

CAHRS Development Committee

COE and DVPHR Models

FINAL MODELS

COE Lead – Key Roles & Responsibilities



COE Lead – Key Roles & Responsibilities

Thought Leadership & Innovation

- Leverages and stays ahead of best practices, research, skills, tools and trends
- Develops and maintains relationships with subject matter experts and external practitioners to remain current in trends and best practices
- Conducts periodic reviews and evaluations of COE programs/processes/policies and external market practices to identify opportunities for continuous improvement to better meet corporate, business, function and employee needs
- Partners with Employee Services to identify continuous improvement opportunities and operational efficiencies through service level agreements and operational metrics
- Drives, promotes, publishes, and distributes leading practices, thought leadership, and subject matter expertise
- Serves as the organization's chief champion and subject matter expert related to focal area, both internally and externally

Note: Specific responsibilities listed are drawn from across companies and used as exemplars.

COE Lead – Key Roles & Responsibilities

Expert Analysis & Consultation

- Being an expert advisor, facilitating consulting engagements to address business, leader, and employee opportunities
- Assesses and interprets quantitative and qualitative data, builds insights, and provides strategic recommendations
- Consults, advises, and partners with HRBP, Employee Services, other COEs, and the business to design streamlined strategies, policies, and programs
- Identifies potential COE related legislative issues and develops recommended corporate position and response to these issues
- Gains input from the segments to create global HR programs, processes, and services
- Collaborates closely with BUHR partners, business leaders, and other COEs to ensure appropriate degrees of standardization of COE programs/processes/policies
- Frames issues and opportunities from a business perspective

Note: Specific responsibilities listed are drawn from across companies and used as exemplars.

COE Lead – Key Roles & Responsibilities

Global Program Design & Delivery

- Designs program and policy strategy and philosophy and provides an enterprise-wide point of view
- Ensures alignment of HR strategies, programs, and processes with evolving business priorities
- Develops and directs the implementation of change management strategies that ensure successful implementation and ongoing use of COE programs/processes/policies
- Establishes metrics, provides formal and informal updates to HR/business/corporate leaders on the performance and impact of COE programs/processes/policies, and provides recommendations for improvements to ensure achievement of targeted results
- Monitors adoption, effectiveness, and compliance of strategies, policies, and programs
- Helps drive standardization, simplification, and continuous improvement in our HR processes
- Builds COE reputation through value-added interactions with customers
- Pilot tests innovative programs and practices

Note: Specific responsibilities listed are drawn from across companies and used as exemplars.

COE Lead – Key Roles & Responsibilities

Global Process Ownership & Compliance

- Designs COE programs/processes/policies in compliance with current legal and regulatory policies and to directly or indirectly support company values and positive work environment objectives
- Ensures external/regulatory and internal compliance of programs and processes
- Provides direction to and oversight of multiple supplier relationships, including outside consultants, ensuring that outside resources are used effectively and efficiently to maximize quality and delivery and minimize cost
- Ensures integration and consistency of strategies, policies and programs across COE
- Audits and maintains HR policies

Note: Specific responsibilities listed are drawn from across companies and used as exemplars.

COE Lead – Competencies and Traits

Traits & Personal Attributes

- Interpersonal Savvy/Strong Networker
- Lifelong learning
- Ethics & Integrity/Trusted Advisor
- Managing Ambiguity
- Strategic & “Big Picture” Thinker
- Customer & Service Focus
- Global Expertise
- Cross-cultural Understanding and Sensitivity
- Openness and Willingness to Innovate
- Ability to Collaborate and Network Across Silos

Competencies & Capabilities

- Deep Subject Matter Expertise
- Business-First Mindset
- Change Leadership
- Excellent Communicator (Internally & Externally)
- Solution Design & Management/Design Thinking
- Systems Thinking
- Continuous Self Development & Updating
- Complex Problem Solving
- Organizational Agility
- Expert Project Management Skills & Practices
- Consultation Skills
- People Management (Leading and Developing Teams & Others)
- Data/Digital acumen

COE Lead – Summary

Key Roles & Responsibilities

<p>Thought Leadership & Innovation</p>	<p>Expert Analysis & Consultation</p>
<p>Global Program Design & Delivery</p>	<p>Global Process Ownership & Compliance</p>

Traits & Personal Attributes

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DVPHR – Key Roles & Responsibilities



DVPHR – Key Roles & Responsibilities

Organizational Effectiveness

- Leverages organizational methodologies to “think ahead” to enable and drive both organizational and individual high-performance
- Asks the right questions and focuses on the root cause of problems
- Integrates HR data, both qualitative and quantitative, to draw insights and provide strategic recommendations with clear outputs and actionable plans
- Uses the appropriate processes to identify the division’s human capital priorities over the next one to two years
- Serves as a bridge between the division and the HR function to ensure business requirements influence HR strategy and that HR strategy is relevant to the division
- Participates in strategic conversations and aligns HR recommendations to the business strategy
- Provides the “voice of the business” to HR and “voice of employee” to business

DVPHR – Key Roles & Responsibilities

Talent Strategy

- Leads and executes a business specific talent management strategy that is future focused, ongoing and transcends the talent assessment process, resulting in actions such as targeted development talent moves and robust succession planning
- Partners with the head of the business to provide counsel and support in the areas of quality of talent, talent pipeline, employee engagement, team alignment, diversity and inclusion, and organizational culture
- Takes action required to identify emerging capabilities and address key talent gaps, and builds a diverse and fluid workforce to ensure the division has the right people in the right place at the right time
- Collaborates with business and HR leaders to identify and implement targeted division and individual development plans that address targeted talent gaps in a timely manner
- Partners with business leaders to identify and implement a compelling employee value proposition that enables the division to attract and retain the number and type of talent required to close talent gaps

DVPHR – Key Roles & Responsibilities

Leadership Development

- Ensures that business leaders exhibit the company values and competencies and convey aspired tone from the top
- Supports leadership initiatives within the business to advance business effectiveness
- Identifies high potential division talent (business and HR) early and develops them to address short and long term global talent needs
- Leads a team of more junior HRBPs who partner with the VP population on ways that the HR organization can enhance the employee experience
- Inspires and develops the HRBP team to be an outcome-focused, highly solutions-oriented team with the right capabilities to successfully deliver on the needs of the organization

DVPHR – Key Roles & Responsibilities

Coaching & Advising

- Provides thought leadership insights and support to the business leadership team
- Balances divisional priorities with what is best for the enterprise
- Coaches division management in development and implementation of an engaging and high performance culture
- Advises and coaches individuals and teams in a variety of situations and circumstances
- Understands needs of multiple stakeholders and advises business leaders of these
- Acts with courage and conviction; takes a stand when others won't to ensure the right thing happens

DVPHR – Competencies and Traits

Traits & Personal Attributes

- Strategic & “Big Picture” Thinker
- Interpersonal Savvy; Ability to Influence & Impact
- Emotional intelligence
- Candid, Courageous & Tough-Minded
- Voice of the Employee
- Ethics & Integrity/Trusted Advisor
- Business Outcome Focused
- Integrator & Applicator of Information & Knowledge
- Continuous Learner
- Applies Judgment Based on Both Experience & Data

Competencies & Capabilities

- Translates Deep Industry & HR Knowledge into Business Drivers
- Change Leadership
- Strategic Talent Mindset
- Leadership Development of Individuals and Teams
- Organizational Agility
- Complex Problem Solving
- Systems Thinking
- Basic Project Management Skills & Practices
- Consultation Agility
- Facilitation and Coaching Skills
- Technological & Social Media Savvy
- Global & Cultural Fluency

DVPHR Lead – Summary

Key Roles & Responsibilities



Traits & Personal Attributes

- Strategic & “Big Picture” Thinker
- Interpersonal Savvy; Ability to Influence & impact
- Emotional Intelligence
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- Global & Cultural Fluency

Reconciled Model (Overlap Across COE & DVPHR Models)

Traits & Personal Attributes

- Interpersonal Savvy; Ability to Influence & Impact
- Lifelong learning/Continuous learner
- Ethics & Integrity/Trusted Advisor
- Strategic & 'Big Picture' Thinker

Competencies & Capabilities

- Change Leadership
- Systems Thinking
- Complex Problem Solving
- Consultation Skills/Agility
- Project Management Skills & Practices
- Leading and Developing Teams & Others
- Digital Acumen/Technology & Social Media Savvy

APPENDIX

Definitions

COE Key Roles & Responsibilities

- **Thought Leadership & Innovation:** Is able to develop and maintain relationships with subject matter experts and external practitioners to remain current in trends and best practices, to conduct periodic reviews and evaluations of COE programs/ processes/ policies and external market practices to identify opportunities for continuous improvement and meet corporate, business function and employee needs.
- **Expert Analysis & Consultation:** Is able to assess and interpret quantitative and qualitative data, build insights, and provide strategic recommendations to identify potential COE related legislative issues. Can leverage information to develop recommendations for BUHR partners, business leaders, and other COEs to ensure appropriate degrees of standardization of COE programs/ processes/ policies.
- **Global Program Design & Delivery:** Ability to design program and policy strategy and philosophy to direct the implementation of change management strategies that ensure successful implementation and ongoing use of programs/ processes/ policies. Builds COE reputation through value-added interactions with customers by driving standardization, simplification, and continuous improvement in HR processes.
- **Global Process Ownership & Compliance:** Designs COE programs/processes/ policies/ strategies in compliance with current legal and regulatory policies, and to directly or indirectly support company values and positive work environment objectives. Is able to ensure external regulatory and internal compliance of programs and processes across COE

COE Competencies & Capabilities

- **Deep Subject Matter Expertise:** Demonstrates appropriate level of mastery of COE area of specialization, labor law, and regulatory requirements, as well as broad knowledge of HR strategy, processes, policies, HR operating model, management and business administration to help address customer needs.
- **Business-First Mindset:** Possesses a strong understanding of the business strategy, operating model and revenue drivers, which is used to guide decisions and practices.
- **Change Leadership:** Ability to think ahead and prepare diverse groups of employees through exercises and activities that better position the organization to adopt and accept changes. Must have credibility in order to serve as change champion to align and engage leaders and employees, while minimizing risks and maintaining an open dialogue.
- **Excellent Communicator (Internally & Externally):** Conveys information effectively to internal and external stakeholders.
- **Solution Design & Management/Design Thinking:** Uses an iterative and innovative process to solve complex problems, find solutions for clients, and to develop programs that benefit the end user.
- **Systems Thinking:** Engages in a holistic approach to analysis that takes into account the interrelated and interdependent parts of the broader system.
- **Continuous Self Development & Updating:** Stays current on trends in the field and engages in self-directed development to ensure knowledge and capabilities are at the leading edge.
- **Complex Problem Solving:** Ability to draw on relevant data and information to proactively identify and resolve problems effectively and efficiently as they relate to customer goals and objectives.
- **Organizational Agility:** Has deep understanding of division goals and objectives to facilitate development and implementation of appropriate COE programs, processes, policies, and culture that support customer goals and objectives.
- **Expert Project Management Skills & Practices:** Is well organized and should be able to effectively initiate and monitor projects, while also understanding the project cost return and oversee the deployment of resources.
- **Consultation Skills:** Ability to serve as a credible consultant that understands and anticipates customer problems. Is able to identify root causes and develop solutions based on data, fact, and sound judgment.
- **People Management (Leading & Developing Others & Teams):** Strong ability to mentor, manage, and develop direct reports and others, by providing constructive feedback and ensuring employee goals align with company needs. Should also be able to support division leads in leading and developing their teams.
- **Data/Digital Acumen:** Ability to leverage data/digital trends and insights in the design, development, delivery, and evaluation of solutions.

COE Traits & Personal Attributes

- **Interpersonal Savvy/Strong Networker:** Is able to build trusting relationships with people of all levels, backgrounds, and cultures to support and facilitate organizational goals and beneficial results through appropriate methods and tools to improve satisfaction and results.
- **Lifelong Learning:** Engages in ongoing and self-directed updating of knowledge and skills. Exhibits curiosity and seeks out opportunities for growth and development.
- **Ethics & Integrity/Trusted Advisor:** Has deep understanding of company values, procedures, and guidelines to promote adherence to ethical business practices. Should approach work and relationships with integrity to act as the trusted advisor for customers.
- **Managing Ambiguity:** Is comfortable with and successfully navigates ambiguous situations.
- **Strategic & “Big Picture” Thinker:** Demonstrates deep understanding of the company’s industry, objectives, processes, and policies. Is able to be realistic and innovative when strategizing and creating solutions to help customers better align with company objectives.
- **Customer & Service Focus:** Actively seeks opportunities to improve quality of service and delivery through effective methods such as soliciting feedback from customers.
- **Global Expertise/Cross-Cultural Understanding and Sensitivity:** Possesses a deep reservoir of global and cultural-cultural understanding and experience that facilitates a global mindset and the ability to devise and deliver programs that successfully cross geographic boundaries.
- **Openness and Willingness to Innovate:** Challenges the status quo. Looks for and is willing to seize opportunities to adopt novel strategies and practices.
- **Ability to Collaborate and Network Across Silos:** Builds relationships with colleagues in other parts of the organization in work together in delivering seamless solutions to employees.

DVPHR Key Roles & Responsibilities

Organizational Effectiveness: Ability to draw insight from relevant data, and leverage organizational methodologies to “think ahead” and identify the division’s human capital priorities. The goal is to participate in strategic conversations that align HR recommendations to the business strategy, as well as act as the “voice of the business” to HR.

Talent Strategy: Is able to lead and execute business-specific talent management strategies to partner with and provide counsel to the head of the business in the areas of talent quality, talent pipeline, employee engagement, team alignment, and organizational culture. Can take necessary action to address key talent gaps, and ensure the division has the right people in the right place at the right time.

Leadership Development: Builds up the HRBP team, by identifying and developing high potential HR talent early, to be a customer-focused, highly solutions-oriented team with the right capabilities that successfully services the needs of the business leaders and organization.

Coaching & Advising: Advises on and sponsors the design and implementation of HR policies and programs, through coaching and supporting division management team on development and implementation of required programs and processes to establish and maintain a high performance culture.

DVPHR Competencies & Capabilities

- **Translates Deep Industry & HR Knowledge into Business Drivers:** Integrates technical skill with a deep understanding of the industry to identify business drivers
- **Change Leadership:** Ability to think ahead and prepare diverse groups of employees through exercises and activities that better position the organization to adopt and accept changes. Must have credibility in order to serve as change champion to align and engage leaders and employees, while minimizing risks and maintaining an open dialogue.
- **Strategic Talent Mindset:** Understanding of the importance of talent and the ability to pick out and develop high potentials or top performers to align with the organization's current and future goals.
- **Leadership Development of Individuals and Teams:** Strong ability to mentor, manage, and develop individuals by providing constructive feedback and ensuring employee goals align with company needs. Should also be able to support division leads in leading and developing their teams.
- **Organizational Agility:** Has deep understanding of division goals and objectives to facilitate development and implementation of appropriate HR programs, processes, policies, and culture
- **Complex Problem Solving:** Ability to draw on relevant data and information to proactively identify and resolve problems effectively and efficiently.
- **Systems Thinking:** Engages in a holistic approach to analysis that takes into account the interrelated and interdependent parts of the broader system.
- **Basic Project Management Skills & Practices:** Is well organized and should be able to effectively initiate and monitor projects, while also understanding the project cost return and oversee the deployment of resources.
- **Consultation Agility:** Ability to serve as a credible consultant that understands and anticipates customer problems, by maintaining deep understanding of the division. Is able to identify root causes and develop solutions based on data, fact, and sound judgment.
- **Facilitation and Coaching Skills:** Ability to build and strategically draw on social network to coach and provide direction to direct reports and others.
- **Technology & Social Media Savvy:** Monitors and understands the latest developments in technology and social media so as to be able to effectively deploy these tools within the organization.
- **Global & Cultural Fluency:** Possesses a deep reservoir of global and cultural-cultural understanding and experience that facilitates a global mindset and the ability to operate effectively across geographic boundaries.

DVPHR Traits & Personal Attributes

- **Strategic & “Big Picture” Thinker:** Demonstrates deep understanding of the company’s industry, external relationships, objectives, processes, and policies. Is able to be realistic and innovative when strategizing and creating solutions to help the division better align with company objectives.
- **Interpersonal Savvy; Ability to Influence & Impact:** Is able to build trusting relationships with people of all levels, backgrounds, and cultures to support and facilitate organizational goals and beneficial results through appropriate methods and tools to improve satisfaction and results. Has the appropriate temperament, competencies, and skills that portray confidence to build strong connections with others. Is respectful to all employees and possesses the ability impact and influence.
- **Emotional intelligence:** The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.
- **Candid, Courageous & Tough-Minded:** Is truthful and straightforward. Uses discretion. Is willing to tackle difficult situations. Maintains composure in the face of adversity.
- **Ethics & Integrity/Trusted Advisor:** Has deep understanding of company values, procedures, and guidelines to promote adherence to ethical business practices. Should approach work and relationships with integrity to act as the trusted advisor for division leader.
- **Business Outcome Focused:** Directs activities toward impacting important business outcomes and monitors progress toward the same. Is able to identify division leader priorities and allocate appropriate amount of resources to ensure desired results
- **Integrator & Applicator of Information & Knowledge:** Pulls together and applies disparate information and knowledge in order to devise creative and effective solutions.
- **Continuous Learner:** Engages in ongoing and self-directed updating of knowledge and skills. Exhibits curiosity and seeks out opportunities for growth and development.
- **Applies Judgment Based on Both Experience & Data:** Combines experience and data-driven insights to guide decision-making.