IMPROVING HR BUSINESS PARTNER EFFECTIVENESS
A Comprehensive Look at Competencies and Development Strategies
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Roadmap for Our Discussion

- Understanding the HRBP Job
- Defining the HRBP Competency Model
- Assessing and Developing HRBPs
A CHALLENGING MANDATE

CHROs have asked their HR Business Partners to expand their work beyond just transactional HR activities…

---HRBPs’ GROWING IMPORTANCE---

“We’re relying more and more on our HR Business Partners to help drive strategy in the business units and to be the face of HR with our clients.”

Chief Human Resources Officer
Fortune 500 Bank

---STRATEGY CHANGES THE ROLE---

“As the talent market gets tighter, we need to get more strategic, but that’s not the role our HRBPs grew up with.”

Vice President of HR Financial Services Organization

…but HR Business Partners have to learn a complex array of new competencies to perform well at old and new roles

---HR CANNOT SPLIT THE JOB---

“One thing we know for sure: we can’t separate the strategic job out, and that means that our people are going to have a lot of different jobs to play.”

Chief Human Resources Officer
Retail Member

---NEW COMPETENCIES ON THE HORIZON---

“The role is continuing to evolve, and let’s face it, we constantly add competencies, not subtract them.”

Manager of HRBPs Financial Services Organization

Source: Corporate Leadership Council research.
Understanding Which Activities Matter Most

Four Roles That HR Business Partners Play

HRBP activities include operations managing, strategic partnering, employee mediating, and emergency responding

<table>
<thead>
<tr>
<th>Role</th>
<th>Activities</th>
</tr>
</thead>
</table>
| Operations Manager (OM)  | • Assessing employee attitudes  
                          • Communicating organizational culture to employees  
                          • Communicating policies and procedures to employees  
                          • Ensuring HR programs are aligned with culture  
                          • Keeping the line updated on HR initiatives  
                          • Tracking trends in employee behaviors |
| Strategic Partner (SP)   | • Adjusting HR strategies to respond to changing needs  
                          • Developing the next generation of leaders  
                          • Identifying critical HR metrics  
                          • Identifying new business strategies  
                          • Identifying talent issues before they affect the business  
                          • Prioritizing across HR needs  
                          • Redesigning structures around strategic objectives  
                          • Understanding the talent needs of the business |
| Emergency Responder (ER) | • Preparing for different situations  
                          • Quickly responding to complaints  
                          • Quickly responding to line manager questions  
                          • Responding to employee needs  
                          • Responding to manager needs |
| Employee Mediator (EM)   | • Managing competing personalities in the organization  
                          • Managing conflict between employees  
                          • Managing conflict between managers  
                          • Responding to organizational changes  
                          • Resolving political problems in the execution of business plans |

Note: Factor analysis identifies which HRBP activities cluster together naturally. Source: Corporate Leadership Council’s HR–Line Support Effectiveness Survey; Corporate Leadership Council research.
The HRBP Job Is Actually Four Jobs

HRBPs must balance tensions between the different roles they play

Differences Between HRBPs’ Four Roles

- **Operations Manager (OM)**
  - **Measure and Monitor**
  - **Craft and Implement**
  - **Execute Existing Plan**
  - **React to Variations**

- **Strategic Partner (SP)**
  - **Crafts and implements enterprise-wide strategies to chronic challenges**
  - **Enterprise-Wide**

- **Emergency Responder (ER)**
  - **Provides immediate fixes to acute emergencies**
  - **Immediate Fixes**
  - **Sustained Solutions**
  - **Acute Challenges**

- **Employee Mediator (EM)**
  - **Creates sustained solutions to individual employee challenges**
  - **Individual Employees**
  - **People Management**

Source: Corporate Leadership Council’s HR-Line Support Effectiveness Survey; Corporate Leadership Council research.
HRBs Drive HR–Line Support Effectiveness Across All Four Roles

While strategic HR activities consistently have a greater impact on HR–Line support effectiveness, transactional activities remain important

HRBP Activities’ Impact on HR–Line Support Effectiveness

Maximum Impact on HR–Line Support Effectiveness

Strategic Partner (Average Impact = 33%)

Operations Manager (Average Impact = 11%)

Emergency Responder (Average Impact = 8%)

Employee Mediator (Average Impact = 8%)

Strategic activities provide an extra boost to effectiveness because they provide longer-term solutions with high returns...

…but HR’s essential day-to-day tasks are indispensable to supporting the line.

Note: Each bar represents a statistical estimate of the maximum total impact on strategic role effectiveness that each driver will produce. The maximum total impact is calculated by comparing two statistical estimates: the predicted impact when an HRBP scores “high” on a driver, and the predicted impact when an HRBP scores “low” on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with appropriate control variables.

Source: Corporate Leadership Council’s HR–Line Support Effectiveness Survey; Corporate Leadership Council research.
HRBPs MUST DIVIDE TIME BETWEEN FOUR ROLES

Despite the importance of the Strategic Partner role, HRBPs spend much more time on operations management.

Identifying Time Spent on Each Role

Average HRBP (Without Managerial Responsibility) Time Allocation per Week (Average Hours Worked per Week = 42)

Average HRBP (With Managerial Responsibility) Time Allocation per Week (Average Hours Worked per Week = 45)

Even HRBPs with substantial managerial duties still divide their time between all four roles across a typical workweek.

Source: Corporate Leadership Council’s HR–Line Support Effectiveness Survey; Corporate Leadership Council research.
Roadmap for Our Discussion

- Understanding the HRBP Job
- Defining the HRBP Competency Model
- Assessing and Developing HRBPs
Competencies Are the Key Contributors to HRBP Effectiveness

**Competencies explain a majority of the variation in the capabilities of individual HRBPs**

Influence of Profile Characteristics on Role Effectiveness

<table>
<thead>
<tr>
<th>Profile Characteristics</th>
<th>Percentage of Variation in HRBP Effectiveness Explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competencies</td>
<td>66%</td>
</tr>
<tr>
<td>Previous Experience</td>
<td>24%</td>
</tr>
<tr>
<td>Motivation</td>
<td>5%</td>
</tr>
<tr>
<td>Education/Certifications</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Implication**

Background is less important than competencies in determining HRBP effectiveness.

HRBPs must have the right competencies to drive HR effectiveness and talent and business outcomes.

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1 Competencies include the knowledge and skills of the HRBP.

2 Previous experience includes previous industry experience and previous HR experience (e.g., previous communication industry experience).

3 Motivation refers to the motivation of HRBPs to join HR (e.g., joining HR to become a consultant).

4 Education and certifications refer to the educational and certification achievements of HRBPs (e.g., a bachelor’s degree, an M.B.A., or PHR certification).

Note: The chart maps the profile characteristics that explain a person’s contribution to explaining the variation in strategic role effectiveness. The percentage of variation explained by the person is calculated by conducting an ANOVA (Analysis of Variance).

Source: Corporate Leadership Council’s HR-Line Support Effectiveness Survey; Corporate Leadership Council research.
Defining the HRBP Competency Model

Building a HRBP Competency Model

The Council seeks to identify the knowledge and skills that are most important to driving HRBP effectiveness

Steps for Designing the HRBP Competency Model

**Step #1:** Survey line managers on HRBP levels of knowledge on particular topics.

**Step #2:** Survey line managers on HRBP skill levels.

**Step #3:** Use multivariate regressions to determine the relative impact of competencies on HRBP effectiveness.

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**Knowledge**

- Workforce planning
- Engagement
- Succession management
- Performance management
- Retention

**Skills**

- Metrics use and development
- Innovation skills
- Cost–benefit analysis
- Leadership
- Presentation skills

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“Knowledge” Defined

“Knowledge” refers to the facts and information the HRBP has on a specific topic.

“Skills” Defined

“Skills” refer to the acquired or natural proficiencies of the HRBP.

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Y = β₀ + β₁Y₁ + β₂Y₂ + β₃Y₃ + ξ

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Illustrative

Most Important Competencies

Source: Corporate Leadership Council’s HR–Line Support Effectiveness Survey; Corporate Leadership Council research.
**Determining Critical Competencies**

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## Critical Competencies for the Four Roles

*Only a few types of knowledge and skills substantially drive effectiveness for each role*

### Operations Manager (OM)

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Diversity</td>
<td>26%</td>
</tr>
<tr>
<td>Business Acumen</td>
<td>13%</td>
</tr>
<tr>
<td>Transactional Knowledge</td>
<td>10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recordkeeping</td>
<td>10%</td>
</tr>
<tr>
<td>Innovation</td>
<td>9%</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>8%</td>
</tr>
</tbody>
</table>

### Strategic Partner (SP)

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Acumen</td>
<td>21%</td>
</tr>
<tr>
<td>Workforce Management Knowledge</td>
<td>13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Metrics Use and Creation</td>
<td>21%</td>
</tr>
<tr>
<td>Innovation</td>
<td>19%</td>
</tr>
<tr>
<td>Leadership</td>
<td>18%</td>
</tr>
</tbody>
</table>

### Emergency Responder (ER)

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Acumen</td>
<td>18%</td>
</tr>
<tr>
<td>Transactional Knowledge</td>
<td>10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recordkeeping</td>
<td>15%</td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>9%</td>
</tr>
<tr>
<td>Innovation</td>
<td>9%</td>
</tr>
<tr>
<td>Conciliation</td>
<td>8%</td>
</tr>
</tbody>
</table>

### Employee Mediator (EM)

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Acumen</td>
<td>13%</td>
</tr>
<tr>
<td>Workforce Management Knowledge</td>
<td>6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict Resolution</td>
<td>18%</td>
</tr>
<tr>
<td>Metrics Use and Creation</td>
<td>10%</td>
</tr>
<tr>
<td>Innovation</td>
<td>8%</td>
</tr>
</tbody>
</table>

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**Note:** Competency definitions are available in the appendix. Competencies include all competencies with a maximum impact above 5%.

**Source:** Corporate Leadership Council research.
The CLC HR Business Partner Competency Model

*Business Acumen, followed by Innovation, is at the core of the HR Business Partner Competency Model, while specialized competencies are central to performance on each role.*

**HRBP Competency Model**

- **Strategic Partner:** Crafts and implements enterprise-wide strategies to chronic challenges
  - Unique Competency: Leadership
  - Shared Competencies:
    - Metrics Use and Creation
    - Workforce Management Knowledge

- **Employee Mediator:** Creates sustained solutions to individual employee challenges
  - Unique Competency: Conflict Resolution
  - Shared Competencies:
    - Metrics Use and Creation
    - Workforce Management Knowledge

- **Operations Manager:** Measures and monitors existing policies and procedures
  - Unique Competency: Presentation
  - Shared Competencies:
    - Recordkeeping
    - Transactional Knowledge

- **Emergency Responder:** Provides immediate fixes to acute emergencies
  - Unique Competency: Interpersonal Skills

Note: Competency definitions are available in the appendix.

Source: Corporate Leadership Council research.
### On-the-Job Development Is Critical at Improving HRBP Abilities

*Training is beneficial for some roles*

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage of Variation in Role Effectiveness Explained by Development Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Responder</td>
<td>93%</td>
</tr>
<tr>
<td>Strategic Partner</td>
<td>66%</td>
</tr>
<tr>
<td>Operations Manager</td>
<td>60%</td>
</tr>
<tr>
<td>Employee Mediator</td>
<td>58%</td>
</tr>
</tbody>
</table>

**Implications**

- On-the-job development must be incorporated into the HRBP job.
- Investments in HR training will be most effective at improving operations capability.
- Investments in mentoring and coaching will find limited success.

On-the-job development is most important for the Emergency Responder role...

...while Operations Managers require the most training.

Source: Corporate Leadership Council research.
Creating Development Experiences to Improve Role Effectiveness

Across roles, development experiences should be built into the job

HRBP Competency Model

Principle Development Experiences for Each Role

Operations Manager

**Presentation**
- Lead the development of new HR initiatives.
- Lead the implementation of new line initiatives.

Shared Competencies

**Recordkeeping**
- Work on data intensive line project.
- Take formal coursework.

**Transactional Knowledge**
- Work on change management initiative.
- Communicate to line managers about new HR offerings.

Emergency Responder

**Interpersonal Skills**
- Manage competing personalities.
- Resolve interpersonal conflicts.

Strategic Partner

**Leadership**
- Identify human capital challenges in a business unit.
- Propose alternative solutions to business unit problems.

Shared Competencies

**Metrics Use and Creation**
- Analyze business unit data.
- Track changing employee data.

**Workforce Management Knowledge**
- Customize and deliver HR strategies for a business unit.
- Work on a merger, acquisition, or divestiture.

Employee Mediator

**Conflict Resolution**
- Meet with line managers on status of employees.
- Learn how different parts of the business work together.

Business Acumen

- Identify business problem in business unit.
- Work on projects that involve difficult trade-offs.
- Work on cross-functional teams.
- Analyze external market conditions.

Innovation

Source: Corporate Leadership Council research.
## Critical Line Interactions for the Four Roles

*Only a few job-specific line interactions drive effectiveness for each role*

### Operations Manager (OM)

<table>
<thead>
<tr>
<th>Line Interactions</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating Organizational Standards</td>
<td>22%</td>
</tr>
<tr>
<td>Following up on Recommendations</td>
<td>4%</td>
</tr>
<tr>
<td>Setting Service Expectations</td>
<td>4%</td>
</tr>
<tr>
<td>Bringing Accurate Information</td>
<td>3%</td>
</tr>
<tr>
<td>Using Business Language</td>
<td>3%</td>
</tr>
</tbody>
</table>

### Strategic Partner (SP)

<table>
<thead>
<tr>
<th>Line Interactions</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using Data-Driven HR–Business Insights</td>
<td>24%</td>
</tr>
<tr>
<td>Tailoring Solutions to Meet Business Needs</td>
<td>17%</td>
</tr>
<tr>
<td>Setting Expectations</td>
<td>17%</td>
</tr>
<tr>
<td>Completion of Predefined Objectives</td>
<td>16%</td>
</tr>
<tr>
<td>Communicating Business-Relevant Information</td>
<td>14%</td>
</tr>
<tr>
<td>Articulating a Strong Point of View</td>
<td>13%</td>
</tr>
<tr>
<td>Maintaining an Enterprise Viewpoint</td>
<td>12%</td>
</tr>
</tbody>
</table>

### Emergency Responder (ER)

<table>
<thead>
<tr>
<th>Line Interactions</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being Responsive to Feedback</td>
<td>12%</td>
</tr>
<tr>
<td>Being Sensitive to Your Time Needs</td>
<td>9%</td>
</tr>
<tr>
<td>Being Prompt</td>
<td>7%</td>
</tr>
<tr>
<td>Maintaining Integrity</td>
<td>4%</td>
</tr>
<tr>
<td>Getting to the Right Solution</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Employee Mediator (EM)

<table>
<thead>
<tr>
<th>Line Interactions</th>
<th>Maximum Impact on Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting Expectations</td>
<td>7%</td>
</tr>
<tr>
<td>Using Business Performance Data</td>
<td>6%</td>
</tr>
<tr>
<td>Creating Business Cases</td>
<td>4%</td>
</tr>
<tr>
<td>Arguing for Specific Solutions</td>
<td>2%</td>
</tr>
</tbody>
</table>

Note: Competency definitions are available in the appendix. All significant variables included.

Source: Corporate Leadership Council research.
Focusing on the Line Interactions of Each Role

*Critical Line Interactions define best-in-class execution on specific roles*

**HRBP Competency Model**

*Critical Line Interactions for Each Role*

**Operations Manager**
*Championing Talent Standards*
- Communicating Organizational Standards
- Following up on Recommendations

**Emergency Responder**
*Responding with Timely Feedback*
- Being Responsive to Feedback
- Being Sensitive to Your Time Needs

**Strategic Partner**
*Tailoring Data-Driven Insights*
- Using Data-Driven HR–Business Insights
- Tailoring Solutions to Meet Business Needs

**Employee Mediator**
*Setting Expectations Using Business Data*
- Setting Expectations
- Using Business Performance Data

Source: Corporate Leadership Council research.
A Holistic View of the HRBP Job

Every role has unique competencies, development strategies, and critical line interactions

HRBP Competency Model

Competencies, development strategies, and line interactions for each role

**Operations Manager:** Measures and monitors existing policies and procedures
Unique Competency: *Presentation*
Development Strategy: *Lead New Initiatives*
Critical Line Interactions: *Championing Talent Management Standards*

**Strategic Partner:** Crafts and implements enterprise-wide strategies to chronic challenges
Unique Competency: *Leadership*
Development Strategy: *Identify and Solve Line Problems*
Critical Line Interactions: *Tailoring Data-Driven Insights*

**Emergency Responder:** Provides immediate fixes to acute emergencies
Unique Competency: *Interpersonal Skills*
Development Strategy: *Experience the Crisis*
Critical Line Interactions: *Responding with Timely Feedback*

**Employee Mediator:** Creates sustained solutions to individual employee challenges
Unique Competency: *Conflict Resolution*
Development Strategy: *Understand the Line*
Critical Line Interactions: *Setting Expectations Using Business Data*

Source: Corporate Leadership Council research.
Roadmap for Our Discussion

Understanding the HRBP Job

Defining the HRBP Competency Model

Assessing and Developing HRBPs
Introducing the HR Business Alignment Tool (HR BAT)

The HR BAT provides four unique benefits...

The Council partners with BAT participants to build and administer periodic pulse surveys of line managers via a unique Web site. The survey questions are based on proprietary IP that tracks the effectiveness of individual Business Partners on the activities that matter the most. Participants can feel comfortable they are asking the right questions and collecting data that will help drive results.

Assessment of the Effectiveness of the Function

Measuring the effectiveness of the function

Assessing HRBPs

Segmenting your results

Supporting HRBPs

By monitoring the effectiveness of the function, CHROs are able to make the resource allocations that will have the biggest impact on improving functional performance. In addition, Business Partners have access to proven tools, resources, and peer networks that not only improve their performance, but also speed time to implementation at lower costs.

Source: Corporate Leadership Council research.
Building a Development Map

**Identify Critical Gaps and Activities to Drive HRBP Effectiveness**

Organizations should start by identifying the role composition of their HR staff

**Step 1:**
Assess the role composition of your HR staff.

**Example:**
Sue Walker's Role Composition

- **Strategic Partner**
  - ☑ Understanding business talent needs
  - ☑ Prioritizing across HR needs
  - ☑ Identifying HR metrics

- **Operations Manager**
  - ☑ Tracking trends in employee behavior
  - ☑ Assessing employee attitudes
  - ☐ Keeping the line updated on HR initiatives

- **Emergency Responder**
  - ☑ Preparing for different situations
  - ☑ Quickly responding to questions
  - ☑ Responding to manager needs

- **Employee Mediator**
  - ☑ Managing conflict between managers
  - ☑ Managing conflict between employees
  - ☑ Responding to organizational change

**Step 2:**
Assess HR staff for skill gaps using the Council's HR Business Alignment Tool.

**Example:**
Sue Walker's Role Effectiveness Gaps

**Step 3:**
Determine appropriate development experiences and support with the Council's HRBP Portal.

**Example:**
Sue Walker's Development Experiences and Available Resources

- **Strategic Partner**
  - Create opportunities for your HRBPs to present new HR strategies to senior leaders in the organization
  - Work with a line manager to identify and implement a new program that addresses a business and specific challenge
  - "HR Management and Strategy" decision support center
  - "Business and HR Strategy Process Guide" on HRBP Portal

- **Business Skills**
  - Creating opportunities for your HRBPs to work on cross-functional teams to broaden their business exposure
  - "Project Scope Template" on HRBP Portal
  - "SCAMPER" on HRBP Portal

Source: Corporate Leadership Council research.
Leverage the Council’s HR Business Alignment Tool

**STEP 2: ASSESS HR STAFF FOR SKILL GAPS**

*Determine development needs using the Council’s HR Business Alignment Tool*

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**HRBP Role Effectiveness**

**Sue Walker Role Effectiveness**

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentile</th>
<th>Score</th>
<th>Previous Score</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partner</td>
<td>50</td>
<td>5.3</td>
<td>5.1</td>
<td>+0.2</td>
</tr>
<tr>
<td>Industry Benchmark</td>
<td>50</td>
<td>5.5</td>
<td>5.1</td>
<td>+0.4</td>
</tr>
<tr>
<td>Overall Benchmark</td>
<td>50</td>
<td>5.2</td>
<td>5.1</td>
<td>+0.1</td>
</tr>
</tbody>
</table>

**Operations Manager**

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentile</th>
<th>Score</th>
<th>Previous Score</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partner</td>
<td>50</td>
<td>5.5</td>
<td>5.1</td>
<td>+0.4</td>
</tr>
<tr>
<td>Industry Benchmark</td>
<td>50</td>
<td>5.1</td>
<td>5.1</td>
<td>-0.4</td>
</tr>
<tr>
<td>Overall Benchmark</td>
<td>50</td>
<td>4.9</td>
<td>5.1</td>
<td>+0.2</td>
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**Employee Mediator**

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentile</th>
<th>Score</th>
<th>Previous Score</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partner</td>
<td>50</td>
<td>4.2</td>
<td>4.6</td>
<td>-0.4</td>
</tr>
<tr>
<td>Industry Benchmark</td>
<td>50</td>
<td>4.9</td>
<td>4.6</td>
<td>-0.3</td>
</tr>
<tr>
<td>Overall Benchmark</td>
<td>50</td>
<td>5.3</td>
<td>4.6</td>
<td>+0.7</td>
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**Emergency Responder**

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentile</th>
<th>Score</th>
<th>Previous Score</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partner</td>
<td>50</td>
<td>4.9</td>
<td>4.9</td>
<td>-0.1</td>
</tr>
<tr>
<td>Industry Benchmark</td>
<td>50</td>
<td>5.1</td>
<td>4.9</td>
<td>+0.2</td>
</tr>
<tr>
<td>Overall Benchmark</td>
<td>50</td>
<td>5.0</td>
<td>4.9</td>
<td>+0.1</td>
</tr>
</tbody>
</table>

Source: Corporate Leadership Council research.
Develop HRBPs with Council Support

**Step 3: Target HRBPs’ Greatest Skill Gaps**

*Access the Council’s HRBP portal to support HR Business Partner development*

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**Council Resources Available to Sue Walker**

In addition to the feedback provided within the report, HRBPs are encouraged to access additional development resources available to Council member organizations at www.clc.executiveboard.com.

<table>
<thead>
<tr>
<th>Access the HRBP Portal for best-in-class tools and templates.</th>
<th>Participate in HRBP Discussion Forums to network with HRBPs on specific challenges.</th>
<th>Sign-up for Corporate Leadership Council Alerts on particular topics of interest.</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="HRBP Portal" /></td>
<td><img src="image" alt="HRBP Discussion Forums" /></td>
<td><img src="image" alt="Corporate Leadership Council Alerts" /></td>
</tr>
</tbody>
</table>

**Strategic Partner**

- Create opportunities for your HRBPs to present new HR strategies to senior leaders in the organization
- Work with a line manager to identify and implement a new program that addresses a business-unit specific challenge

**Council-Specific Resources Available**

- “HR Management and Strategy” decision support center
- “Business unit HR Strategy Process Guide” on HRBP Portal

**Business Skills**

- Creating opportunities for your HRBPs to work on cross-functional teams to broaden their business exposure
- Creating opportunities for your HRBPs to manage the relationships that you might have with existing vendors

**Council-Specific Resources Available**

- “Project Scope Template” on HRBP Portal
- “SCAMPER” on HRBP Portal

**Business Skills**

- Use graphics from the Council’s Graphics Database in internal presentations.
- Leverage the Council’s Roadmaps to aid in implementation of new programs.
- Use the Council’s Communication Tools for internal presentations on specific topics.

**Council-Specific Resources Available**

- “Project Scope Template” on HRBP Portal
- “SCAMPER” on HRBP Portal

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Source: Corporate Leadership Council research.
The CLC HR Business Partner Portal

Providing implementation support fosters improved HR business partner performance

The HR Business Partner portal is available to all members of the Corporate Leadership Council. This rich set of online resources provides HR Business Partners (HRBPs) with proven tools, insights, and peer networks to improve HRBP effectiveness and accelerate the implementation of their most critical projects.

The HR Business Partner portal supports HRBPs in the key challenges of their role...

Key Sections of HRBP Portal

- Business and Financial Analysis
- Business Case Development
- Relationship Management and Influence
- Communication Strategy and Presentation Development
- Problem Diagnosis and Solution Design
- Project Management and Implementation
- HR Strategic Plan Development

...through a robust set of best practice resources to improve HRBP performance

Sample HRBP Portal Resources

- Online Discussion Groups
- Communication and Presentation Templates
- Sample Business Cases
- Problem Solving and Analytical Frameworks
- Financial Analysis Tools and Templates
- Customizable PowerPoint Presentations and Graphics
- Implementation Roadmaps

For more information on the HR Business Partner portal, please contact Sari Levine at slevine@executiveboard.com or +1-202-777-9583.

Source: Corporate Leadership Council’s HR–Line Support Effectiveness Survey; Corporate Leadership Council research.
Appendix
## Development Experiences

### On-the-job training experiences are most important across all development activities

#### Maximum Impact of Development Experiences on Competencies

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Development Experiences¹</th>
</tr>
</thead>
</table>
| **Business Acumen**           | • Work on cross-functional teams—7%  
                              |   • Analyze external market conditions—6% |
| **Innovation**                | • Identify business problem in business unit—14%  
                              |   • Work on projects that involve difficult trade-offs—14% |
| **Presentation**              | • Lead the development of a new HR initiative—31%  
                              |   • Lead the implementation of a new line initiative—13% |
| **Recordkeeping**             | • Work on data-intensive line project—21%  
                              |   • Take formal coursework—13% |
| **Transactional Knowledge**   | • Work on change management initiative—7%  
                              |   • Communicate to line managers about new HR initiatives—7% |
| **Interpersonal Skills**      | • Manage competing personalities—5%  
                              |   • Resolve interpersonal conflicts—5% |
| **Leadership**                | • Identify human capital challenges in a business unit—17%  
                              |   • Propose alternative solutions to business unit problems—12% |
| **Metrics Use and Creation**  | • Analyze business unit data—13%  
                              |   • Track changing employee data—4% |
| **Workforce Management Knowledge** | • Customize and deliver HR strategies for a business unit—6%  
                                      |   • Work on a merge, acquisition, or divestiture—7% |
| **Conflict Resolution**       | • Meet with line managers on status of employees—30%  
                              |   • Learn how different parts of the business work together—24% |

¹ The maximum total impact is calculated by comparing two statistical estimates: the predicted impact when an HRBP scores “high” on a driver and the predicted impact when an HRBP scores “low” on a driver. The effects of all drivers are modeled using a variety of multivariate regressions with appropriate control variables.

Source: Corporate Leadership Council research.
Definition of Terms

Competencies

Knowledge

Business Acumen—Refers to the ability to use insight of the organization’s internal and the external business environment to improve the human capital outcomes that affect business unit performance.

Transactional Knowledge—Refers to the ability to use knowledge about legal and HR processes to solve HR problems.

Workforce Diversity—Refers to the ability to use workforce diversity knowledge to help solve problems related to racial, ethnic, gender, religious, political, or other relevant divides between people.

Workforce Management Knowledge—Refers to the ability to use HR knowledge on engagement, performance management, and attraction at the business unit level to provide strategic solutions to human capital problems.

Skills

Interpersonal Skills—Refers to the ability to reconcile different interests to solve an HR problem.

Conflict Resolution—Refers to the ability to resolve conflicts between employees.

Innovation—Refers to the ability to customize or implement HR solutions to human capital problems in creative ways, or to craft new HR solutions.

Leadership—Refers to the ability to persuade line managers of the need for new or existing HR programs by taking a leadership position.

Metrics Use and Creation—Refers to the ability to develop and use metrics to make the business case for HR programs, to align HR strategy with corporate goals, and to assess and justify the performance of HR programs.

Presentation—Refers to the ability to make presentations on HR programs and processes.

Recordkeeping—Refers to the ability to keep accurate organizational and individual employee records.

Line Interactions

Arguing for Specific Solutions—Refers to arguing on behalf of a specific solution for a specific problem.

Articulating a Strong Point of View—Refers to taking a stand on an issue.

Being Prompt—Refers to being prompt in all communications with managers.

Being Responsive to Feedback—Refers to responding to feedback from line managers.

Being Sensitive to Your Time Needs—Refers to taking time needs of managers into consideration when communicating HR programs and processes.

Bringing Accurate Information—Refers to having the most accurate information at hand in meetings with line managers.

Communicating Business-Relevant Information—Refers to ensuring information in HR communications that have business information that is relevant to the business.

Communicating Organizational Standards—Refers to communicating standards around organizational policies and procedures.

Completion of Predefined Objectives—Refers to completing objectives on HR projects defined in advance.

Creating Business Cases—Refers to creating the business case for a specific program.

Following up on Recommendations—Refers to following up on recommendations made to line managers.

Getting to the Right Solution—Refers to finding not only a solution, but the one that is likely to lead to the right answer.

Maintaining an Enterprise Viewpoint—Refers to maintaining an overall view of the organization when communicating with line managers.

Maintaining Integrity—Refers to maintaining your belief in what is important in your communications with managers.

Setting Expectations—Refers to setting expectations about HR programs.

Setting Service Expectations—Refers to setting service delivery expectations around HR products and processes.

Tailoring Solutions to Meet Business Needs—Refers to tailoring center-led initiatives to meet the specific needs of the business unit.

Using Business Language—Refers to using business speak in your daily communications.

Using Business Performance Data—Refers to using data in communicating the value of HR programs.

Using Data-Driven HR-Business Insights—Refers to using data when making an argument about an insight related to HR and the business.