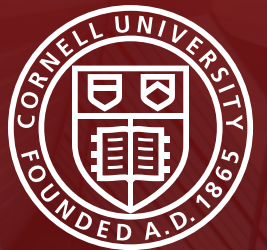




WORLD CLASS HRBP FRAMEWORK

Center for Advanced Human Resource Studies
School of Industrial and Labor Relations
Cornell University





HR Business Partners (HRBPs) represent a very large and relatively under-served segment of the HR population, on the frontlines in terms of dealing with real questions relative to the future of work.

Over the past year, CAHRS has worked with experienced HRBPs, CHROs, and business executives across its 45 partner companies to develop the CAHRS World Class HRBP Framework, which defines key elements of the role and sets a standard for what “great” looks like.

PROCESS

In 2024, CAHRS set out to develop:

1. A framework that defines key elements of the HRBP role and sets a standard for what “great” looks like
2. The framework will be used to provide CAHRS members with playbooks that provide practical guidance on how to navigate critical moments that matter (e.g., stubborn talent gaps, organizational transformation, etc...) as well developmental tools and resources (e.g., assessments, case studies, videos, CAHRS learning series)

SENIOR HRBP WORKING GROUPS

(October 24 & February/March 25)

Working with 32 Senior HRBPs from 24 CAHRS partner companies, identified key elements of the role along with critical challenges and opportunities. Developed a draft framework and solicited ideas from the group on how to improve it.

CHRO DINNER

(March 25)

Presented the framework to nine CHROs for additional feedback and improvement ideas.

BUSINESS LEADER INTERVIEWS

(March/April 25)

Interviewed seven senior, frontline business leaders to gain their perspective on the framework and its relevance.

HOW TO USE THE FRAMEWORK

ROLE CLARITY AND CONSISTENCY

The framework can help enhance HRBP role clarity and consistency by specifying what they should focus on, where they should spend their time, and what good looks like.

CAPABILITY BUILDING

The framework can assist organizations and HRBPs themselves in defining and building the capabilities necessary for the role.

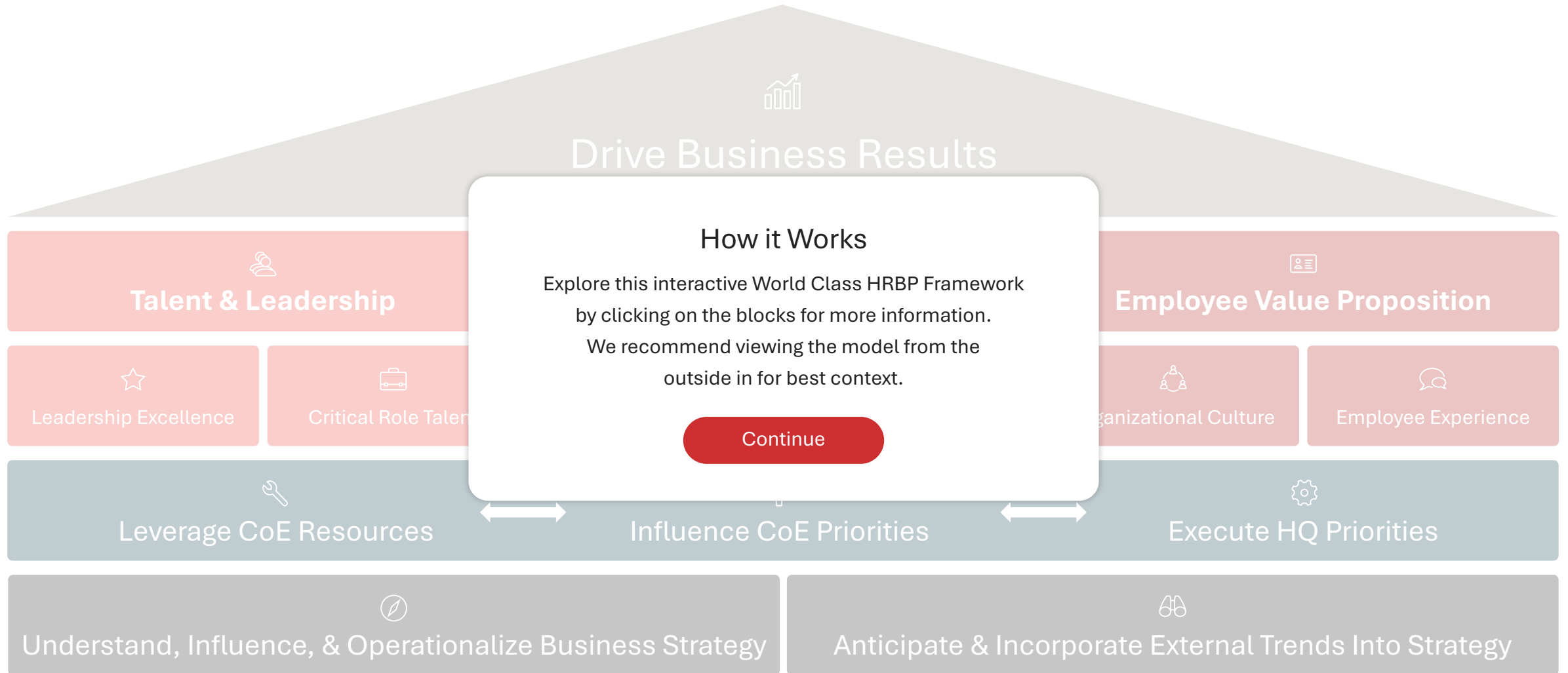
STRATEGIC IMPACT

The framework can help HRBPs to set strategy and priorities and to contract with their business leaders on key accountabilities and deliverables. It also helps business leaders to know what to expect from their HRBPs.

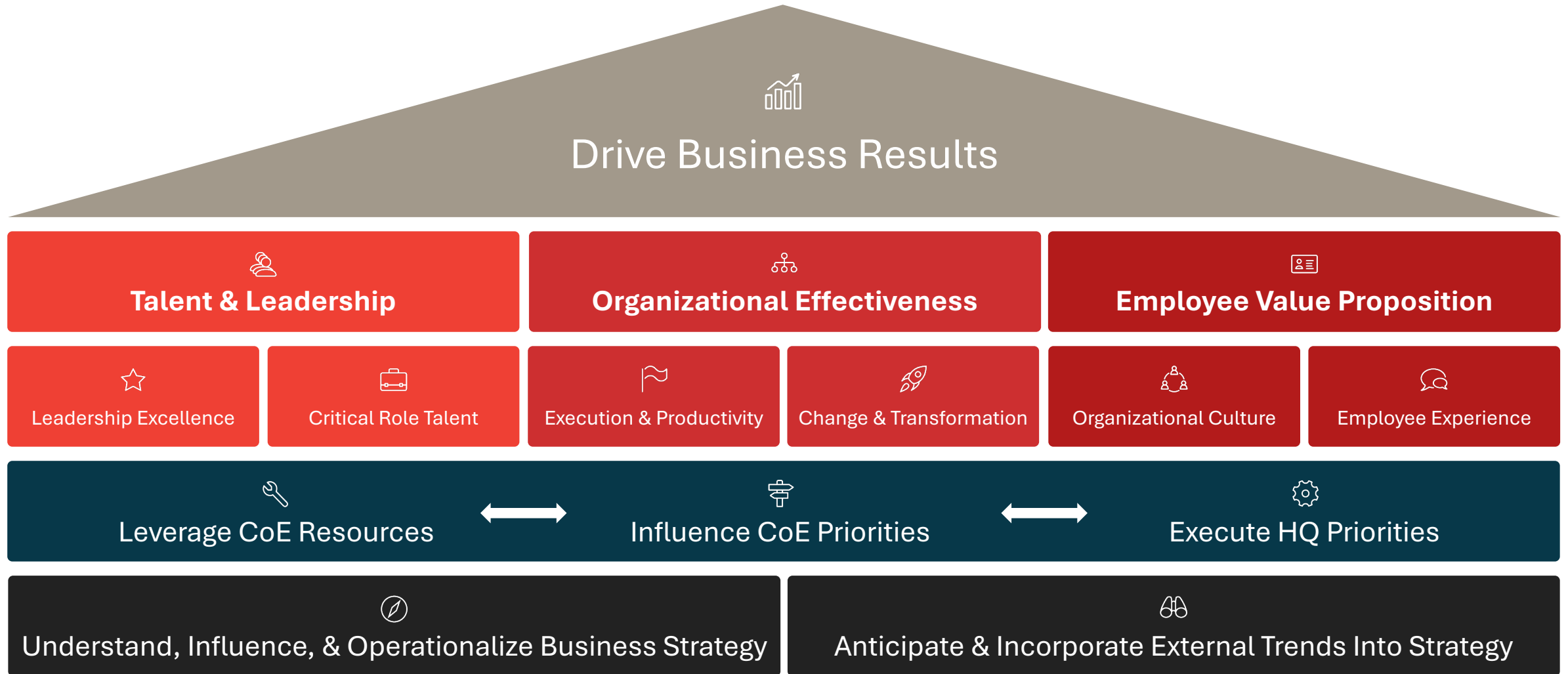
ALIGNMENT

Organizations can compare their own frameworks to the CAHRS World Class HRBP Framework to assess where they align and where there may be gaps.

World Class HRBP Framework



World Class HRBP Framework



World Class HRBP Framework

① Understand, Influence, & Operationalize Business Strategy

CLOSE

To be successful in the role, organizations expect that HRBPs are actively engaged with the strategy at the level of the business or functions that they support. This engagement includes being able to understand, influence, and operationalize business strategy or the business strategy as it relates to supporting functions (e.g. finance, IT, supply chain). As a member of the leadership team of the business that they support, HRBPs are expected to

- Fully understand business strategy such that they can articulate how the business creates value for customers including those aspects of value that differentiate the company from competitors and those aspects of value creation that enable parity with competitors. Alternatively, HRBPs working with support functions should fully understand the role of those functions in supporting business strategy and be able to identify key priorities and initiatives for those functions to effectively support the business.
- Engage actively in discussions of business strategy and customer value creation based on a deep understanding of the company's business and core competencies. HRBPs working with support functions should understand key business priorities and customer outcomes (both internal and external) and how the functions they work with help to drive or support these priorities.
- Translate strategy into key business process or functional priorities and understand the key levers (technologies, processes, people) required to bring the strategy and business priorities to life.

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Value Proposition



Employee Experience



HQ Priorities

ends Into Strategy

World Class HRBP Framework

Anticipate & Incorporate External Trends Into Strategy

CLOSE

To be successful in the role, organizations expect that HRBPs are actively engaged with the strategy at the level of the business that they support. This engagement includes being able to **anticipate and incorporate external trends into strategy**. HR leaders have unique perspectives on changes in the external environment based on trends. Based on their unique perspectives, HRBPs are expected to

- Raise potential challenges related to on-going execution of the current strategy – this may include the potential impact of new technology, workforce trends, or government policy on the ability to execute existing strategy.
- Have and share a point of view on potential growth opportunities or risks associated with current strategy considering changes in technology, workforce trends, government policy, etc. This could include suggesting potential strategy adjacencies or identifying challenges in customer retention given how these trends may impact customer needs and expectations.
- Track trends and changes in technology, skills and skill shortages in the workplace, and business models that could impact workforce or business productivity.

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Influence CoE Priorities

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In the typical HR delivery model structure, HRBPs need to partner with Centers of Excellence (CoE) and HR Shared Services Centers to execute the delivery of HR for the organization. Within this partnership are inherent tensions because HRBPs are attempting to address and support the potentially competing priorities of different constituencies (e.g., line leaders of the business that they support vs. priorities of HQ HR Leaders or COEs).

Between the extremes of leveraging CoE expertise to develop and deliver solutions for business priorities, HRBPs can surface larger human capital and talent challenges that can inform corporate-wide CoE priorities. In this capacity, HRBPs raise issues and challenges that could be best addressed by corporate-wide initiatives or that may require COE investments to address. Particularly when these issues and challenges are shared by other business units, they may become part of a larger corporate-wide initiative within or across CoEs.

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Leverage CoE Resources

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In the typical HR delivery model structure, HRBPs need to partner with Centers of Excellence (CoE) and HR Shared Services Centers to execute the delivery of HR for the organization. Within this partnership are inherent tensions because HRBPs are attempting to address and support the potentially competing priorities of different constituencies (e.g., line leaders of the business that they support vs. priorities of HQ HR Leaders or COEs).

On one extreme of the partnership, HRBPs draw on the expertise and services of COEs to develop and deliver solutions to effectively and efficiently drive business group priorities. Requires being able to clearly communicate business unit priorities and unique features of the business unit and being able to partner with experts across COEs to develop best fitting solutions for BU priorities and challenges. May also include the ability to push back on centers to provide tailored solutions that are a fit for the unique needs or talent groups of the business unit when COEs are looking to be efficient by providing solutions that have been standardized across all business units in the organization


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Execute HQ Priorities

CLOSE

In the typical HR delivery model structure, HRBPs need to partner with Centers of Excellence (CoE) and HR Shared Services Centers to execute the delivery of HR for the organization. Within this partnership are inherent tensions because HRBPs are attempting to address and support the potentially competing priorities of different constituencies (e.g., line leaders of the business that they support vs. priorities of HQ HR Leaders or COEs).

On one extreme of the partnership, HRBPs are responsible for implementing or executing on new initiatives that are priorities from the corporate center (e.g., implementing new performance management tools, corporate-wide training priorities). HRBPs may experience resistance from business unit or local line leaders who don't understand the value of these corporate priorities for their specific business. HRBPs may navigate these situations in several ways. First, they can translate the rationale for the priorities to line leaders in the business and socialize the importance of executing against these priorities. Second, they can engage the broader HR team and key employees to plan how and when to implement HQ priorities. Third, they can identify when it is important to push back on a CoE priority either because of timing or fit issues with the business unit. This might entail some degree of customization of the priority – either in terms of timing or how the initiative is executed – when appropriate.

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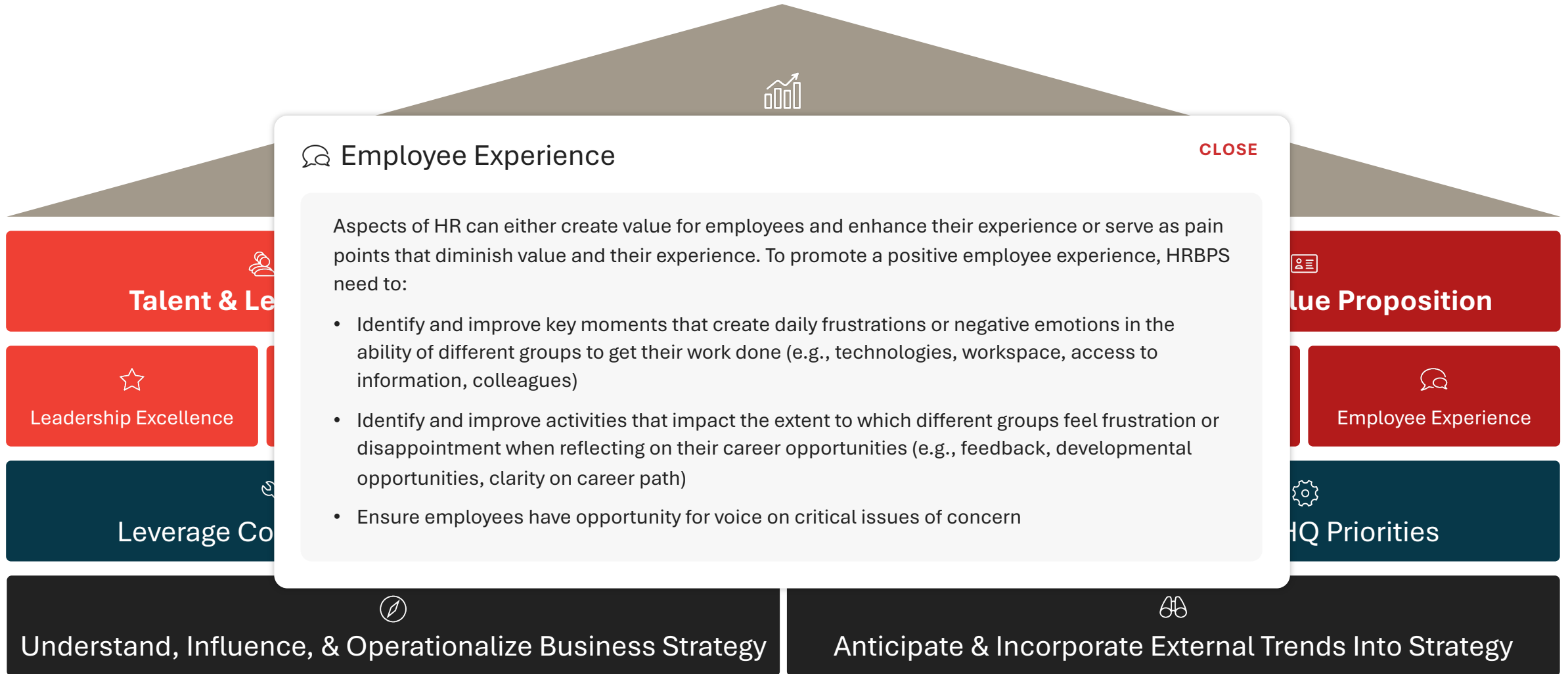
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Organizational Culture

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Organizational culture focuses on the values and norms that define “what it is like to work here” and that guide employee behaviors. To help define, shape, and reinforce the organizational culture, HRBPs need to:

- Identify and assess values and norms
- Implement actions that reinforce and support a climate that reinforces these norms and behaviors
- Hold leaders accountable for demonstrating core values through their behaviors
- Assess potential risk to the organization based on less positive norms and behavioral expectations

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☆ Leadership Excellence

CLOSE

Ultimately, leadership excellence is achieved when the HRBP ensures that agreed upon leadership behaviors are routinely demonstrated by the leadership team, and any shortfalls are addressed in a rigorous and timely manner. Key processes or actions to drive results here include:

- Assess performance and potential
- Align incentives and goals to key business targets
- Assess and address dynamics within the leadership team
- Deliver feedback and coaching
- Facilitate succession planning

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Talent & Leadership

CLOSE

Context

Actions related to the talent and leadership lever focus on individual leaders and key individual contributors. Through these levers, HRBPs work to support business unit performance by focusing on the capabilities, behaviors, and development of these core employees.

Why This Matters

Because business performance is heavily impacted by the performance of individuals in key roles, HRBPs are responsible for ensuring that critical leadership and individual contributor roles are filled with highly capable individuals, performing at their best. Leaders expect their HRBP to play a critical role in helping to ensure that they have a highly skilled and capable leadership team that works together effectively to drive business results. Similarly, leaders expect that their HRBP will ensure that key individual contributor roles are filled with employees who can consistently deliver exceptional performance and productivity

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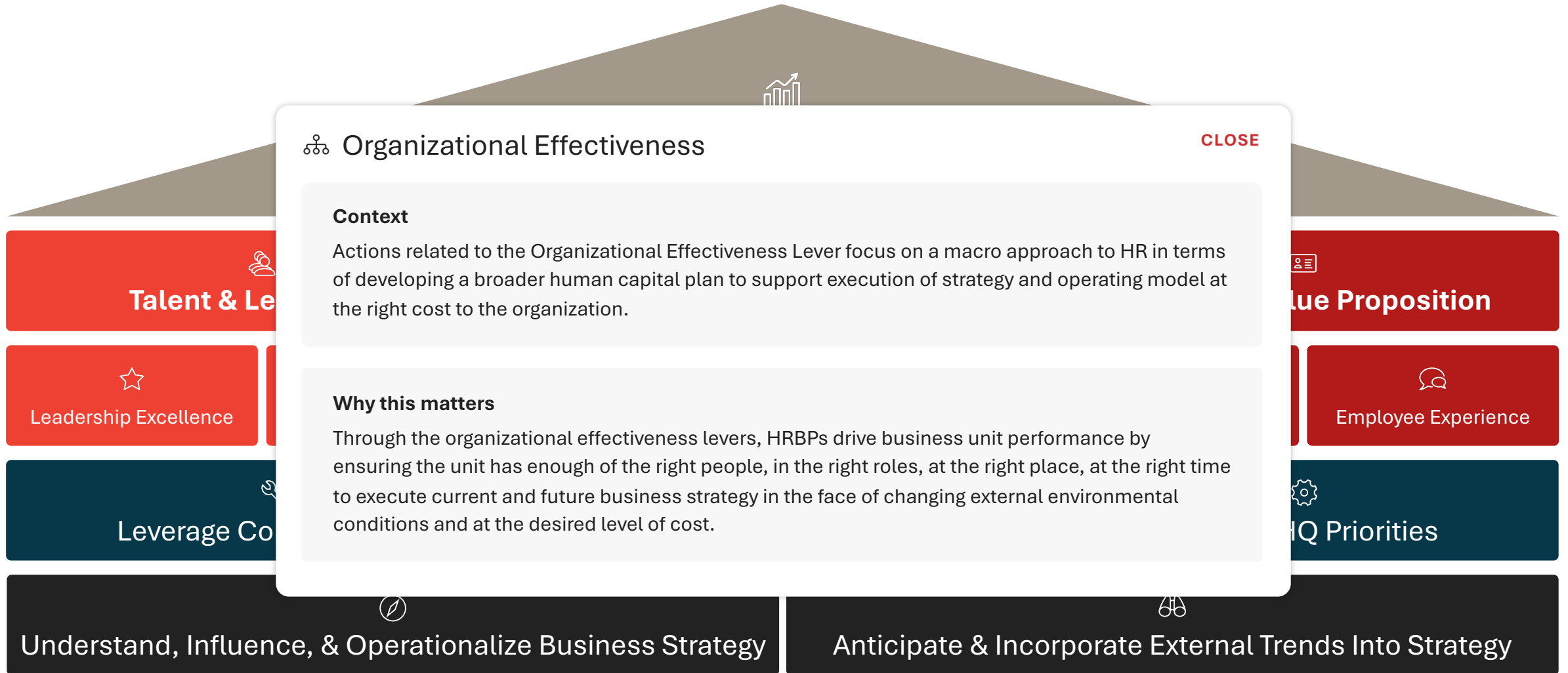
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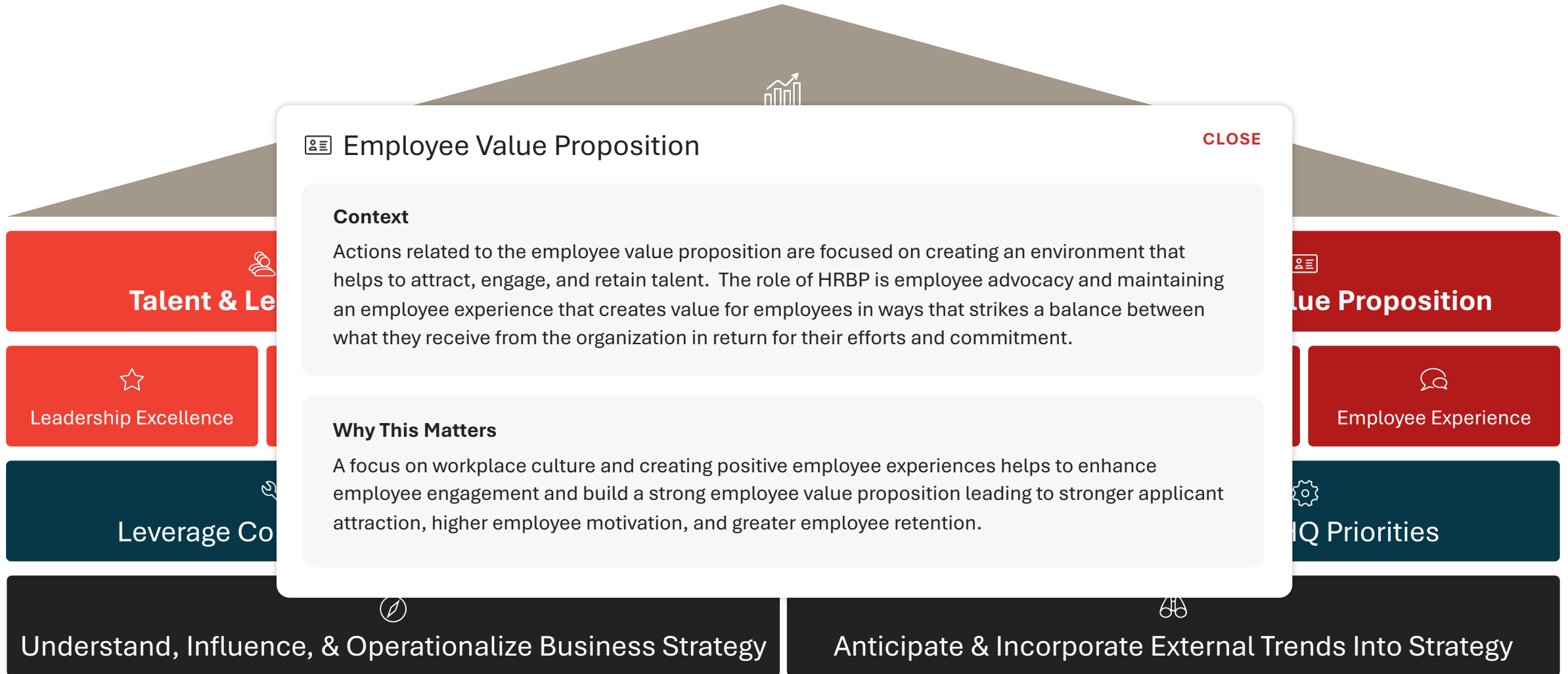
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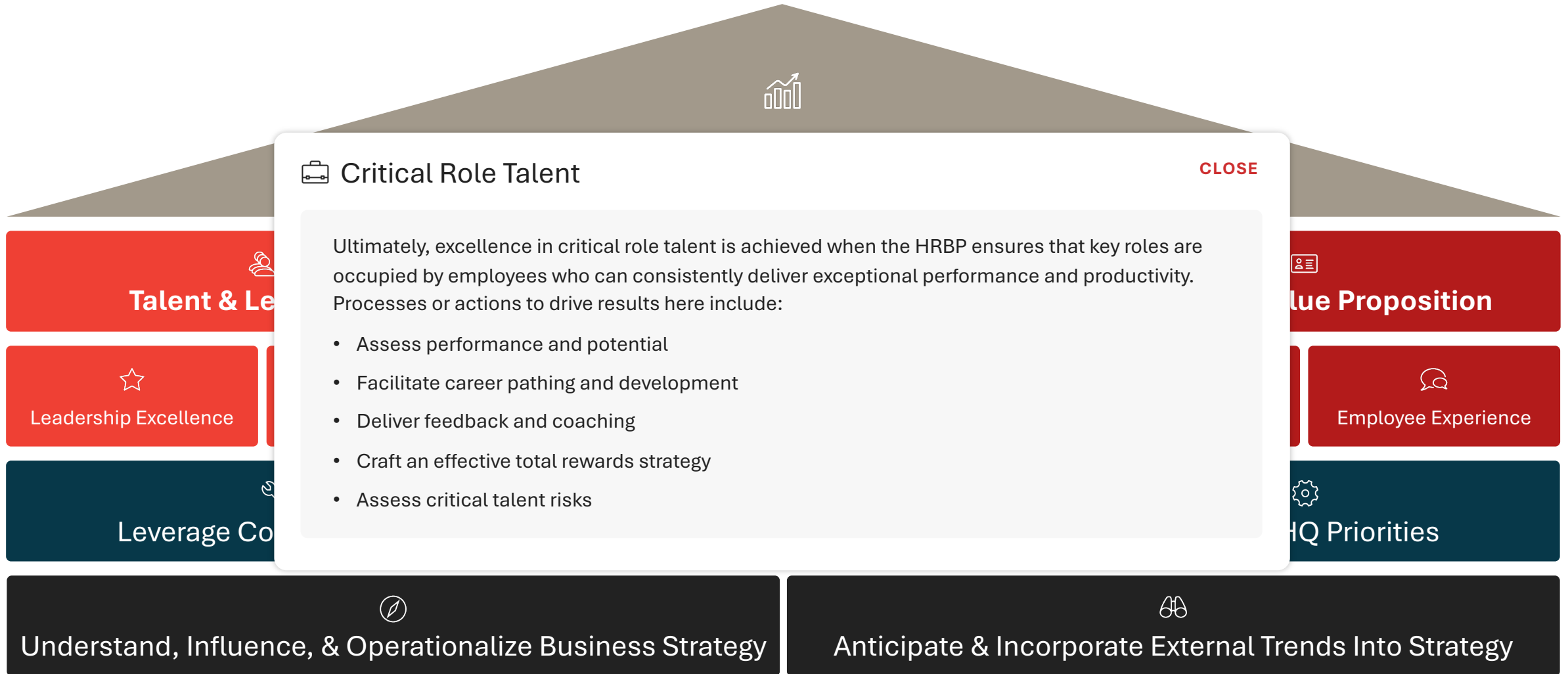
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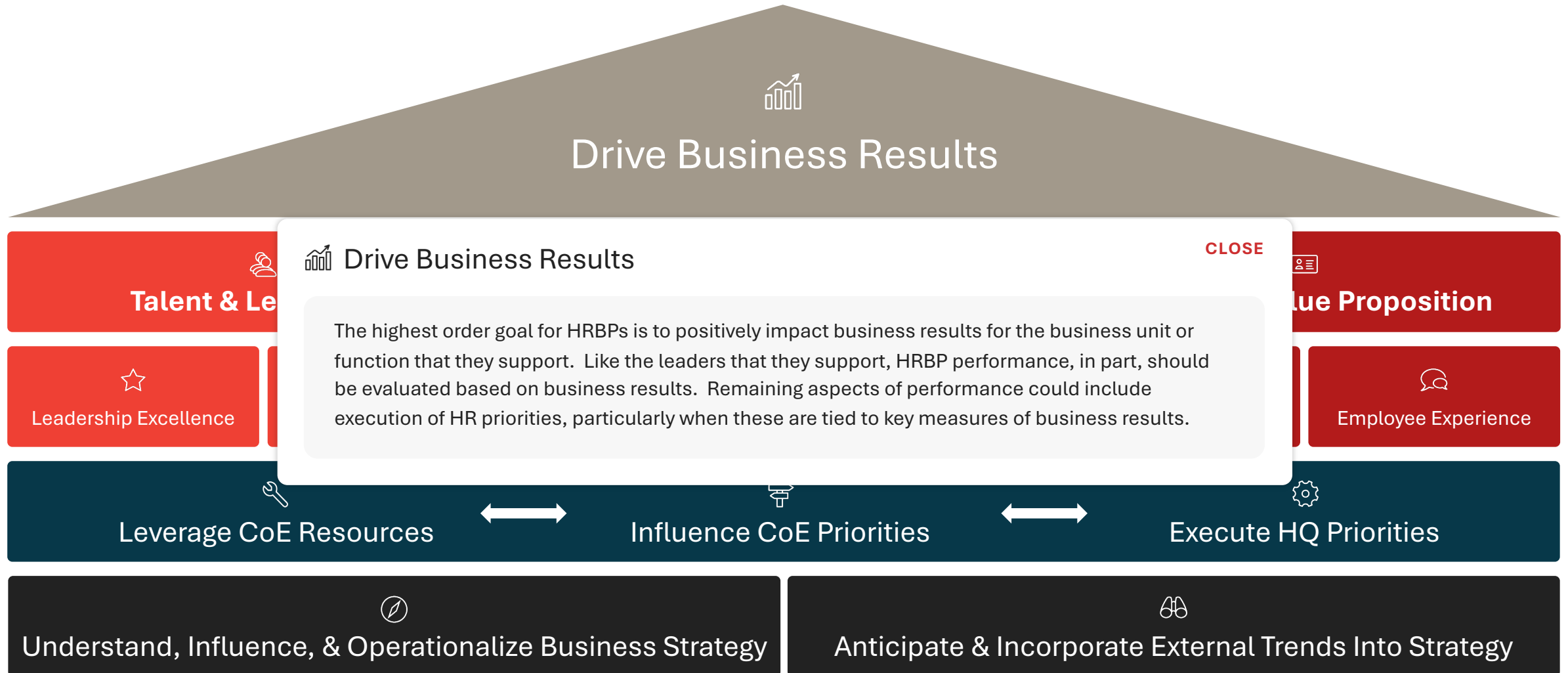
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ACKNOWLEDGEMENTS

The CAHRS World Class HRBP Framework was developed through the contributions of many individuals who are recognized here.

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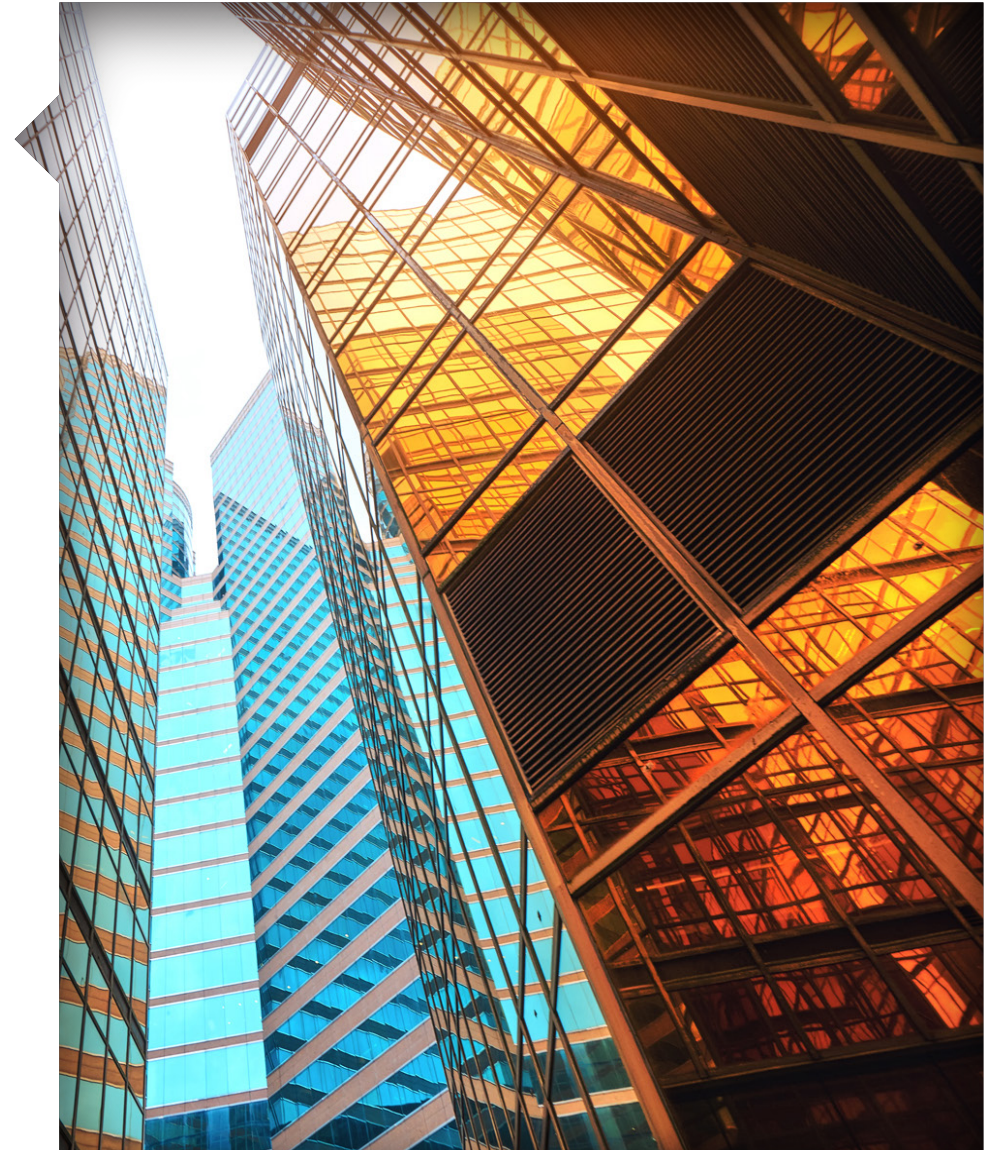
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WHO WE ARE

CAHRS (Center for Advanced Human Resource Studies) is an international center serving corporate human resources leaders and their companies by providing critical tools for building and leading high performing HR organizations.

The Center is part of Cornell's Industrial and Labor Relations (ILR) School as the preeminent educational institution in the world focused on work, employment and labor. The ILR School generates and shares knowledge that improves the lives of workers and transforms the future of work.

For more information on how your company can take advantage of the CAHRS membership contact us at cahrs@cornell.edu.



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