Flipchart notes: What are your key challenges in getting the business partner role to work?

Post-its (1)

Too much focus on driving HR agenda and not then being able to pick up local issues

What value do we add? (We advise but outputs/outcomes are difficult to measure)

Inflexibility of the products offered – universal but doesn't necessarily fit all parts of the business

HR policy simplification. What works when you are so constrained?

Keeping abreast of HR's agenda & priorities

The business understanding what we do, what they should do & what shared services do

Getting the different 'areas' of HR working together effectively to the same agenda, ie HRBP's, centres of expertise, shared services

Co-ordinating the efforts of all HR team members to best effect

Post-its (2)

Department structures required to support Business Partnering.

Experience/knowledge. Recruiting competent HR professionals

Ensuring BP's work on the right things – not transactions/advice/casework

Disjointed process results in HRBP's being dragged into transactional activity

Getting BP's to 'be the role' and act with confidence

Filling the hole in the middle – where there is no natural fit in the model it falls to the BP

To be seen as a strategic partner rather than an HR caseworker

Career pathways

How to move away from transactional HR to strategic HR focus

More time to spend on the strategic side of the HRBP role and less casework

More resources

Getting drawn into the wrong activities (being pulled into going native)

Post-its (3)

Development of culture of managers 'managing'

Getting the managers to work more independently – no more 'hand-holding'

Delivering what the business: wants; needs; can afford. Bringing the line manager on message

Line manager capacity vs. capability. Would they be more capable if they had the time to be proactive rather than reactive?

Improving line manager capability - not assuming. Articulating what's expected of people manager in respect of their people

Giving managers capacity to carry out people manager responsibilities

Line manager capability as well as willingness to 'people manage' & the hands on impact that has on the HRBP role

Getting managers comfortable with people related decisions

Role specification not agreed with line – clarity needed

Getting line managers to fully embrace their role in people management

How do we move culture & behaviour change up the agenda when there is no appetite for it?

Helping managers to accept being put back at the centre of people management

Post-its (4)

Expectation on BPs to make it work. Need to reflect on what the department needs to do to support the model

Being more proactive rather than reactive with limited admin support

What should/should not be communicated to managers on what BP is?

Buy in from the business to the Ulrich model: customers; board; HR itself

How to leverage true added value in a very regulated environment

How do we raise the game across all HR – in my organisation HRBPs are highly regarded but HR as a whole is not

Better shared service support to managers

Post-its (5)

Do managers at all levels know what BP is and how is it being reinforced?

'Buy in' by operational managers & project managers

Political interference

As an HRBP really understanding the needs of the business – where you work in a complex organisation

It's a cost cutting change focused politically charged agenda – how does HR get its voice heard at Board level against this backdrop

Getting the Board/senior management team to stick to the HR strategy they agreed!!

How do we create an HR strategy when the future isn't clear?

Lack of buy in from senior stakeholders (to current HR model)

Management teams accepting the BPs into the team

Ensuring HR department understands the role of BP & the model & the part they play

Speed of change

Lack of corporate consistency

Getting the Board to focus on & understand the people-related issues facing our business over next 1/2/3 yrs

Capital £ to invest in IT systems to support the HR model

Obtaining the buy in from the senior team, particularly military staff

Summary of presenting issues:

Senior management buy-in = 20

Line manager capability = 20

Focusing on 'right' issues = 11

Get whole function to work well = 13

Clarity on role of Business Partner = 10

Managing people strategy in change = 13

Careers and funding for HRBP = 7