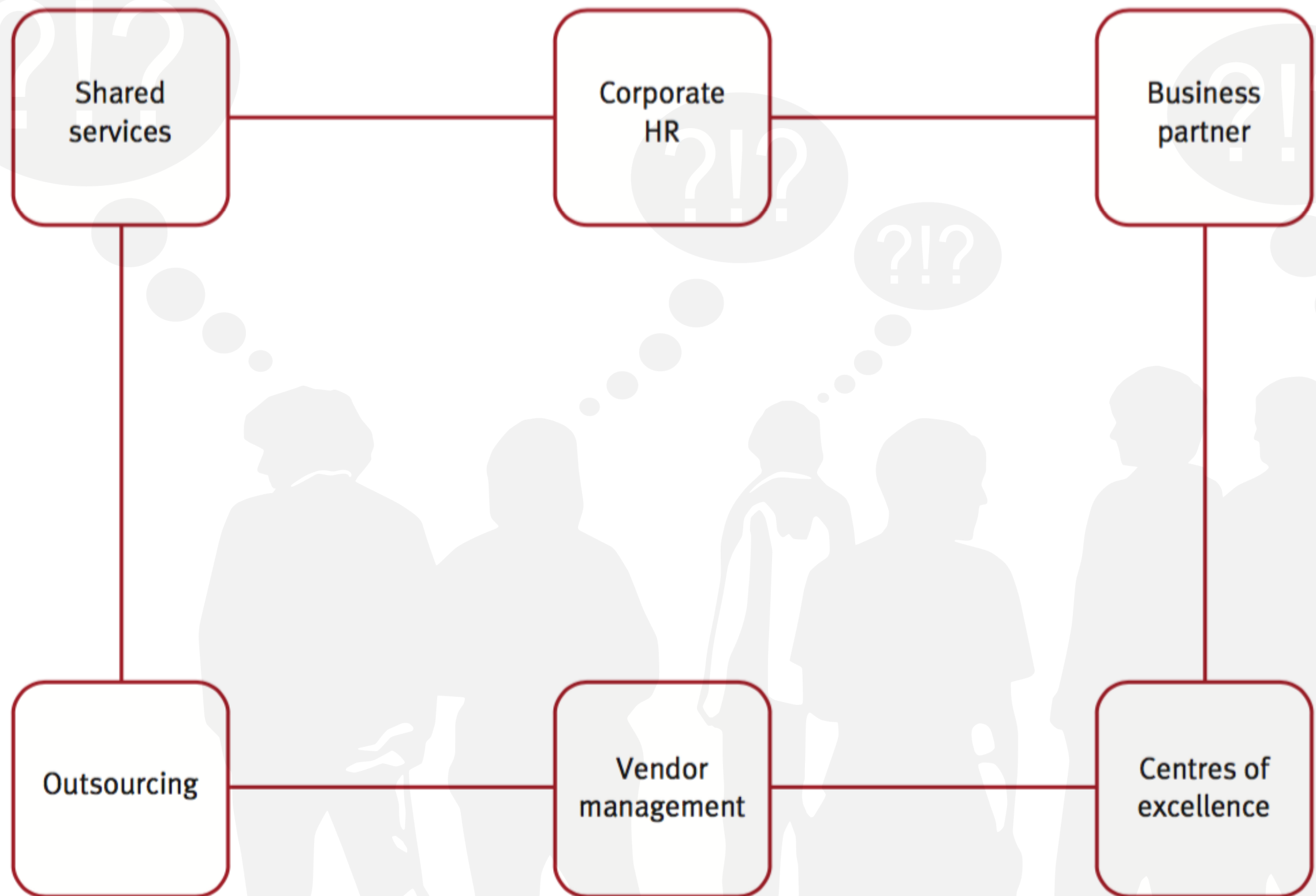


Variation in HR Roles



Taken from: Farnham, D. (2010) Human Resource Management in Context, London, CIPD (p. 9-10)

Corporate
HR



- **Corporate HR.** Those working in corporate HR have responsibility for developing HR and people strategy. Corporate HR players increasingly have a governance role, ensuring that organisations uphold corporate values, comply with their legal requirements and follow 'good practice' HR.



Taken from: Farnham, D. (2010) Human Resource Management
in Context, London, CIPD (p. 9-10)



What are HR shared services?

HR shared services are a way of organising activities within a wider HR operating model. The origins of shared services can be attributed to finance, but there are many different models of providing corporate services that are required across an organisation (or sometimes, across several partner organisations) for individual functions, for example, just HR services, or across multiple functions for example, finance, IT and HR.

There are different models of providing HR shared services which can be defined by their 'sourcing' and 'shoring' design, that is whether they are resourced internally - 'in-sourced', or externally - 'out-sourced', or whether they are located 'on-shore' or 'off-shore'.

Within organisations there are also options around whether the service is provided to multiple business units and, for multinational organisations, how many countries will be within the scope of the services provided.



Shared
services

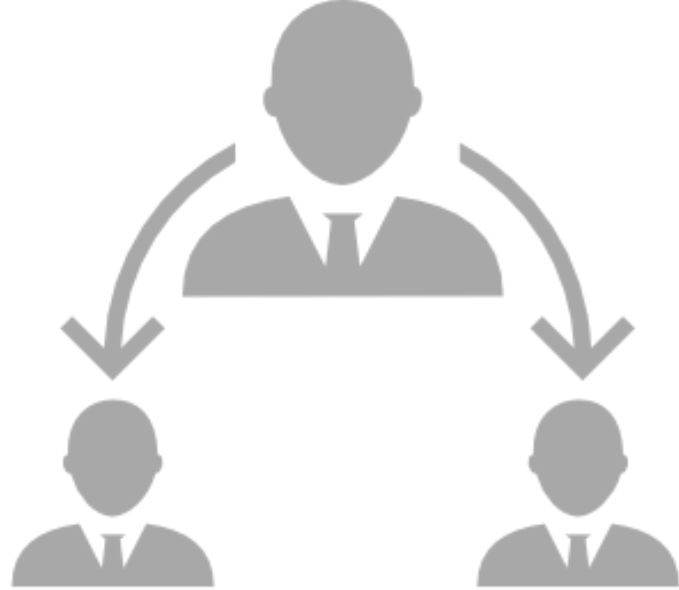


- **Business partners.** This HR role varies widely. Some business partners report to senior HR managers, others to senior line managers. Research shows that business partners are expected to work with business units or line managers on strategic development, organisational design, business performance or change management.



Business
partner

Taken from: Farnham, D. (2010) Human Resource Management in Context, London, CIPD (p. 9-10)



Outsourcing

What is HR outsourcing?

The practice of outsourcing involves the purchasing from an external provider of one or more business services, which could include HR and/or other functions such as IT. The specific processes that are included within any HR outsourcing arrangement will vary from organisation to organisation – some may outsource virtually all of their HR processes while others select specific components such as payroll or recruitment.

In our *HR Outlook Winter 2014-15* survey, we asked HR professionals whether their organisation outsources HR activity.

- Nearly four in ten HR professionals in the UK reported that their HR function does not outsource any work. This is a fall from almost half who reported this in a similar survey in 2012. Interestingly, outsourcing of HR work is consistent across organisational size.
- Just over four in ten HR professionals said that the amount of work being outsourced in their organisation has stayed the same, with some saying it had increased and a smaller proportion that it had decreased. Payroll is the main area outsourced, followed by providing complex advice (including case management). Other elements outsourced include recruitment and legal advice.
- A third of SMEs outsource complex advice (including case management), a significantly higher proportion than the large organisations. SMEs are also more likely to outsource specialist advice. Large organisations are significantly more likely to report that they don't outsource any work from their HR function.
- Only a few respondents said they have a small, central HR function with largely outsourced HR activity which suggests that very few organisations have outsourced the majority of their HR function.



Vendor
management



- **Vendor management.** These staff provide third-party services, such as pension administration, managed through service-level agreements.



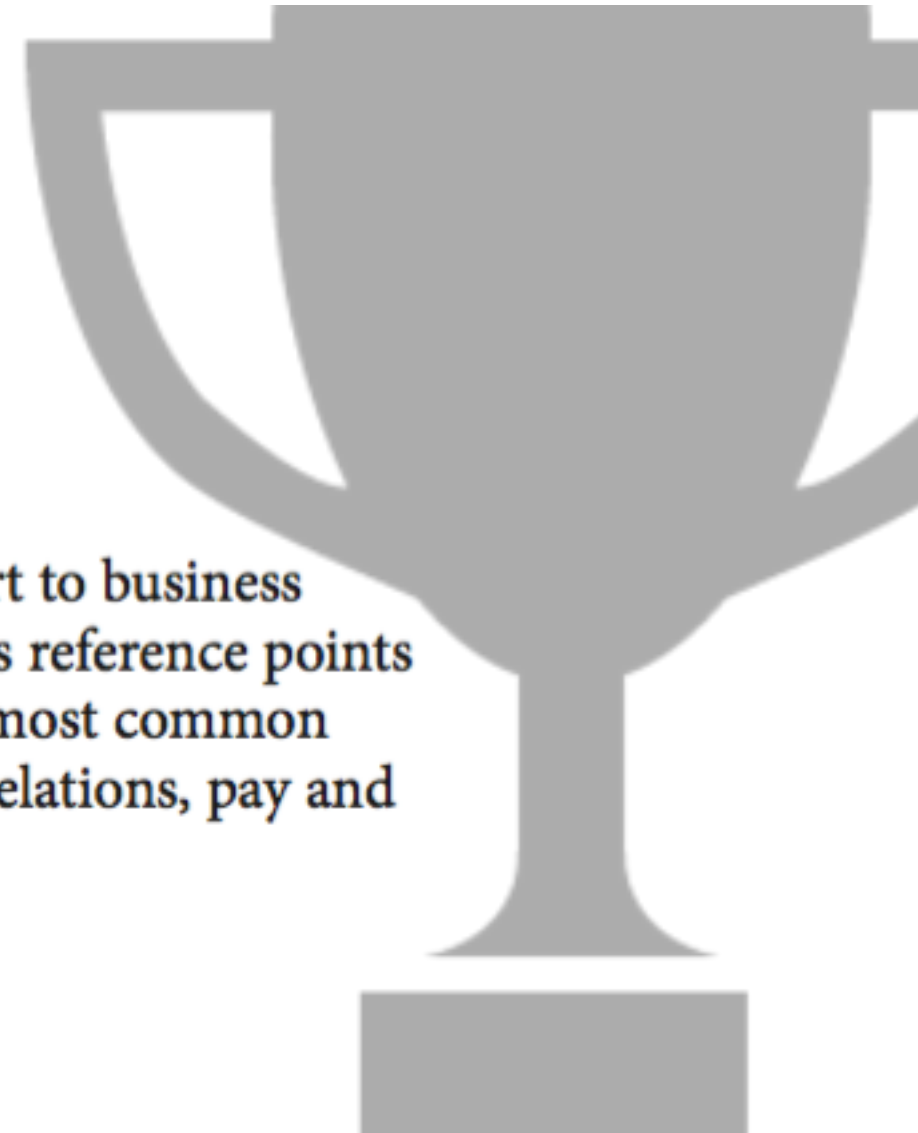
Taken from: Farnham, D. (2010) Human Resource Management in Context, London, CIPD (p.9-10)

Centres of
excellence

“excellence” or
“expertise”?



- **Centres of expertise.** Other HR practitioners provide support to business partners, develop detailed policy for corporate HR, and act as reference points for shared services when dealing with complex queries. The most common centres of HR expertise are people resourcing, employment relations, pay and



Taken from: Farnham, D. (2010) Human Resource Management
in Context, London, CIPD (p. 9-10)