



(5 Days Training Course)

HR Business Partner : Roles, Responsibilities And Competencies

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Why Attend

Ask ten different people what it means to be an 'HR Business Partner' (HRBP), and you will probably get eleven different answers. There are tons of roles, all with the title of HR Business Partner, underpinned by different job profiles. As a matter of fact, there is a clear variation in terms of role accountability and expectations. This course aims at providing attendees with a clear understanding of what is exactly meant by HR business partnership based on best practices in the field of modern HR management. Moreover, the course introduces the various skills and competencies that HR business partners must develop in themselves in order to add value and contribute to business objectives.

Course Methodology

This course will be facilitated as a workshop whereby the facilitator will engage attendees to identify the various roles and responsibilities that modern HRBPs are expected to play, as well as the necessary competencies that they should develop in themselves to play the role to excellent effect.

Various methodologies will be used including:

- Short lecturettes
- Brainstorming
- Case studies
- Group activities
- Role playing

Course Objectives

By the end of the course, participants will be able to:

- Describe the full implications of the modern role of in HR in becoming the 'architect of the talent machine'
- Recognize how the role of HR business partner can add value to the organization and contribute to the achievement of planned objectives
- Identify that the role of HR business partner is actually made up of four jobs, not just one
- Apply the various roles and responsibilities associated with the role of HR business partner
- Develop and demonstrate the fundamental competencies required for an effective HR business partner performance

Target Audience

HR professionals responsible for aligning business objectives with employees and management in designated business units. This course may be attended by line or business managers interested to know how to take advantage of the internal consulting services that HR business partners are expected to offer them.

Course Outline

Traditional HR: service provider

Traditional definition of HR: get, keep, grow
Overview of traditional HR functions
HR now and then
Competency based HR
Lagging HR indicators: is HR hitting the wall?

The new HR: from service provider to 'architect of the talent machine'

HR modern day definition: business results, not just HR results
Anatomy of the HR challenge
HR management risk
The corporate talent system; an integrated approach
Attracting and acquiring talent
Understanding and planning talent
Extending talent
Managing and developing talent

The fundamental HR business partner model (Ulrich model)

Definition of HR business partner
The fundamental Ulrich model: four roles to play
Strategic partner
Administrative expert
Employee champion
Change agent

Application of the Ulrich model: four jobs for an HR business partner

Strategic partner
Operations manager
Emergency responder
Employee mediator
Impact on the business of the different jobs of the HR business partner.
An example of HR business partner process related responsibilities
The SHRM job description for the HR business partner role
Skills and competencies for HR business partners – part one
Data judgment
Business acumen
Knowledge business strategy, market challenges and customer needs
Focus on organization's financials

Course Outline

Leading vs. lagging indicators

Demonstrating strong business analytics
Talent management acumen
Workforce planning
Succession planning
Talent acquisition
Talent retention
Strategic partner
Understanding how HRBPs can support the business
Understanding the talent needs of the business
Adjusting HR strategies to respond to changing business needs
Identifying talent issues before they impact the business
Identifying and implementing critical HR metrics
SMART HR KPIs
Aligning HR KPIs with organizational KPIs
Use of HR KPIs in measuring the impact of HR initiatives that contribute to the bottom line.

Skills and competencies for HR business partners – part two

Operations manager
Mastering HR theory and adapting it to unique situations
Flawless implementation of HR policies, procedures and systems
Communicating organizational culture to employees
Assessing employee attitudes
Tracking trends in employee behavior
Communicating policies and procedures to employees
Keeping the line manager updated on HR initiatives

Employee mediator

Managing conflict between employees
Managing competing personalities in the organization
Managing conflict between managers
Responding to organizational changes
Resolving problems in the execution of business plans

Emergency responder

Quickly responding to line manager questions
Quickly responding to complaints
Responding to manager's needs
Responding to employee's needs