

Whitepaper

HR Role Family

An integrated framework which is 'fit for the future'



CourageousHR works with HR leaders and Communities to identify their distinctive contribution and then make it, both culturally and operationally, an organisational reality.

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HR Role Family Framework

Human Resources can add significant business value. The HR Business Alignment (also known as the HR Business Partner) structure or organisation, when implemented well, is a systematic means of delivering business 'value'.

At CourageousHR, we recognise that there is little definition about what the HR Business Alignment organisation model actually is, what it means for the organisation and what it means for HR, HR roles and HR responsibilities. We believe that this lack of clarity results in a lot of Human Resources functions over-promising and under-delivering to the business.

In order to successfully implement a Human Resources Business Alignment (what CourageousHR calls an "HR Partner") organisation, CourageousHR believe it is critical to start with the basics. This involves understanding the potential 'value' that HR can deliver and the key HR building blocks which include capabilities (competencies) and role family.

This summary document outlines a framework of roles for the HR Partner function.

HR Community Role Family

No one HR role will be the same because each organisation, management team and workforce is unique at any given point in time. Being a 'successful' HR professional therefore is more to do with the person and their assigned responsibilities and less to do with the structure and job titles.

However, a HR Partner role family will provide both the HR Community and the organisation with a framework to determine 'who does what, with whom and how they will do it!' Such a defined role family can therefore not only provide a powerful internal and external communication tool but is also a starting point for clarifying the many role ambiguities that exist in the HR Business Alignment organisation model.

Role Family Overview

Overview

Job families outline the broad accountabilities of members of the function and signify the impact of family and specific role level can have on the organisation. For example, the senior most Partner role (Strategic Partner) can have the same impact on the organisation as an L2 level manager.

The role families do not signify reporting lines e.g. an SSC Operational role could report into a Strategic Partner while a Delivery Partner might report into a L3 manager as part of a Case Worker team.

Within the function, there is a key distinction between business and organisation. An organisation is made up of a number of businesses which can be of different size (revenues, number of employees etc) and are typically based on a product, geography, customer or function distinction.

HR Role Family Framework (Outline)

Levels

1
2
3
4
5
6
7
8



Partner role family

Partner roles are defined as HR professionals who have direct accountability to support a defined business and are responsible for supporting that business achieve its goals i.e. the major focus is on supporting the businesses customisation strategies (see CourageousHR's white papers for further information).

HR Partner's have typically broad HR knowledge which they can either directly or indirectly use in supporting the business.

Further detail is provided in the Appendix.

CoE role family

CoE roles e.g. Learning & Development, Compensations & Benefits, Recruitment, Talent Management; are tasked with both directly supporting the organisation in its standardisation strategies and working with HR Partners to achieve business customisation strategies.

CoE's typically have deep specialist knowledge which they use to either develop organisational policies and processes or support HR Partners in developing bespoke business solutions.

Operations role family

Management role family

Management roles are defined as having a majority of time spent by the role holder on managing employees (levels 2 - 4).

Delivery role family

Delivery roles are tasked with implementing agreed policies, processes and activities in order to help the organisation maximise its efficiency. Operations roles are often seen as development areas for new entrants into HR.

Appendix: HR Partner Roles

HR Strategic Partner

As a HR Strategic Partner you report to the HR Director and are responsible for working with the leadership team of a Unit (Function and/or geography) to devise and oversee the implementation of a bespoke HR strategy to support the Unit's strategic plan.

Specifically, and in line with your pre-agreed 'span of control and accountability':

- You have the authority to adjust the Organisation's HR strategic plan to respond to the changing needs of your Unit
- You are accountable for improving the overall 'people effectiveness'* of the Unit and achieving / exceeding HR's customer satisfaction rating#
- You will be expected to work closely with members of the HR Community, business teams from other parts of the organisation as well as suitable external networks to increase internal efficiencies and/or adapting to changes in the external market for your Unit as well as the Organisation
- You will actively build shared responsibilities for delivering the Unit's HR Strategy not only with the Unit's leadership team but also by working collaboratively with the HR Community to ensure the operational and technical HR support is in place to implement the Unit's HR Strategy.

Core deliverables

- Creation of an annual Unit HR strategic plan to support the Unit's business plan and evolve it in line with the changing needs
- Agreeing with the Unit's leadership team the critical people and HR metrics and gaining their agreement to their role in achieving them
- Effective workforce management strategies to support the Unit's business plan
- Identifying potential 'customisable' HR processes and policies and presenting the business case to the HR Director and overseeing any customisation activities
- Identifying the immediate and long-term talent issues that impacts the Unit and agreeing suitable strategies to ensure suitable talent pipelines are in place at a leadership, operational and technical levels
- Being the 'face of HR' with the leadership team and within the Unit and ensuring HR policies and procedures are being applied
- Monitoring employee attitudes and behaviours and devise/adjust employee engagement strategies
- Supporting the Unit's leadership team on people issues

HR Partner

As a HR Partner you report to a HR Strategic Partner and are responsible for not only supporting them in the implementation of the Unit's HR strategy but also working with assigned management teams to manage the HR agenda and to support them on all people issues.

Specifically, and in line with your pre-agreed 'span of control and accountability':

- You 'operationalise' the Unit's HR strategic plan by working with your management teams to ensure the appropriate HR practices, policies and procedures are in place and followed
- Execute the Unit's workforce management plan for your management teams
- Provide relevant people and HR advice to management teams as part of the business planning process
- Support line managers in the development of their people skills
- Provide 'day-to-day' assistance to the management team for any people and / or HR related issues
- Maintain a high profile across the business to monitor and manage employee morale and engagement
- Respond to any 'localised' emergency people issues

HR Delivery Partner

As a HR Delivery Partner you report to a HR Partner and are responsible for managing and coordinating the application of the HR activities, policies and processes as well as being the day-to-day contact point for managers on any HR issues.

HR Operational Partner

As a HR Operational Partner you report to the HR Partner and are responsible for providing operational assistance to the HR Partnership team specifically in relation to the business application of the HR activities, policies and processes.

About CourageousHR

At CourageousHR we work with HR Professionals like you to help you create innovative people solutions and courageously apply them. We help you to bridge the gap between academic vision and consulting rhetoric to guide and inspire you and your HR Community to move from being 'followers' to leaders.

Our passion and thinking comes from our experiences, research and a belief that 'tomorrow doesn't have to be the same as today'. Our reach is global and we happily work with clients throughout the world and across a wide range of industries