

## HR Business Partner concept

The Human Resources Business Partner uses a depth of government operations acumen and HR expertise to improve people management practices, including how departments manage personnel and increase the efficacy of their workforce. HR business partners are fully dedicated to stakeholders – their business needs, duties and objectives. People management is analyzed through the lens of optimizing the agency's ability to meet its mission and overcome business challenges.

While human resources business partners are not as actively involved with day-to-day HR tasks, such as resolving employee grievances and employee relations, they do spend a fair amount of time participating in conversations with personnel across the agency and at all levels in the department in order to develop a deep knowledge of the agency and gather information about workforce management efforts.

Core responsibilities include: develop and initiate human resources programs; consult with executives and managers; coordinate HR efforts between divisions or departments; integrate workforce development programs with workforce training needs; consult on how to address employee concerns and connect supervisors to resources in the Division of Personnel and Labor Relations; and advise managers and supervisors on adjusting people management practices to address operational challenges.

Human resources business partners balance consulting and strategic direction with implementing and evaluating HR processes. The business partner adds value with deep knowledge of state government and the department and its mission, workforce, and business needs.

### SKILLS

**Strategy development and execution** – solid grasp of organizational development and strategic direction; guide efforts to align HR efforts with department mission and goals

**Process analysis** – successfully examine and analyze internal department processes; identify what is working within an organization's workforce planning and people management practices and what needs improvement

**Human resources management** – experience including performance management, conflict resolution, workforce development, and workforce planning

**Team coordination** – skilled at building, coordinating and facilitating cross-functional teams

**Communication and presentation** – present new initiatives, training materials, status and performance reports across all levels of a department in the most effective medium

**Data Analytics** – Identify HR data sets that are relevant to the agency's operations and ensure routine, up-to-date information. Analyze data sets to guide personnel decisions, programs, and strategies. Brief senior leadership on data trends, changes, and areas of significance, including how the information can be used to bolster the agency's human capital.

## QUALIFICATIONS

The HR business partner is an experienced HR professional, who has broad experience in various HR areas of expertise.

## HR Business Partner position description

### Main Purpose

Provide strategic consulting services for department managers and supervisors. Assist department leadership team with workforce planning and people management practices to support the department's strategic plan and mission. Serve as a liaison between department upper management, supervisors, managers, HR operations centers and centers of expertise, and department employees to enact and monitor human resources initiatives and programs across an agency. This is a highly dynamic position, balancing direct oversight of HR efforts and employee relations with long-term strategic direction and implementation of people management practices to enhance workforce performance and readiness.

### Functional Areas and Duty Statements

Functional Area Title: **Human Resources Programs**

#### Duty Statements

- Develop and enact HR policies that support department mission and are in alignment with enterprise HR policies and procedures.
- Stay abreast of industry best-practices relating to personnel management and agency-specific personnel challenges. Recommend new strategies and assist in the development of new programs that incorporate industry updates.
- Analyze trends related to hiring, employee morale and retention, and employee relations. Identify, develop, and deploy strategies to improve efficiency.
- Identify and prepare development plans based on agency needs.
- Develop strategic reports and personnel management plans to achieve results and ensure alignment with department's goals, objectives and mission.
- Serve as primary point of contact and provide targeted support to managers and supervisors in proactive performance management, workforce planning, HR strategy development and implementation, organization development, and problem solving.
- Develop diversity and inclusion plans for a robust workforce and within enterprise guidelines

Functional Area Title: **Consult with Executives and Managers**

#### Duty Statements

- As part of developing people management practices, consult with department leadership ranging from executives to front line supervisors and leads.
- Meet with high-level decision makers to outline the department's performance management and workforce-related HR goals, identify opportunities to improve processes, resolve or prevent disputes, and provide recommendations to improve employee morale and boost performance.
- Functions as a member of senior leadership/management team.
- Represent the department in external personnel-related venues, such as partnering with union leadership to communicate the department's personnel management strategy, gain buy-in, and be proactive in resolving issues.
- Build high-functioning relationships with leaders in assigned department to support and anticipate agency needs.

Functional Area Title: **Coordinate HR efforts**

#### Duty Statements

- Work closely with stakeholders to coordinate human resources initiatives such as training, employee feedback, or personnel changes (PCN movement, reporting structure updates, etc.).
- Gather data and feedback from supervisors and managers and department employees to guide future department human capital strategies
- Participate in or lead cross-agency and/or enterprise-wide teams to improve HR processes and develop robust workforce management plans that can include recruitment and retention, professional development, employee engagement, etc.
- Manages complex and challenging HR projects cross-functionally, enterprise-wide, or across departments.
- Member of the enterprise HR BP team; collaborate with business partners on cross-agency HR efforts.
- Analyze personnel movement and applicant flow data in specialized agency-specific job classes to determine trends, areas for improvement and opportunities. Recommend and/or implement appropriate customer focused solutions and strategies.

Functional Area Title: **Onboarding and employee engagement and morale**

#### Duty Statements

- Implement employee onboarding program, using the enterprise onboarding system. Ensure department-specific information and materials are included so new employees can come up to speed as quickly and effectively as possible.
- Collaborate with other HR professionals to utilize leading practices in employee engagement, morale building, and team building efforts.
- Execute senior management-level orientation on onboarding

Functional Area Title: **Address Employee and Management concerns**

Duty Statements

- Acts as single point of contact for the employees and managers – directs them to the appropriate HR team for support and assistance.
- Interact with employees, managers and supervisors to gather information and identify potential areas of improvement, to be incorporated into human capital strategies and performance management efforts.
- Actively identifies gaps, proposes and implements changes necessary to cover risks in department human capital strategies
- Liaison with the Division of Personnel to ensure agency personnel management needs are met, and the agency is complying the statewide personnel management policies and procedures. Partner with staff as appropriate to address and rectify gaps that impede service delivery.