renaming of Personnel to HRBP overnight with now consideration for the step up in the change in role. A point made by Jane Clark (2008), senior HR business partners at Christian Aid, in Personnel Today said "if you re-badge people without giving them training and awareness, you are setting them up for failure"

A focus to complete transactional HR activities often gives little time and space to offer any strategic contribution. This was evident from our own Aspire cohort with the majority of delegates suggesting pressure to complete transactional or business as usual activities was hindering their ability to contribute at a strategic level. The Ulrich model suggests that the administrative side of HR should be part of a shared service, however in smaller organisations it is thought that by doing this HR loses its opportunity to interact with the business and offer good service. The opportunity to build credibility with the business is lost.

The organisational culture can impact on the success of a business partner model and the drivers for implementing the HRBP model. For example if reductions in costs, rather than HR contributing at a strategic level, are the reasons for implementing shared services, then

without senior leadership support and recognition of the value of HR input at the strategic level the business partner is more likely to be unsuccessful.

The relationship between the line managers and HR are also essential for the model to work, however a study by Bersin (2016) showed that 38% of other areas of the business thought that HR was underperforming. Research by Boroughs (2014) also supported the view that HR still needs to shift from administrative function to a strategic and contribute more to the development of organisational capability and talent.

Improvements in technology can help streamline processes and allow managers to take more ownership of some of the HR administrative processes; however this can remove the HR expertise. Miles, from Roffery Park, suggests that line managers are the key enablers of an organisation's strategy on the ground and therefore they need to understand how they fit in to the HRBP model. Business partnering only works if managers know what to expect from this HR approach.

2.5 The Future Requirements of HR

CIPD support the view that true HR business partnering is about context – understanding the business strategy, the trajectory of the organisations, appreciating employee needs – and developing people solutions that help achieve business objectives while enabling employees to flourish. Meaningful relationships with key people and teams are crucial for this.

CIPD recognise that whatever model is used to organise HR, effectiveness requires a deep understanding of the business strategy, and an ability to be able to use this understanding to help shape positive change that contributes to achieving business objectives. This means HR needs to balance the needs of many different stakeholders – not only meeting the short-term financial goals of the business, but maintaining a perspective on overall organisational health, people and performance in the long-term

KPMG (2012) suggest that leaders of the people agenda should breakout of the thinking that says there is a universal model for HR that delivers value in all situations and instead businesses should be aiming to create an HR Architecture that is unique for each organization and 'fit for purpose.

HR magazine (2016) undertook research with a group of young HR professionals (the next generation HR), and identified these activities that HR should stop, start and continue in order to provide businesses with the required strategic HR input.

What should next gen HR professionals stop doing, continue to do, and start doing?

Stop

Stop being generalists – The days of HR 'Jack (or Jane) of all trades' are numbered, so embrace specialisation

Stop following and start leading – HR is uniquely placed to anticipate trends and help the business prepare. Stop being too passive and don't wait to be asked what you think

Stop fearing failure – As the pace of business quickens HR will need to 'fail fast' and move on as it becomes more agile

Continue

Continue to refine your role as a strategic business function – Consolidate this though demonstration not assertion

Continue to monitor and draw attention to major external challenges – Help the business anticipate and understand the big people risks and opportunities they represent

Continue to be curious, analytical and solutions-focused – 'Steal' great ideas from wherever they originate

Start

Start tailoring the HR 'self-service' offering to optimise the employee experience of your 'brand' and your business

Start to intensify your efforts to 'upskill' line managers in ways that ensure that people management practice is more consistent and enables employees to maximise their performance and productivity

Start claiming a leading role on organisation design and development efforts – Change must be people-centred

Bevan, (2016) HR Magazine

An article in the insiderhr magazine also suggests a shift in focus for the next generation of HR professionals. These are three key trends:

1. Shift away from "Business Partner" to "Account Manager", to undertake the strategic and commercial parts of the role, with a pool of HR generalists and technical experts.
2. Focus away from centres of expertise towards the employee experience.
3. Building capability, not just compliance to employment policies that can stifle innovation and increase employee frustrations.

IES asked 'next generation' of HR professionals to think about the consequences of the demographic, technological and business changes likely to shape the future, with a focus on the psychological contract, the employee value proposition, and the skills of HR professionals.

They reported that:

- The main high-level goal of HR was always going to be to help organisations maximise the potential of their people.
- An increase in remote working, across time-zones and via a number of technology platforms is 'normal'. Employees and HR will have to embrace technology in the way they do their jobs.
- HR will need to reflect on the needs and aspirations of employees. This must involve a strong emphasis on promoting positive mental health among employees as a way of promoting agility, resilience and sustained high performance.

- Requirement to be business focused, strategic but also authentic and humane. Terms like ‘speaking truth to power’ and ‘moral compass of business’ featured.
- HR will need to challenge CEOs more robustly if they judged that questionable short-term expediency was likely to elbow medium-term prudence and demonstrably ethical practice to one side.

The next gen HR professionals brought intellectual energy, curiosity, and willingness to break the mould. Businesses will only be able to deliver a more strategic, agile and differentiated HR ‘offer’ to future employees if they are prepared to invest in and stretch the role and capability of the next wave of specialist HR practitioners on whom they will continue to rely. This is an important point because the sophistication of employees and their expectations of work are evolving quickly. Unless business leaders are prepared to place greater faith in their HR leaders to help them navigate this changing landscape with insight and agility, they risk getting left seriously behind the pack.

3. Research

3.1 Primary Research

A 10 question survey was created to test some of the learning gain from the literature review. It was circulated to all CEO and Head of HR in 64 local authorities in the North West region. Respondents were asked to fill in the online survey via survey monkey. To encourage a good response rate the option to undertake the survey on a mobile device was given by use of a QR code.

The survey requested both qualitative and quantitative data.

Respondents were given 2 weeks to response and a reminder was sent over one week.

20 surveys were returned representing a 31% response rate.

3.2 Secondary Research

To compare and contrast the HR structures within 5 public section organisations. This includes 3 local authorities, police and fire services.

4. Key Findings

4.1 Key survey results

1. Results were mixed with over 50% indicating that they operate the 3 legged stool HR model. The remainder stated that they do not use the model or have a hybrid version that suited the needs. There was one exception stating that they were looking to move to the model.

2. When asked how long the model had been used for, 25% stated that they do not operate the model and of the remainder 55% have established the model over a period of 5 to 15 years. The remaining 20% have stated that it has only been a recent move to the model.
3. 90% of respondents felt that their HR added value at a Strategic Level but did not comment as to how this was evidenced.
4. Responses to this question were mixed and it was apparent from these that the question was interpreted differently and as such it would be difficult to draw a conclusion as to how the organisations support the development of HR to operate at a strategic level.
5. The majority of respondents indicated that they viewed HR in their organisation as a professional function but with elements of strategy, transactional and admin.
6. In relation to the functions that HR are responsible for, the majority reported that the HR function provided: Employee Relations, Organisational Development, Strategic Input, HR Policies, Employment Legislation, Change and Transformation and Workforce Data. The lowest rated function, with only 60% of council's reporting HR was responsible for was Payroll and Benefits.
7. Organisations expectations of HR varied but predominantly they require HR to be at a strategic level and to deal with people issues such as advice, policies and procedures, staff engagement, transformation and change.
8. Over half (65%) of the respondents indicated that they have a HR professional operating with the Senior Management team.
9. When asked on a scale of 1-10 regarding the extent to which HR contributes to delivering the organisations corporate priorities the majority of respondents scored it between 7 and 8 (80%), with one scoring it ten.
10. When asked regarding a skills shortage in HR to support the Business Partner model ten respondents (62.5%) answered that they had been unable to recruit, but in contrast six respondents (37.5%) believed there to be no skill shortage.

4.2 HR Structure Comparison

A comparison has been carried out between the HR departments in the five organisations below:

- South Ribble Borough Council (employing 285 staff)
- Wirral Council (employing 3,500 staff)
- Salford City Council (employing 3,200 staff)
- Cheshire Fire and Rescue Service (employing 850 staff)
- Cheshire Constabulary (employing 1,300 staff)

South Ribble Council currently, due to undergoing a full council transformation restructure, operates a temporary structure. The structure currently comprises of an Interim HR Manager, two HR Advisers, a HR Coordinator and a HR Clerical Assistant. The roles within the department are generalist covering all aspects of HR. Specialist OD support is provided by additional external specialist support which is brought in as and when needed. The council is currently reviewing the HR model for the future and whether given that the organisation is small, whether a shared services model with a neighbouring council would be beneficial and provide a more robust model.

Cheshire Fire and Rescue Service operated a HR Business Partner model and HR Business Partners and HR Advisors were visible on Stations working closely with the Senior Managers. On 1st April 2018 the HR Department TUPE transferred to Cheshire Constabulary in order for to HR teams to work collaboratively as one department providing a HR Service back to Cheshire Fire and Rescue Service.

Cheshire Constabulary defines their HR operating model as a consultancy model. The Constabulary has operated the HR Business Partner model in the past (2 years ago), but moved to a consultancy/self-serve model to be more cost effective. The structure now comprises of a Talent & Succession Management HR Manager, Wellbeing & Engagement HR Manager and a Learning & Development Manager all reporting to the Head of HR/OD. The Senior Managers are not frequently meeting with managers, it is more of a consultancy service, as and when HR support is required for a project for example. Transactional work is completed by the Multi Force Shared Service.

Salford City Council has a Strategic HR & OD Manager, three Strategic HR Managers and a HR Manager all of which have HR Business Partners reporting to them. The HR Managers report to the Assistant Director (Human Resources). There are HR Business Partners aligned to service areas of the business reporting to the strategic HR Managers. The model is aligned to the Ulrich Business Partner model. This model has been in place for around 4 years.

Wirral Council has an establishment of 3,200 employees excluding Schools which has its own traded service HR function. The HR section has two Business Partners but these do not fulfil the model as set out by Ulrich. Their role is predominately to liaise with Management Teams within the Directorates and to lead on transformation projects. With regard to Employee Relations, Organisational Development, Policy Development and Management Information functions these have allocated teams dealing with each specialism.

5. Conclusions

Based on the findings and the experiences of HR colleagues on the Aspire programme 2017/18 it is clear that there is a mixed approach to how the HR function is modelled. It appears that the model is largely determined by each organisation, based on the size and perceived value HR adds to the business and also the availability of resources to the organisation. This was also realised within the literature, that the organisational culture can be a barrier to the HRBP's success. Many organisations employ and have a business partner role, but further investigation into the duties of each role would determine exactly what the expectations of the role are. From a structure review of the 5 organisations, the BP's role varies across the organisations.

Most organisations have a clear divide between the business partner and professional expertise roles, and the transactional side of the function. With most reporting that the transactional and admin functions are common to most HR functions. However, depending on resource is whether the function operates the three legged stool model or whether in fact it is a two legged model, expertise and administration.

The Cheshire Fire and Police however are an exception to this as they have in place a consultancy/self-serve model. However, this is a recent development and not yet fully established and therefore evaluated.

It has been determined from the survey findings that HR is highly regarded within the organisations, however there is mixed view of how HR added strategic value. Bersin (2016) suggested that the relationship between HR and managers is crucial for the model to work and it is pleasing to see that the findings do not directly support his view. However, it also appears that HR success is largely determined by the senior leaderships teams opinion or the tenacity of HR professionals to drive the people agenda and are able to demonstrate the value HR can add at the leadership table. Only 65% of organisations, responding to the survey, invite HR professional to the top table, which is a clear indication of the value organisations place on the important and value of HR in strategic issues. Within the literature review, Jane Clark (2008) pointed that by rebranding HR, as HR BP's, without providing development opportunities could set them up for failure. This is reiterated by

Mayo (2018) who suggests lack of capability within the HR function could be a potential barrier to how effective HR's influence is at a strategic level.

However, despite question 4 not been answered as expected the answers do provide us with some insights. With many suggesting that HR responsibilities are to determine the People agenda, and develop strategic plans to assist the overall business goals. The findings support the KPMG (2012) view that there isn't a universal model for HR.

The findings also demonstrate that in some cases it is for the HR professionals to led the way and to "force" their influence on senior leaders, by putting people issues on their agenda. As HR magazine reported in the study of young HR professionals in 2016, there is an requirement for HR to start claiming a leading role in the organisational design and development efforts, and that change must be people centred. If this is not appreciated by senior leaders, it is HR's role to ensure that it is understood how important it is to the strategic organisational aims.

So, back to the question set out at the beginning of this report **"20 years on, is the HRBP model still relevant in the 21st Century Public Sector organisation"**. It has been determined that a prescribe model of HR doesn't fit, and the HR model must be relevant to each organisation. HR professionals have a role in influencing how HR can add value at a strategic level.

It is also clear that many organisations are unclear as to what the model is, or how it should be applied. Ulrich's model was intended for large organisations, but clearly some organisations, particularly district councils, operate on a much smaller scale, and therefore resource is limited to operate the model as Ulrich determined.

However, the function and role of Ulrich's model do seem to represent our organisations need of HR. Most of the organisations surveyed recognise the requirement for HR to be involved in a strategic role, to support change and increase organisational capability through employee engagement and development, which is akin to Ulrich's 2012 model.

6. Recommendations

For any public sector organisation exploring the adoption of the BP model, the following would be key considerations:

- Be very clear about what you want to achieve by adopting this BP approach, with senior level sponsorship of this activity.
- Determine a clear route for the strategic intent to be cascaded to the Business Partner.
- Agree realistic expectation of the role that fits the organisation culture and organisational design.

- Support the BP to deliver their role by enabling them to make a tangible impact on delivering the strategic aims of the organisation.
- Champion and communicate the purpose of the BP role to the wider leadership and management teams
- Consider the wider HR service model – transactional activity can dominate the HR role if not supported by the appropriate resource or systems.
- Monitor and measure the impact and success of the BP role to ensure that it is achieving what it was intended to deliver.

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Appendix 1: Raw data from Survey results

Q1

Do you operate a David Ulrich strategic HR business partner model? i.e Administrative HR, Business Partner, policy & legislation, (3 stool model). If not, how do you define your operating model?

20 Responses

Yes

Yes, Broadly

No

Loosely yes though we still have departmental HR who would be defined as our business partners with admin support under them. Currently undergoing a review.

Yes

Not quite, as we don't have the resources to be able to have a separate policy & legislation resource. We do however have administrative HR and separate business partners.

Systems, HR, T & D Model

Yes

Yes

Yes

Yes

We use an adaptation of the model - transitional services are split. A role that would resemble a business partner exists in the HR teams, but is not designated as such.

Traditional 'Personnel'

Yes but on a small scale

A hybrid which has adapted some of the principles of the Ulrich model to reflect local need

Yes

No but we're looking to move to that model

Loosely

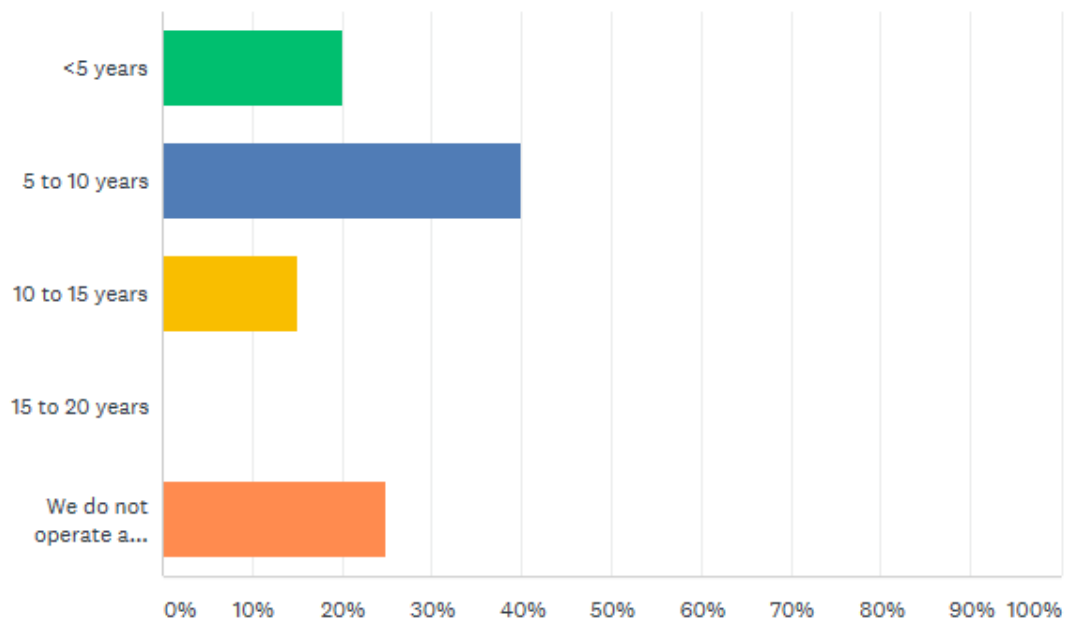
Yes

Business led

Q2

How long have you been operating the business partner model?

Answered: 20 Skipped: 0



ANSWER CHOICES	RESPONSES
<5 years	20.00% 4
5 to 10 years	40.00% 8
10 to 15 years	15.00% 3
15 to 20 years	0.00% 0
We do not operate a Business Partner Model	25.00% 5
TOTAL	20

Q3

Do your HR professionals add value at a strategic level?

Answered: 20 Skipped: 0

ANSWER CHOICES		RESPONSES	
If no whats the reason for this is it a business decision/capability or other?	Responses	30.00%	6
If Yes how?	Responses	90.00%	18

Q4

How does your organisation support the development of HR at a strategic level?

Answered: 19 Skipped :1

It doesn't

By having a Head of HR post at SMT level and by having a number of strategies which outline the people vision and support/run through the organisations overall strategic plans.

Strategic planning processes, employee development programmes, edrs, senior leadership meetings and development sessions

By supporting strategies, behaviours etc and by recognising its people in the Council vision

Introducing and Implementing Workforce Strategies

It doesn't. It is really only through HR's tenacity that we have developed as a team and demonstrated time and time again the value that we add.

Encourage development

There is hr at a strategic level but this is not via the BPs

Creating opportunities for learning and development

Communication, involvement at team meeting level

Through leadership, and making a case for involvement when the opportunity becomes apparent. It's more 'push' than 'pull'

Doesn't really

See above

At a strategic level HR&OD have a seat at both the officer leadership table and political leadership through a cabinet member for workforce. Strong focus on culture and behaviour to develop a people centred and values driven positive permission culture. To support those working in HR to develop and move more into this space development is through the GMCA networks established following the conference in December, additional seminars, conferences, CIPD network meetings, and the ASPIRE programme

Leadership Academy and General Leadership development

HR sits at the top table; HR has its own specific strategic objective set by the Chief Executive

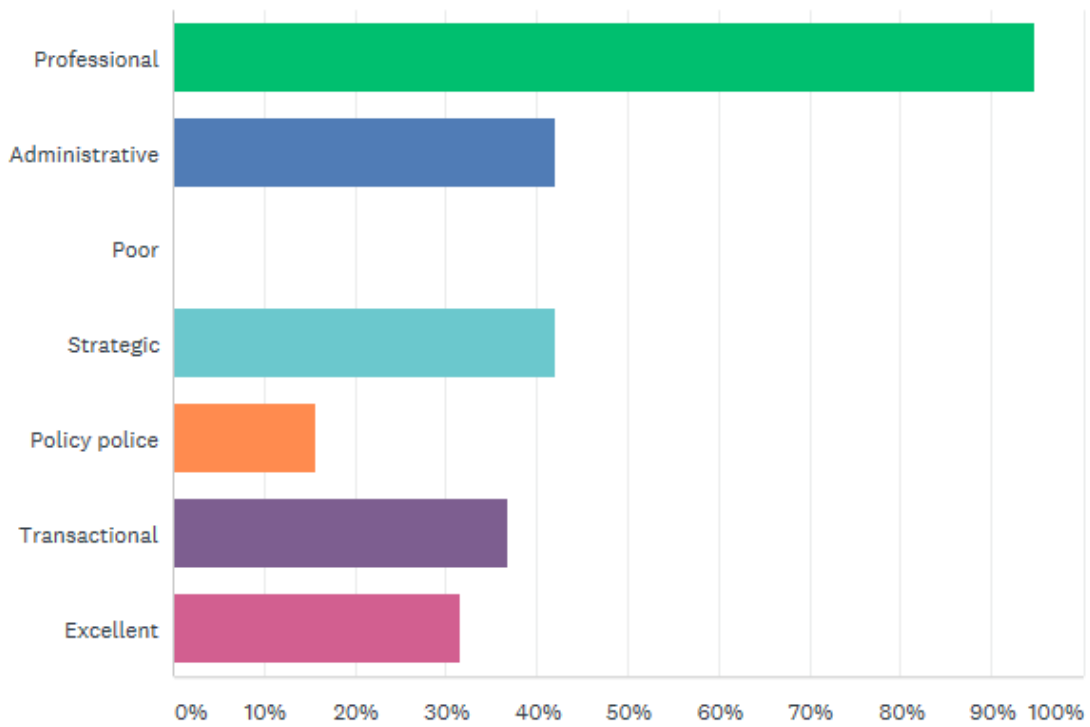
By actively and positively engaging with the HR Business Partners. Through hard work and perseverance over the last 8 years we have developed a reputation for supporting services to deliver. HR Business partners are developed as or are being developed as coaches as well and this is enhancing the value of the HR / OD service.

Through input into the council's overall HR strategy and keeping people issues regularly on the agenda

Q5

How is HR viewed in your organisation

Answered: 19 Skipped: 1

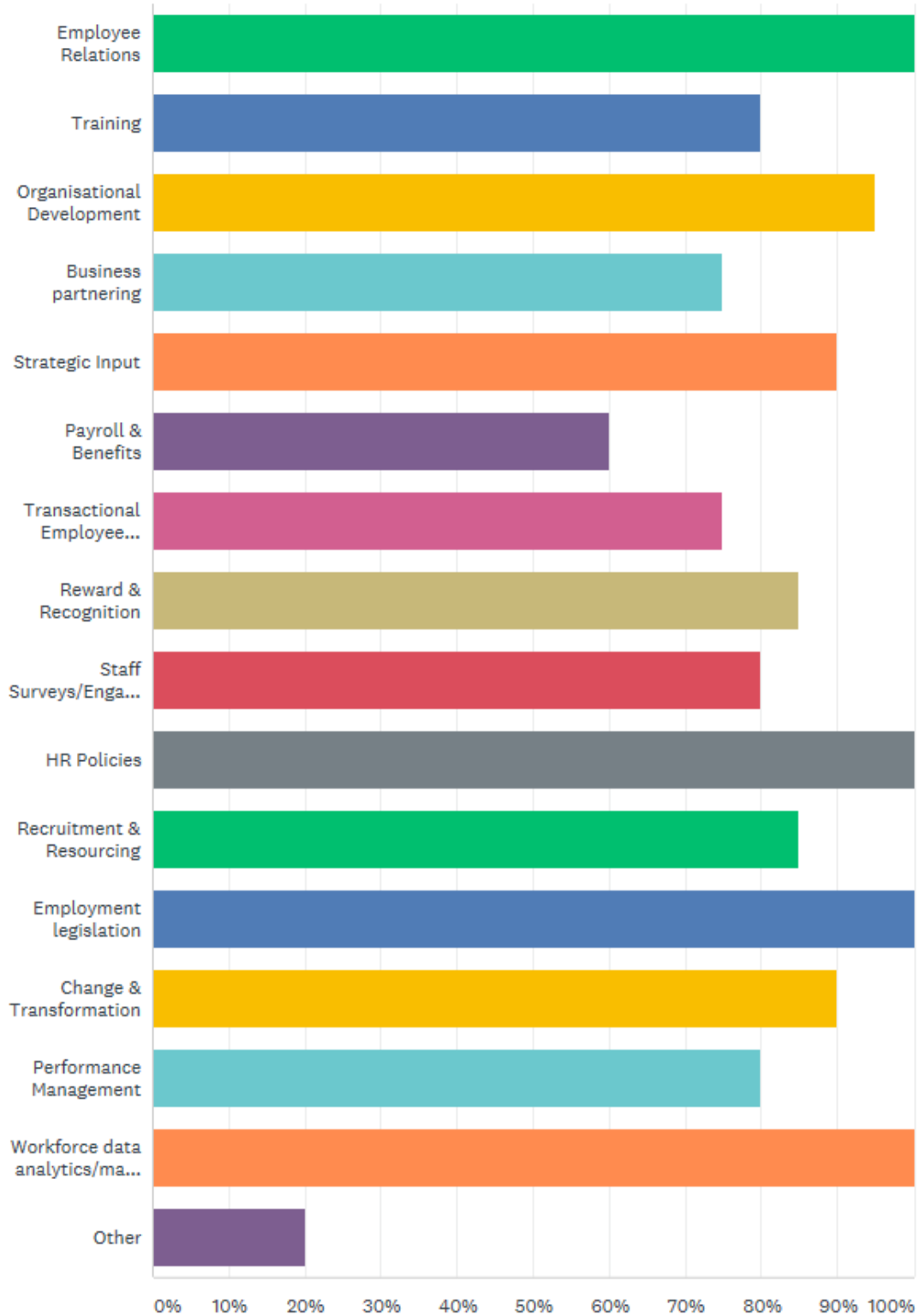


ANSWER CHOICES	RESPONSES
Professional	94.74% 18
Administrative	42.11% 8
Poor	0.00% 0
Strategic	42.11% 8
Policy police	15.79% 3
Transactional	36.84% 7
Excellent	31.58% 6
Total Respondents: 19	

Q6

What functions are HR responsible for?

Answered: 20 Skipped: 0



ANSWER CHOICES	RESPONSES
Employee Relations	100.00% 20
Training	80.00% 16
Organisational Development	95.00% 19
Business partnering	75.00% 15
Strategic Input	90.00% 18
Payroll & Benefits	60.00% 12
Transactional Employee processes	75.00% 15
Reward & Recognition	85.00% 17
Staff Surveys/Engagement	80.00% 16
HR Policies	100.00% 20
Recruitment & Resourcing	85.00% 17
Employment legislation	100.00% 20
Change & Transformation	90.00% 18
Performance Management	80.00% 16
Workforce data analytics/management information	100.00% 20
Other	Responses 20.00% 4
Total Respondents: 20	

Q7

What are your organisations expectations of a HR function?

Answered: 20

Unclear

To lead on people related issues and support the delivery of strategic objectives.

Support the organisation, help develop people, transformational AND to deal with the HR processes effectively and efficiently

Strategic input in terms of people and projects, advice, employee relations with trade unions, enabling change, learning and development etc

Professional advice, professional payroll service, available to support when needed.

Significant!

To enable

Contribution to business development from an HR perspective

Strategic planning around future workforce, policy development, mgmt support

Provide expert professional people advice

To fully support the organisation in an ever changing and demanding environment

To provide professional robust advice, risk management, change management, and organisational development

Control and enforce policies and procedures

Leading and supporting initiatives to facilitate change programmes and organisational improvement;

To lead the way to make our organisation a great place to work..... To be a real partner to the organisation as a whole and our service directorates to support the delivery of priorities. Lead the development of innovative, creative and responsive workforce strategies to deliver reform through our people. To embed our values in all that we do. Lead the development of high impact HR & OD practice and embed it across the organisation.

Professional expertise and efficient processing

To support the organisation to deliver its strategic objectives; develop the workforce to equip them to be fully operational and effective

To engage and partner with Senior Managers to find HR solutions to organisational issues and strategies which support the Council's overall strategic aims and objectives. To provide a high standard of professional advice, guidance and support to managers, staff and other relevant groups on a wide range of HR issues to ensure operational and legislative requirements are met.

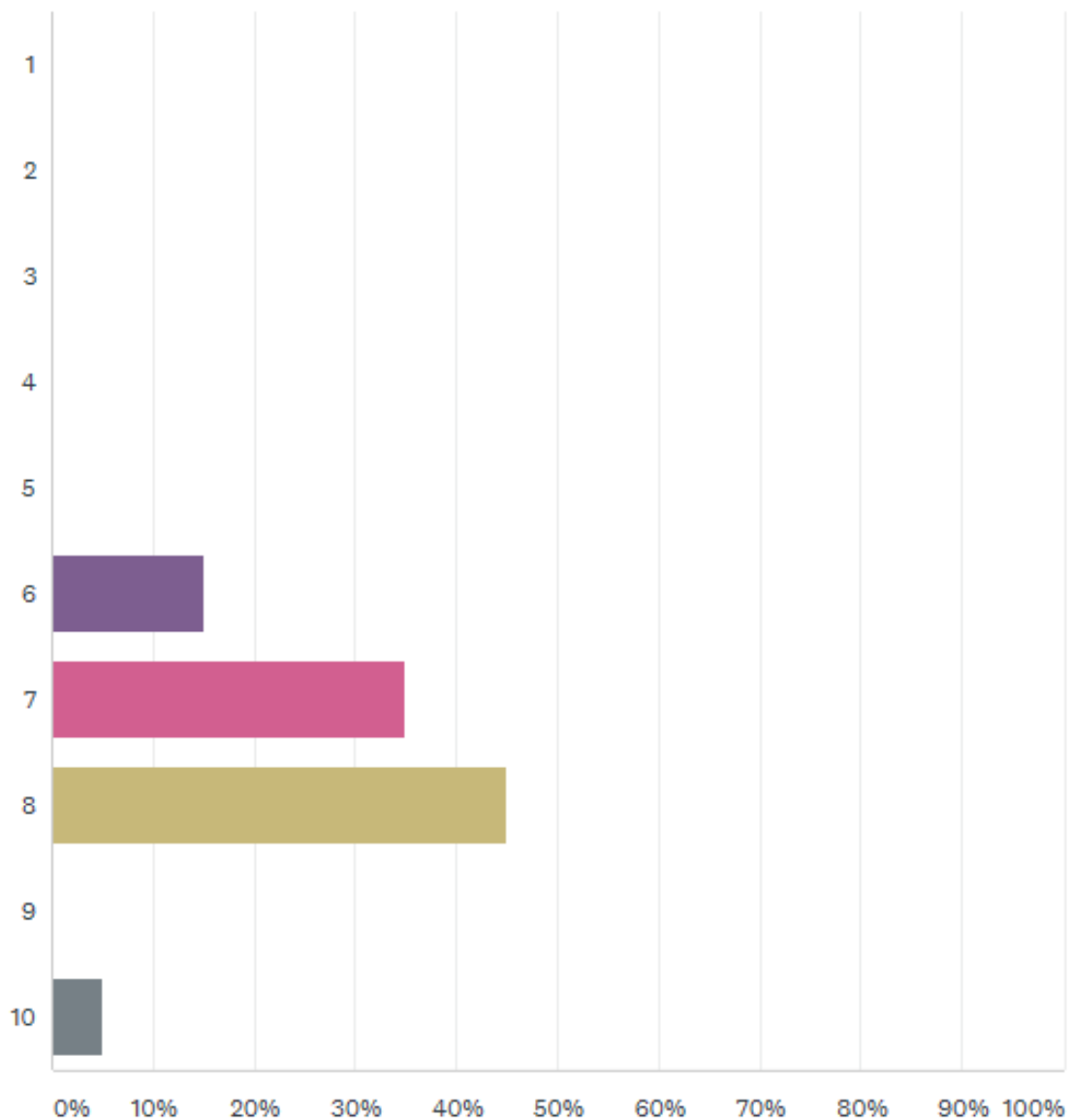
Improve staff engagement. Keep the Trade Unions happy. Delivery modern and effective workforce practices. Keep the organisation out of ETs

As above

Q8

Is there a HR professional on your senior management
On a scale of 1 to 10 to what extent does HR contribute
to delivering the organisations corporate priorities?
With 10 being fully met.

Answered: 20 Skipped: 0



Q9

ANSWER CHOICES	RESPONSES
▼ 1	0.00% 0
▼ 2	0.00% 0
▼ 3	0.00% 0
▼ 4	0.00% 0
▼ 5	0.00% 0
▼ 6	15.00% 3
▼ 7	35.00% 7
▼ 8	45.00% 9
▼ 9	0.00% 0
▼ 10	5.00% 1
TOTAL	20

Q10