

HR Business Partner – 2021 Detailed Roadmap

Introduction

The HR Business Partner plays a key role in the State of Alaska’s update to its HR services. HR as a strategic business partner began gaining popularity in the 1990s and is a staple in many private, public and government organizations today. As the frequency and pace of work, change initiatives, workforce and customer expectations, innovative technology, and upskilling continue to increase, the need for strategic HR is more critical than ever before.

Significant differences between the traditional HR Manager and the HR Business Partner exist. HR Manager work focuses more on day-to-day HR tasks while HR Business Partner work centers around people management practices and strategies.

The table below offers a few examples of the tasks each role might perform:

HR Business Partner	HR Manager
Performs department-specific HR work, per SLA agreement	Oversees department-specific HR work
Builds and manages change communication plans for department initiatives and projects	Manages employee corrective actions such as letters of instruction, discipline, demotions, terminations
Develops department recruitment and retention program	Advises employees on HR policy
Coaches managers and supervisors on performance management skills, offers training and 1:1 mentoring as needed	Manages the review and documentation of employee performance evaluations

The State of Alaska’s HR Business Partner is a unique blend of HR Business Partner and traditional HR Manager in that it is expected the HR BP could spend up to 50% of their time coordinating and managing HR activities within a department and/or providing department specific HR support. This hybrid role allows for a smoother transition from the HR office structure to the HR Transformation structure in calendar year 2021 and ensures agencies receive dedicated HR services.

HRBP Informational Resources

State of Alaska HR Business Partner concept: http://doa.alaska.gov/dop/fileadmin/DirectorsOffice/HRBP_DRAFT.pdf

What is an HR Business Partner (BamboohR): <https://www.bamboohr.com/hr-glossary/hr-business-partner/>

Why Your Organization’s Future Demands a New Kind of HR (Harvard Business Review):
<https://hbr.org/sponsored/2019/02/why-your-organizations-future-demands-a-new-kind-of-hr>

Sample of HRBP Quarterly – a magazine for HR Business Partners and Strategic HR Professionals:
<https://www ldc.govt.nz/assets/Uploads/hrbp-quarterly-full-magazine-3.pdf>

LinkedIn video description of HR BP role: https://youtu.be/TwYvZv_z5Gs

HRBP Resources Coming Soon: State of Alaska HRBP tool kit, which will include guidebooks and training on topics such as: strategic workforce management; performance management; performance goal setting; recruitment; onboarding; employee learning and development plans

Detailed Roadmap – Calendar Year 2021

January

The %s and hours listed below are guidelines and reflect suggested HRBP workload distribution. The majority of HRBP time is focused on department HR support.

Sustain department HR support and plan for the coordination and management of transfer of work from department HR office structure to HR Transformation structure (85% = ~127.5 hours per month)

- Perform and oversee department-specific HR work
- Establish plan to effectively transfer HR work into the Division of Personnel & Labor Relations, as agreed upon in the SLA agreement
- Identify current active cases and HR workload – record status and work with DOPLR leadership to begin transition to HR Transformation structure
- DOPLR Program Managers and HR Managers debrief current active cases and HR workload for any department where the HR BP is recruited – map out detailed work transition plan
- Coordinate with DOPLR and department supervisors and managers to ensure a smooth transition – make introductions, provide briefings, monitor hand offs of work to guarantee departments receive needed support and HR services
- Meet weekly or biweekly with DOPLR teams assigned to department, Centers of Excellence, and Operations Centers (e.g., Employee Relations, Absence Management, etc.) – establish expectations of meetings, calls, and/or written communication for status updates and briefings on department's active HR situations
- Provide regular status updates to department leadership on HR situations and progress of transition to HR Consolidation
- Respond to department requests for assistance – ascertain DOPLR resources needed and connect manager with appropriate DOPLR resource
- Establish open office hours, if desired by the department – can be virtual office hours
- Participate in regular HR Council meetings to network, brainstorm solutions, and share successes and ideas

Participate in Strategic Workforce Management learning and development program (10% = ~15 hours per month)

- Participate in virtual Introduction to Workforce Planning sessions (~10 hours of training)
 - Align with strategic direction
 - Conduct organizational design review
 - Define current state of work, workforce, and workplace
 - Identify future state of work, workforce, and workplace
 - Perform gap analysis between current and future states
 - Develop strategies to address identified gaps
 - Document and implement the strategic workforce plan
 - Monitor, evaluate, report, and refine the strategic workforce plan
- Work with department leadership to identify subject matter experts in the department who could offer insight and provide feedback on workforce needs and opportunities

Participate in HR BP tool kit learning and development program (5% = ~7.5 hours per month)

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- Participate in virtual work sessions to review and learn Pathway guidebooks for SMART goals, recruitment, etc. (~10 hours training and facilitated discussions)
- Study the online resources available for HR BPs
- Work with DOPLR leadership team to determine whether or not an HR BP mentor is desired

February

Sustain department HR support and coordinate and manage transfer of work from department HR office structure to HR Transformation structure (80% = ~120 hours per month)

- See previous description
- Review status and handoffs – identify successful transitions, address and resolve any delays or glitches
- Check in with department leadership to determine if there are areas that need special attention/action

Participate in Strategic Workforce Management learning and development program (10% = ~15 hours per month)

- Participate in virtual Elements of Strategic Workforce Management sessions (~8 hours of training)
 - Strategic alignment
 - Organizational culture
 - Workforce acquisition
 - Workforce learning and development
 - Modern work environment
 - Workforce analytics
 - Resources
 - Workforce continuity
- Begin gathering department information – workforce demographics, SWOT analysis, strategic direction and mission, organizational health assessment, etc.

Map 2021 unique agency HR business needs, manager & supervisor coaching and learning & development (10% = ~15 hours per month)

- Interview several department subject matter experts (could be 1:1 conversations or a facilitated group setting) to gather information and ideas for unique agency HR business needs
- Identify “HR hot spots” in the agency that require immediate and/or special attention (e.g., low morale, high turnover, etc.)
- Debrief with select supervisors or managers on recent HR experiences such as recruitment or onboarding – brainstorm suggestions for future direction of agency recruiting or onboarding efforts in order to assist with meeting department or division mission, goals, and objectives
- Identify knowledge or competency gaps that could be closed through learning opportunities or coaching – propose HR services that could assist with department-specific needs
 - Supervisors – developing SMART goals, giving and receiving feedback, onboarding employees, etc.
 - Employees – civility and inclusion, giving and receiving feedback, teamwork, etc.
- Meet with HR BP mentor, if applicable

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March/April

Coordinate and manage active HR efforts within the agency – identify HR services and business processes that can be adjusted/improved (Dept and DOPLR)

(70% = ~105 hours per month)

- See previous description
- Perform department-specific HR work, per SLA agreement
- Follow up with department supervisors and DOPLR resources as needed to ensure agency is receiving timely and effective HR services

Participate in Strategic Workforce Management learning and development program

(15% = ~22.5 hours per month)

- Participate in virtual Developing a Strategic Workforce Management Plan (SWMP) working sessions (~ 10 hours)
 - Working with department leadership and experts
 - Customizing workforce strategies to meet department business needs
 - Monitoring, tracking, evaluating, and reporting on SWMP activities and outcomes
- Continue gathering department information – workforce demographics, SWOT analysis, strategic direction and mission, organizational health assessment, etc.
- Conduct current state analysis
- Work with department contacts to define the desired future state

Provide for 2021 unique agency HR business needs, manager & supervisor coaching and learning & development

(15% = ~22.5 hours per month)

- Document findings and develop plan to address unique HR business needs
- Develop strategies to address “HR hot spots” in the agency that require immediate and/or special attention (e.g., low morale, high turnover, etc.)
- Debrief strategies with leadership and/or select supervisors or managers and reach agreement on goals, activities, and timelines to provide HR services
- Begin providing the agreed upon HR services
- Meet with HR BP mentor, if applicable

May/June/July

Coordinate and manage active HR efforts within the agency – identify HR services and business processes that can be adjusted/improved (Dept and DOPLR)

(60% = ~90 hours per month)

- See previous description
- Identify DOPLR policies, procedures, and business processes that can be streamlined, improved, edited, or decommissioned

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- Identify DOPLR policies, procedures, and business processes that impact department effectiveness and business needs
- Develop proposal(s) to update, modify, or delete policies, procedures, and business processes
- Work with HR BP team, lead working groups, and help implement policy, procedure, and business process changes and updates

Develop Strategic Workforce Management Plan (SWMP) for department (20% = ~30 hours per month)

- Create draft SWMP
- Continue gathering department information and collaborating with department leadership, subject matter experts, managers, and employees
- Determine whether or not SWMP mentor is desired

Provide for 2021 unique agency HR business needs, manager & supervisor coaching and learning & development (20% = ~30 hours per month)

- See previous description
- Monitor and evaluate outcomes
- Gather department feedback on agency HR business needs
- Revisit this task monthly to update and modify as needed in order to provide quality HR services

August/September/October

Coordinate and manage active HR efforts within the agency – identify HR services and business processes that can be adjusted/improved (Dept and DOPLR)

(50% = ~75 hours per month)

- See previous description
- Monitor and evaluate outcomes
- Gather department feedback on HR services
- Revisit this task monthly to update and modify as needed in order to provide quality HR services

Finalize Strategic Workforce Management Plan (SWMP) for department

(25% = ~37.5 hours per month)

- Incorporate department feedback, SWMP leading practices, into the draft SWMP
- Continue gathering department information and collaborating with department leadership, subject matter experts, managers, and employees to finalize the SWMP
- Ensure department's top workforce priorities are addressed in the SWMP
- Meet with SWMP mentor, if applicable

Provide for 2021 unique agency HR business needs, manager & supervisor coaching and learning & development

(25% = ~37.5 hours per month)

- See previous description
- Monitor and evaluate outcomes
- Gather department feedback on agency HR business needs
- Revisit this task monthly to update and modify as needed in order to provide quality HR services

November/December

Coordinate and manage active HR efforts within the agency – identify HR services and business processes that can be adjusted/improved (Dept and DOPLR)

(50% = ~75 hours per month)

- See previous description
- Monitor and evaluate outcomes
- Gather department feedback on HR services
- Revisit this task monthly to update and modify as needed in order to provide quality HR services

implement Strategic Workforce Management Plan (SWMP) for department

(25% = ~37.5 hours per month)

- See previous description
- Monitor and evaluate outcomes
- Gather department feedback on HR SWMP – provide performance data and value/benefits
- Revisit this task monthly to update and modify as needed in order to improve SWMP results

Provide for 2021 unique agency HR business needs, manager & supervisor coaching and learning & development

(25% = ~37.5 hours per month)

- See previous description
- Monitor and evaluate outcomes
- Gather department feedback on agency HR business needs
- Revisit this task monthly to update and modify as needed in order to provide quality HR services