



أكاديمية الزمالة العربية البريطانية  
Arab British Academy Fellowship  
A.B.A.F





## HR Business Partner: Roles, Responsibilities and Competencies



### Why Attend

Ask ten different people what it means to be an 'HR Business Partner' (HRBP), and you will probably get eleven different answers. There are tons of roles, all with the title of HR Business Partner, underpinned by different job profiles. As a matter of fact, there is a clear variation in terms of role accountability and expectations. This course aims at providing attendees with a clear understanding of what is exactly meant by HR business partnership based on best practices in the field of modern HR management. Moreover, the course introduces the various skills and competencies that HR business partners must develop in themselves in order to add value and contribute to business objectives.

### Course Methodology

This course will be facilitated as a workshop whereby the facilitator will engage attendees to identify the various roles and responsibilities that modern HRBPs are expected to play, as well as the necessary competencies that they should develop in themselves to play the role to excellent effect. Various methodologies will be used including:

- Short lecturettes
- Brainstorming
- Case studies
- Group activities
- Role playing



## Course Objectives

By the end of the course, participants will be able to:

- Describe the full implications of the modern role of HR in becoming the ‘architect of the talent machine’
- Recognize how the role of HR business partner can add value to the organization and contribute to the achievement of planned objectives
- Identify that the role of HR business partner is actually made up of four jobs, not just one
- Apply the various roles and responsibilities associated with the role of HR business partner
- Develop and demonstrate the fundamental competencies required for an effective HR business partner performance

## Target Audience

HR professionals responsible for aligning business objectives with employees and management in designated business units. This course may be attended by line or business managers interested to know how to take advantage of the internal consulting services that HR business partners are expected to offer them.

## Target Competencies

- Consulting
- Analytical thinking
- Networking
- Problem solving
  
- Communication
- Conflict management
- Data analysis
- Leadership



## Course Outline

- **Traditional HR: service provider**
  - Traditional definition of HR: get, keep, grow
  - Overview of traditional HR functions
  - HR now and then
  - Competency based HR
  - Lagging HR indicators: is HR hitting the wall?
- **The new HR: from service provider to ‘architect of the talent machine’**
  - HR modern day definition: business results, not just HR results
  - Anatomy of the HR challenge
  - HR management risk
  - The corporate talent system; an integrated approach
  - Attracting and acquiring talent
  - Understanding and planning talent
  - Extending talent
  - Managing and developing talent
- **The fundamental HR business partner model (Ulrich model)**
  - Definition of HR business partner
  - The fundamental Ulrich model: four roles to play
  - Strategic partner
  - Administrative expert
  - Employee champion
  - Change agent
  - Application of the Ulrich model: four jobs for an HR business partner
  - Strategic partner
  - Operations manager
  - Emergency responder
  - Employee mediator
  - Impact on the business of the different jobs of the HR business partner.
  - An example of HR business partner process related responsibilities
  - The SHRM job description for the HR business partner role





- Skills and competencies for HR business partners – part one

- Data judgment
- Business acumen
- Knowledge business strategy, market challenges and customer needs
- Focus on organization's financials
- Leading vs. lagging indicators
- Demonstrating strong business analytics
- Talent management acumen
- Workforce planning
- Succession planning
- Talent acquisition
- Talent retention
- Strategic partner
- Understanding how HRBPs can support the business
- Understanding the talent needs of the business
- Adjusting HR strategies to respond to changing business needs
- Identifying talent issues before they impact the business
- Identifying and implementing critical HR metrics
- SMART HR KPIs
- Aligning HR KPIs with organizational KPIs
- Use of HR KPIs in measuring the impact of HR initiatives that contribute to the bottom line.

- Skills and competencies for HR business partners – part two

- Operations manager
- Mastering HR theory and adapting it to unique situations
- Flawless implementation of HR policies, procedures and systems
- Communicating organizational culture to employees
- Assessing employee attitudes
- Tracking trends in employee behavior
- Communicating policies and procedures to employees
- Keeping the line manager updated on HR initiatives
- Employee mediator
- Managing conflict between employees
- Managing competing personalities in the organization
- Managing conflict between managers
- Responding to organizational changes
- Resolving problems in the execution of business plans
- Emergency responder
- Quickly responding to line manager questions
- Quickly responding to complaints
- Responding to manager's needs
- Responding to employee's needs
- Preparing for different situations



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