

HR fights to boost its business impact

Provisional findings from our “Adding Value Through HR” survey make it clear that HR is determined to improve its business impact and effectiveness.

Already, 80% of HRDs claim to have implemented business partnering, although only 40% strongly agree that they are accepted in this role by operational managers. Not surprisingly in the light of this finding, business partnering comes top of the list for further investment and development for over half the respondents. Next comes investment in shared service centres, closely followed by the development of self-service systems. These results confirm that many HR functions are continuing to separate service delivery from their business partnering and strategic roles. The survey also reveals that there are plenty of obstacles to negotiate on all these fronts.

Most frequently mentioned as ‘very challenging’ barriers to HR’s efforts to add value to the business are changing business priorities and lack of clarity about corporate strategy. Difficulty in securing investment for HR also comes high on the challenges list.

Asked to name the specific challenge they rate as the most significant challenge to HR adding value to the business, the diversity of HR directors’ responses show that most companies have their own particular mountain to climb. Several home in on a common problem, illustrated by this respondent who says:

“Moving away from transactional work; being seen as business people first, HR second.”

Other sections of the survey throw light on how HR is approaching business partnering, particularly the kinds of capabilities wanted when filling this role and preferred sourcing methods.

If you have not already done so, there’s still time to contribute to this important research. In return for your contribution, you will receive a summary of the findings and receive a complimentary overview from the Business Intelligence report, “Creating the talent-driven business”.

To complete the survey –, go to:

http://www.surveymonkey.com/s.aspx?sm=HN7UgurJWeP4nfGUB4PwRA_3d_3d