



# HR Business Partner Benchmarking Report

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# Notes on This Report

**Our HR Transformation clients often request a benchmark report to guide their restructuring of the Business Partner function. We feel this information is valuable to every organization, whether they are restructuring or simply reviewing their HR productivity. We are happy to share this information with the HR community and look forward to supporting your next HR transformation.**

This benchmarking report provides insights on the design and structure of the Human Resources Business Partner role globally. The data presented has been gathered specifically for this report from our network and from publicly available sources. A few notes about the data:

- **How data was gathered:** We personally gathered data from the VPs of Talent Management from 15 of the world's largest companies, reviewed research from the world's leading strategy and HR consulting firms and did original research into the professional background of respected HRBPs.
- **HRBP definitions differ:** A clear definition of HRBP is key to accurately compare the available data and statistics. We've found that companies define Business Partner in somewhat different ways, typically varying by level. We have carefully sorted our data to help ensure that everything presented here relates to the relevant role.
- **The “right” HRBP number may not come from a benchmark:** Benchmarking provides insights to popular practice, not necessarily the right practice for you. Your correct BP number will depend on many unique factors including:
  - **Desired level of support:** You may choose to place more or less emphasis on the importance of the HRBP role, which would change the ratio. You may choose to place more or less emphasis on the importance of the HRBP role, which would change the ratio.
  - **Extent of shared services (outsourced or insourced):** If you have already, or plan to, shift more transactional work to a shared service model, this will likely increase the HRBP/employee ratio.
  - **Your desired accountability for managers:** Your preference for how independent and accountable managers should be to manage their teams can shift the ratios.

# HRBP Structure

## Who Gets an HRBP?

### Who gets an HRBP and Why?

A combination of structural and headcount criteria typically drive which groups are assigned an HRBP. Structural criteria help ensure effectiveness and headcount criteria ensure cost efficient staffing. A few considerations on Structural Criteria are:

- I. **Structural Criteria:** HRBPs are almost always assigned to the highest level of a region and/or function, with a matrix HR reporting structure not uncommon in large global organizations.
  - **Which geographies, business units and sub-levels should get an HRBP?** The allocation of BP's generally follows the organization structure of the business.
    - **In a more geographically structured business (single business, multiple geographies),** we typically see BPs at the country level and possibly below, depending on country headcount (see CHART below).
    - **If organized by business unit** (i.e. Wealth Management, Personal Banking), the BP assignments typically follow that structure.
    - If either the country, region or BU is small enough, it's often "clustered" with other similar structures to make it large enough for BP support.
  - **Should all HRBPs report to a single HRBP leader?**
    - **Advantages:** Potential mentoring and leadership given to more junior BPs; single point of contact to CHRO for all non-COE issues; can groom as potential CHRO successor (see Figure 1).

Figure 1: All BPs report into a senior BP

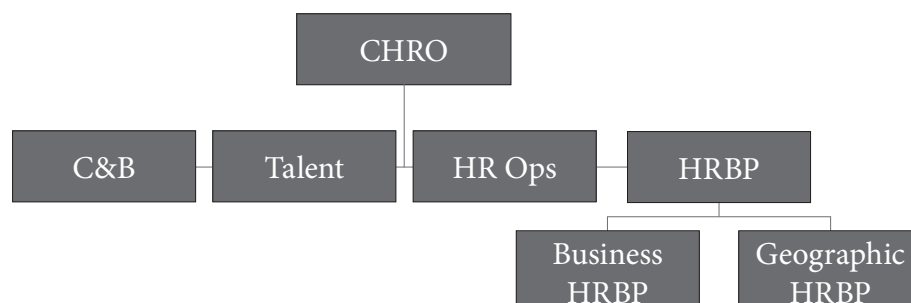
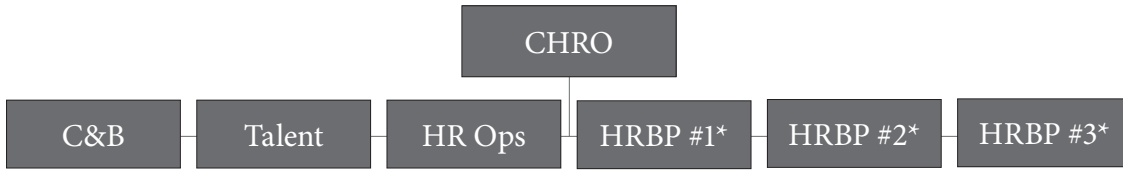


Figure 2: All BPs report into the CHRO



\*may be regional or functional

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- **Disadvantages:** Narrow span of control; potentially seen as an extra layer; puts greater distance between CHRO and the HR team; additional filter of information flow both upward and downward; can be too many direct reports to properly manage (See Figure 2).

Matrix (overlapping) structures are often seen in larger organizations, with both functions (i.e. supply chain) and geographies having BPs. In this case, geographic HR typically focuses on consistent execution of HR practices across the geography, while the functional BP responds to the unique needs of that function.

2. **Headcount Criteria (ratios of BPs per employee):** The desired ratio of BP support is typically driven by cost considerations. In our Benchmark section, we present extensive statistics on the ratios used by companies globally when adding BPs.

# HRBP Capabilities

## What Makes a Great HRBP?

### Our View on HRBP Capabilities and Differentiators

The Talent Strategy Group perspective of what differentiates a great HRBP overlaps other models but includes and emphasizes different factors. Here's what we think separates the best HRBPs from the rest:

1. **Strong Functional Capabilities with Talent Expertise:** They have meaningful experience with compensation, talent acquisition and business partner activities, but have special depth in talent management, namely:
  - **Talent Expert:** They can accurately assess potential (have a great “eye” for talent) and can accelerate the development of talent. They have a thorough, fact-based understanding of the tools and processes used to assess and develop talent, including assessment tools, talent reviews, experience maps, etc.
2. **High Intellect:** They can quickly process large amounts of information, connect and integrate data into new solutions or a better understanding of problems, and identify weak spots in plans and programs.
3. **Loves Business:** They both understand and enjoy the business side of business. They know everything about the organization's finances and operations and how talent management affects each. They approach problem solving from a business-first perspective.
4. **Builds Strong Relationships:** They actively network within the organization, building high quality relationships with key leaders and high potentials.
5. **Personal Drive to Succeed:** They have ambition and display that appropriately through the quality of their work. They are driven by a strong internal desire to have more impact and influence in the organization.

### The External View on HRBP Capabilities and Differentiators

To identify the most commonly preferred profile for HRBPs we reviewed various public and private resources and found the most common capabilities requested in HRBPs are:

1. **Business Acumen:** The most successful HRBPs know the business and understand what drives business results within their reporting area. Those with high business acumen should be able to answer questions such as:



- In one line, what is your business strategy?
  - What are revenues for your reporting area?
  - What is the payroll expense?
  - If public, what is your P/E ratio?
  - How do your financial ratios compare to your competitors?
  - What are your total labor expenses and trends?
2. **Change Management Skills:** A tenant of the HRBP is to add value through change management; to help pivot the culture and improve overall effectiveness of the business. They should understand and have experience successfully applying a model of change management.
  3. **Interpersonal Skills:** Serving as the connector between the business and Human Resources, HRBPs must have strong communication skills with the ability to develop the trust of business leaders and the support of Human Resource Specialists.
  4. **Problem Solving/Analytical Thinking:** They should approach problem-solving from an evidence-based perspective, using logic and understanding how emotion effects decisions and implementation. The HRBP will be a central thought partner in strategy conversations, and deep problem solving and analytical thinking skills are therefore crucial to success.
  5. **Resiliency:** It's not uncommon for business leaders to be unfamiliar with the value that an HRBP can provide, to be not interested in Human Resources issues or to distrust an HRBP. For those reasons, HRBPs must be resilient in building relationships with the line, exerting pressure when pressure may be needed, but also choosing their battles carefully.
  6. **Generalist HR Knowledge:** HRBPs must be able to effectively analyze and identify the people issues that are affecting business performance, and be able to solve (or find the resources to solve) the issue at hand. They should have had exposure to all HR sub-disciplines.

Additional capabilities that were mentioned, but less frequently, in the publicly sourced material included:

- **Coaching:** The ability to help a leader improve their performance and/or behaviors through providing specific guidance and advice.
- **Outside Country Exposure:** Work experience in a country other than her or his home country, ideally with a culture and language different than his or her home country.
- **Self-Starter:** The desire and ability to address issues and opportunities without being directed to them by others in the organization.

# HRBP Education

## What is Required and Desired?

We surveyed leading organizations on desired and actual education levels of HRBPs and found that:

*Percent of HRBP Jobs That Require a Bachelor's Degree or Equivalent*

100%

*Percent of HRBP Jobs That Require an Advanced Degree or Equivalent*

18%

*Percent of HRBP Jobs That Prefer an Advanced Degree or Equivalent*

91%

*ACTUAL Percent of HRBPs with an Advanced Degree or Equivalent*

60%

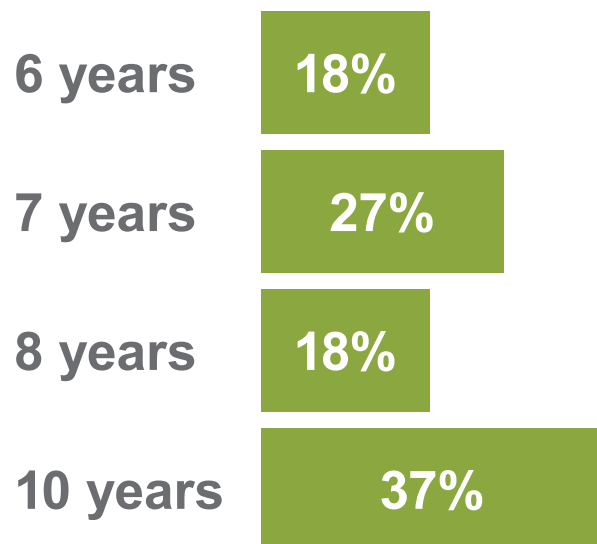
A bachelor's degree from an accredited University was an overwhelming requirement where 100% of surveyed required a bachelor's degree or equivalent. Of that same group, advanced degrees were perceived to be less important to the success of the role, with 18% of surveyed requiring an advanced degree or equivalent. Nonetheless, additional education experience is valued within organizations as 91% of surveyed stated they would prefer their HRBPs to have an advanced degree or equivalent versus just 9% who stated it was not of additional value.

Our proprietary survey showed 60% of senior HRBPs have an advanced degree.



# HRBP Work Experience

## 8 YEARS OF EXPERIENCE IS THE AVERAGE TO BECOME AN HRBP



This survey is additionally backed up by SHRM data that sets the minimum required experience at 8-10 years, with the caveat that variance is quite wide depending on the needs of the specific business.

# HRBP Job Description

## What are the specific job requirements?

Ultimately, the capabilities and experience/background culminates into a job description like the one below. This is a prototypical HRBP job description covering a broad variety of criteria. We prefer the short list in the Background section, but this is included for reference.

### Human Resources Business Partner

#### Summary/Objective

The HR Business Partner (HRBP) position is responsible for aligning business objectives with employees and management in designated business units. The HRBP serves as a consultant to management on human resources-related issues. The successful HRBP will act as an employee champion and change agent. The HRBP assesses and anticipates HR-related needs. Communicating needs proactively with our HR department and business management, the HRBP seeks to develop integrated solutions. The HRBP formulates partnerships across the HR function to deliver value-added service to management and employees that reflect the business objectives of the organization. The HRBP may include international human resource responsibilities. The HRBP maintains an effective level of business literacy about the business unit's financial position, its midrange plans, its culture and its competition.

#### Essential Functions

- Conducts weekly meetings with respective business units.
- Consults with line management, providing HR guidance when appropriate.
- Analyzes trends and metrics in partnership with the HR group to develop solutions, programs and policies.
- Manages and resolves complex employee relations issues. Conducts effective, thorough and objective investigations.
- Maintains in-depth knowledge of legal requirements related to day-to-day management of employees, reducing legal risks and ensuring regulatory compliance. Partners with the legal department as needed/required.
- Provides day-to-day performance management guidance to line management (coaching, counseling, career development, disciplinary actions).

- Works closely with management and employees to improve work relationships, build morale, and increase productivity and retention.
- Provides HR policy guidance and interpretation.
- Develops contract terms for new hires, promotions and transfers.
- Assists international employees with expatriate assignments and related HR matters.
- Provides guidance and input on business unit restructures, workforce planning and succession planning.
- Identifies training needs for business units and individual executive coaching needs.
- Participates in evaluation and monitoring of success of training programs. Follows-up to ensure training objectives are met.

### **Competencies**

- Human Resources Capacity
- Problem Solving/Analysis
- Project Management
- Communication Proficiency
- Change Agent
- Performance Management
- Business Acumen
- Personal Effectiveness/Credibility
- Flexibility
- Initiative

### **Supervisory Responsibility**

This position likely has direct reports and their span of control may be small or large depending on the individual organization. They are expected to manage and develop their team.

### **Preferred Education and Experience**

- Bachelor's degree required
- Advanced degree in Human Resources Management, Organization Development or Business is strongly desired

### **Additional Eligibility Qualifications**

- SHRM-CP or SHRM-SCP Certification or similar

# HRBP Profiles

## The Backgrounds of Great HRBPs

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TSG Executive Search, a division of Talent Strategy Group, specializes in placing senior HR and talent leaders. We used our proprietary database to identify profiles of HRBPs that have been highly successful in a series of challenging roles. We found and profiled the four individuals on the following pages as examples of HRBP's that exhibit the requisite HRBP capabilities.

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# HRBP Profiles

## The Backgrounds of Great HRBPs

### PROFILE #1

#### Summary

This individual is a senior HRBP for a \$20B+ institution. Initially, this individual started out in the business as a business manager for retail stores, eventually transitioning into Human Resources within the retail store industry. Obtaining significant experience and increased responsibility, this individual worked in numerous different Human Resources roles across many industries before their current role at a large international bank as a Senior Vice President. In totality, this individual has over 35 years of experience, 20 of which is in Human Resources. The individual served a short stint (2-years) as a Human Resources Generalist before transitioning into an HRBP role at a junior level where they continued to develop with increasing responsibility and title, flipping between HRBP and HR Generalist roles.

#### Experience

##### **HRBP SVP of a \$20B+ International Institution**

Most senior HRBP for the most people-intensive department at the financial institution

##### **VP of a \$30B+ Telecommunication Institution**

Most senior HR Executive for the retail stores of this large telecommunication institution

##### **Director of a \$30B+ Telecommunication Institution**

HR Generalist Director role

##### **HRBP Director of a Large Technology Institution**

HRBP for the retail stores and customer service, reporting to the SVP

##### **HRBP Director of a \$9B+ Retail Institution**

HRBP for the distribution channel, reporting to the SVP

##### **Regional Manager of a \$9B+ Retail Institution**

HR Generalist role

##### **Store Manager of a Large Retail Institution**

Led a store, including P/L for a large retail institution

#### Education

None Disclosed

## PROFILE #2

### Summary

This individual is a senior HRBP for a \$80B+ institution. This individual has a variety of experience having originally started out in recruiting before shifting to a business role as a manager for a large staffing organization. Finally, the individual shifted back to a recruiting role at a large financial institution where they received increasing responsibility and title in the recruiting space before shifting to an HRBP role as a SVP. In totality, this individual has nearly 20 years of experience, of which 2 years is direct business experience, 13 of which was in recruiting, and the remaining as an HRBP.

### Experience

#### **HRBP SVP of a \$80B+ International Financial Institution**

Senior HRBP for the risk function of this financial institution

#### **SVP of Staffing of a \$80B+ International Financial Institution**

Responsible for managing Staffing Managers who have teams of recruiters

#### **VP of Staffing of a \$80B+ International Financial Institution**

Managed a team of recruiters and responsible for strategy

#### **AVP of Staffing of a \$80B+ International Financial Institution**

Managed a team of recruiters

#### **Branch Manager of a Staffing Agency**

Led a branch, including P/L for a staffing agency

#### **Recruiter of a Staffing Agency**

### Education

Bachelor's Degree

Ongoing Certification to include Six Sigma

## PROFILE #3

### Summary

This individual is a Managing Director for a \$35B+ financial institution. This individual has a variety of experience having originally started out in Learning and Development before shifting to a Talent Management role. With success within the L&D and Talent Management functions, the individual shifted to an HRBP with increasing responsibility. In totality, this individual has nearly 15 years of experience.

### Experience

#### **HRBP MD of a \$35B+ International Financial Institution**

HRBP to the largest function of this financial institution

#### **HRBP SVP of to the Leadership Team of a \$6B+ International Financial Institution**

HRBP to the leadership team; managed a large team of generalists

#### **HRBP VP/Director of a \$6B+ International Financial Institution**

HRBP to a function supporting the CEO

#### **HRBP Director of a \$10B+ Revenue Beauty Product Company**

HRBP to the sales unit

#### **Senior Manager of Talent Management of a \$10B+ Beauty Product Company**

Leading Talent Management and Training initiatives

#### **Manager of Leadership and Development of a \$12B+ Power Company**

Managing Leadership and Development initiatives across the company

### Education

Bachelor's Degree

Master's Degree

Numerous Certifications



## PROFILE #4

### Summary

This individual is a Head of Human Resources for a \$20B+ financial institution. This individual has a variety of experience having originally started out in Talent Acquisition before shifting to a Talent Management role. With success within the Talent Acquisition and Talent Management functions, the individual shifted to an HRBP with increasing responsibility. In totality, this individual has nearly 20 years of experience.

### Experience

#### **Head of HR of a \$20B+ International Financial Institution**

Responsible for all Human Resources matters across the institution

#### **HRBP Executive Director of a \$39B+ International Financial Institution**

HRBP to the largest function of the financial institution

#### **Director of Talent Management of a Private Research Institution**

Managed all aspects of Talent Management across the organization

#### **Talent Acquisition of a \$5B+ Revenue Technology Company**

Acquired, retained, and developed talent

### Education

Bachelor's Degree

MBA

Numerous Certifications

Numerous Languages

# Benchmark Statistics

## Overall HR

Human Resources continues to show greater efficiencies as their support ratio has declined from ~75:1 in the early 2000's to 90:1 today. Driving that number down is the continued pursuit of efficiencies and the shifting of transactional services to either insourced or outsourced shared services.

### A company can achieve reduced ratios if:

- Transactional HR services are fully outsourced
- There is high automation of, and/or easy to use systems for, managers to complete basic HR practices
- Managers have significant accountability for talent management
- Positive workplace practices limit the number of incidents and grievances
- HRBPs are 75th percentile or better quality

This implies in an organization with ~30,000 employees, that the Human Resources Department, if **AVERAGE**, would host approximately 330 individuals across all functions. At our **high benchmark** number, that would be 200 individuals.

It's important to note that these benchmarks can rapidly change depending on the economy, size of organization, etc. and therefore, this is utilized as a benchmark against the general market as it exists today.

### HR Department breakout by level

Additionally, the typical HR Department consists of 41% at the Manager, 38% at the HR Professional or Technical level and 21% at the administrative level.

This implies in an organization of 30,000 employees, the general market would have 135 Human Resources Employees at management level or above, 125 at HR Professional or Technical level and 70 at the Administrative Assistant level.

### HR Cost Per Employee

The average employee "pays" \$816 to fund the Human Resource department. There are tremendous efficiencies found as the organization increases in size. Smaller organizations may have spends of up to \$3,000 per employee.

Mgr.  
41%

HR  
Prof.  
38%

Adm.  
21%

# Benchmarks: HRBP

## How Many HRBPs per Employee There Should Be

We found a broad range of ratios for HRBP support from public sources and our proprietary research. According to a PwC Saratoga survey, which includes organizations of all sizes and industries, the average HRBP FTE ratio is .184 per 100 employees or 1:1,016. This implies in an organization size of 30,000 employees, there would be 30 HRBPs supporting the business.

Our research with our network of VPs of Talent Management at 15 companies resulted in wildly varying ratios as did a survey of select financial institutions. In the Financial Institutions survey, we see a ratio as high as 1:255 (Royal Bank of Scotland) and a ratio as low as 1:866 (Lloyds).

*Financial Services - HRBP ratio and implied HRBP count for a 30,000 employee company*

Organization	HRBP:FTE Ratio	30,000 FTE Corporation
Royal Bank of Scotland	1:255	117 HRBPs
ABN Amro	1:333	90 HRBPs
Prudential	1:391	77 HRBPs
Merrill Lynch	1:714	42 HRBPs
Lloyds	1:866	35 HRBPs
<b>AVERAGE</b>	<b>1:415</b>	<b>72 HRBPs</b>

Source: Deloitte Consulting

Additionally, we surveyed 15 companies on their HRBP staffing ratios, their use of outsourcing/insourcing work to a service center, and how HRBPs are assigned to the organization. For privacy, the names of the companies have been withheld. The results are found on the next page

Talent Strategy Group Research

Rev.	Type of Company	HRBP Ratio	Implies 30K ppl	Out.	Matrix Rules	Decision Rights
\$10B+	Manufacturing Company	1:145	207	No	Business Unit	N/A
\$30B+	Financial Services Company	1:315	95	Yes	Business Unit	N/A
\$45B+	Shipping Company	1:120	250	Yes	Geography & Business Unit	Yes
\$20B+	Energy Company	1:500	60	No	Geography & Business Unit	No
\$3B+	Security Company	1:572	52	No	Business Unit	N/A
\$25B+	Financial Services Company	1:350	86	No	Business Unit	N/A
\$1.5B+	Food Distribution Company	1:245	122	No	Geography & Business Unit	No
\$10B+	Financial Services Company	1:300	100	Yes	Geography & Business Unit	Yes
\$5B+	Technology Company	1:167	180	No	Business Unit	N/A
\$14B+	Health Services Company	1:400	75	Yes	Geography & Business Unit	Yes
\$10B+	Financial Services Company	1:349	86	No	Business Unit	N/A
\$23B+	Pharmaceutical Company	1:83	361	No	Business Unit	N/A
\$2B+	Utility Company	1:200	150	Yes	Business Unit	N/A
\$40B+	Pharmaceutical Company	1:170	176	No	Geography & Business Unit	Yes
\$60B+	Food Company	1:170	176	Yes	Geography & Business Unit	Yes
		1:207	145 HRBPs			

In surveying these companies, the average ratio was found to be 1:207.

	HRBP: FTE Ratio	Implies 30K ppl
Overall TSG Ratios:	1:207	145 HRBPs
All Financial Services Data Ratios:	1:375	80 HRBPs
TSG Interviews Financial Services Ratios:	1:327	92 HRBPs

Of those:

- 33% stated they outsourced a considerable amount of HRBP work to a service center.
- 58% are distributed exclusively based on the business unit, while 42% have a matrix broken down by business unit and geography.
- Of those that are distributed in a matrix format, 60% have decision rights protocol on who holds ultimate authority, versus 40% that don't have clear decision rights.

# HRBP Time Distribution

## How HRBPs Spend their Time

Time audit data on Human Resources BPs is difficult to obtain and of questionable accuracy since it relies on self-report data. The best analysis of how *productive* it is to spend time in activities has been done by the Center for Effective Organizations at the University of Southern California. They conduct a survey every few years to assess where HR leaders spent their time and how that contributes to their organization's effectiveness.

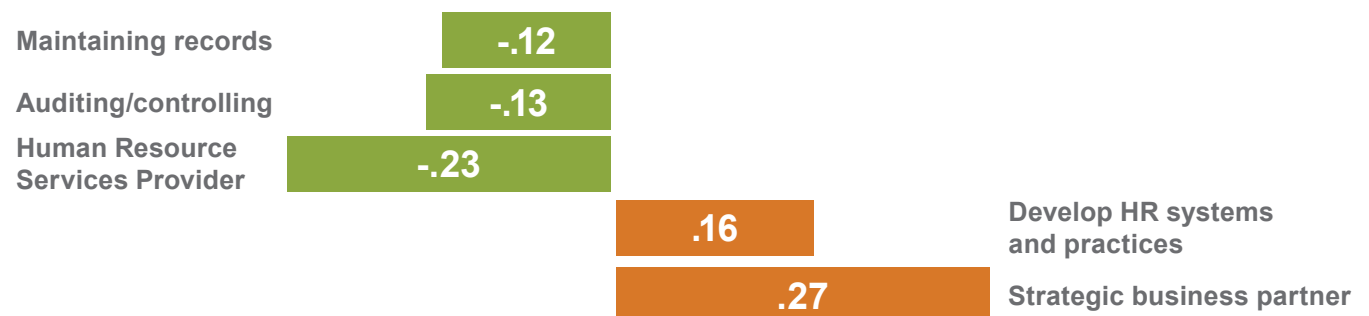
The categories they assess include:

- **Maintaining Records:** The collection, tracking, and maintaining of data on employees
- **Auditing/Controlling:** Ensuring compliance to internal operations, regulations, and legal and union requirements
- **Human Resources Service Provider:** Assisting with implementation and administration of Human Resources practices
- **Development of Human Resources Systems and Practices:** The development of new HR systems and practices
- **Strategic Business Partner:** Serving as a member of management. Involved in the strategic Human Resources planning, organizational design and strategic change initiatives

While these findings don't specify the exact amount of time that should be spent on each activity, they do provide guidance for where any time that is spent should be focused. Being a **strategic business partner** and **developing Human Resources systems and practices** around the business both have positive effects on organizational performance. Maintaining records, auditing/controlling, and being a Human Resources service provider have negative effects on organizational performance.

### Relationship between HRBP Activities and Organization Performance

(number indicates the correlation with organization effectiveness)



# Appendix

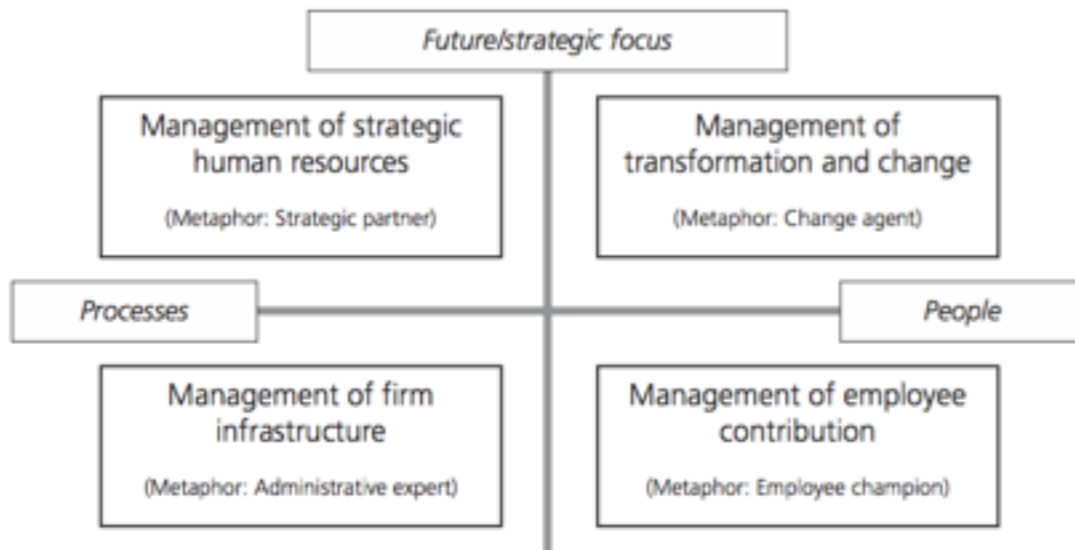
The basic principles of Human Resource Business Partners (HRBPs) have existed for some time, but it wasn't until Dave Ulrich of the University of Michigan, in his landmark 1997 book *Human Resource Champions*, gave structure to the concept of HRBPs that organizations began to shift their models. The basic premise of *Human Resource Champions* posits the Human Resource Department can shift from a department that is executional (“doing stuff”) to a Department that strategically partners with the business to deliver additional business value (“value-adding”). The theory is that by optimizing alignment between the organization's people and strategy, there will be better outcomes for the organization as a whole.

*Human Resource Champions* suggested a focus on four key outcomes will increase alignment between people and business strategy:

- **Management of Strategic Human Resources:** Ensure business strategy execution by “aligning HR strategies and practices with business strategy.”
- **Management of Transformation and Change:** Increase capacity for change by “becom[ing] both cultural guardians and cultural catalysts” in “manag[ing] transformation and change.”
- **Management of Firm Infrastructure:** Deliver administrative efficiency by “design[ing] and deliver[ing] efficient HR processes for staffing, training, appraising, rewarding, promoting, and otherwise managing the flow of employees through the organization.”
- **Management of Employee Contribution:** Increased employee commitment and competences as Human Resources manages the “day-to-day problems, concerns and needs of employees.”

To model the new structure of Human Resources, Dave Ulrich mapped these four outcomes using axes of processes & people and future/strategic focus and day-to-day operational focus as shown in Figure 1 on the next page:

Figure 1



\*Figure 1 was taken from HR Business Partnering and adapted from Ulrich's multiple role model for Human Resource Management, as modeled in Human Resource Champion

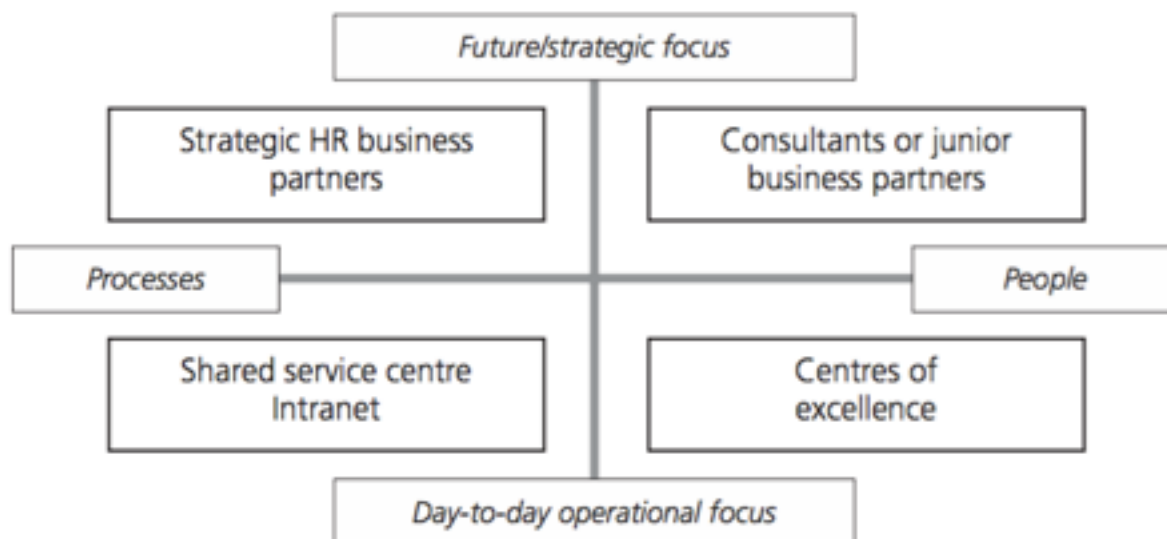
These four quadrants map to three Human Resources roles varying from operational (Day-to-day) to strategic (future/strategic) focus:

- **Human Resource Business Partner (HRBP) / Consultant:** HRBPs help the business to elevate Human Resources to a more strategic level. As the Corporate Research Forum succinctly stated, "the ultimate aim is to align people strategy much more closely with what the business needs."
- **Shared Service Center:** The highly administrative work, typically involving processes on a day-to-day basis are services that can be managed by a shared service center. Leveraging technology, the shared service center manages the day-to-day operational processes.
- **Center of Excellence:** The Center of Excellence consists of many specialists in areas such as Learning and Development, Compensation and Benefits, and Employee Relations. These specialists are typically engaged in the day-to-day operations of people management.

Roughly, this breaks into the following roles overlaid to the original model found in Figure 2 on the following page:



Figure 2



\*Figure 2 was taken from HR Business Partnering and adapted from Ulrich's multiple role model for Human Resource Management, as modeled in Human Resource Champion

Since the initial publication of Human Resource Champions in 1997, a strong majority of large organizations have adopted this model to restructure their Human Resources department to be outcome-driven. Within this context came the emergence of the Human Resource Business Partner role. The role of the HRBP was created to address the upper right quadrant, management of strategic human resources. In some organizations, the upper left quadrant, management of transformation and change, is also achieved through the use of HRBPs.

This implies the HRBP is to be highly strategic, versus day-to-day as opposed to operationally focused because both quadrants fall above the process/people axis. Activities that are focused on the day-to-day, operational level are reserved for the bottom two quadrants and would be managed by a shared service center (leveraging technology) and the Center of Excellence.

# Resources Used

- 2015- 2016 Human Resources Benchmark Report – Bloomberg BNA
- The Effective HR Business Partner – Corporate Research Forum
- The World at Work Total Rewards Professionals’ Career Census
- Deloitte HR Business Partner Presentation
- Defining High Performance HR – Aon Hewitt
- Corporate Learning Factbooks - Bersin and Associates
- Effective Human Resource Management: A Global Analysis – Center for Effective Organizations
- How Organization Staff Size Influences HR Metrics – SHRM
- HR Business Partnering – Dalziel, Strange and Walters
- Human Resource Champions – Dave Ulrich
- PwC Saratoga
- LinkedIn
- Interviews with 15+ companies

# About Talent Strategy Group

## **The Talent Strategy Group and Human Resources transformation**

The Talent Strategy Group helps the world's leading companies to optimize the performance of their Human Resources group. We support HR transformation efforts through:

- Strategy Development, Organization Design and Execution
- HR Assessment and Selection
- HR Executive Search
- HR Leader Development
- HR Practice Redesign

To learn more about our services, write to [info@talentstrategygroup.com](mailto:info@talentstrategygroup.com)

## **Report Authors**



**Marc Effron**  
**President**

Marc helps the world's largest and most successful companies improve the quality and depth of their talent. As the founder and President of the Talent Strategy Group, he leads the firm's global consulting, education, executive search and publishing businesses.

Marc co-authored the Harvard Business Review Publishing best-selling book *One Page Talent Management*. He founded and publishes *Talent Quarterly* magazine. He graduated with an MBA from the Yale School of Management.



**Zac Upchurch**  
**Chief Operating Officer**

Zac joined the Talent Strategy Group in 2016 and he directs the daily operations of the firm, including strategy, planning and finance, across all five lines of the TSG business. Prior to this role, Zac managed strategy and growth for a global corporation and worked in the public sector as a speech-writer and political consultant for Congressional and State campaigns. Zac's work resulted in an award from the State of Arizona for outstanding service to the State. He is passionate about people, and what makes a person or company exceptional.

Zac graduated Summa Cum Laude from Arizona State University with a Bachelors of Science in Economics.