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### **The HR Group as a strategic business partner A *How to* case study**

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#### **Abstract**

As part of its 2020 strategy, a major Middle East oil company is expected to face significant employment challenges in its heavy oil and gas businesses due to competitiveness within global recruitment markets. Its HR Group is forging a strategic business partnership role with management and employees and incorporating this concept into its new strategy.

The primary objective is for HR to gain a seat at the strategic table to ensure the company's "people dimensions" are fully engaged.

#### ***Applications:***

Project team established. Research and previous HR consultancy applications reviewed to identify best practice, key strategic elements and roadmap for change.

Questionnaires, designed around strategic elements were used to engage management and employees in meetings to discuss functionalities and activities of HR teams. And with a focus on creating a cross - functional team working culture to implement the strategy, based on strategic template; "where are we now?", "where do we aim to be?" and "how will we achieve our aim?"

#### ***Results and Conclusions:***

35 project themes identified, considered gaps between the HR Group perceived as a service provider and how to become a strategic business partner.

Themes collated into major program of 12 continuous improvement projects each with specific terms of references, teams and timelines.

Projects collated into 6 strategic drivers to form pillars on which the new strategy will be developed while simultaneously promoting achievement of excellence in future delivery of core and strategic business services.

Revisions to mission, vision and value statements, team charter and standards.

Re-branding of image to promote role as strategic business partner. Key messages used to communicate change to the company's employees.

#### ***Technical Contributions:***

How to establish an HR Strategy; definition of strategic business partner role; new strategy templates.