

Highlights

- Study began in 1987 and has been updated every five years since
- Largest global study on HR with over 35,000 ratings over 25 years
- Study has helped define and shape the role of HR as a strategic contributor in business operations
- Dozens of articles, multiple books and dissertations, and hundreds of speeches have resulted from the study
- Attempts to answer the questions: “What impact does HR have on financial performance? What is HR’s impact on intangible measures of business performance? What knowledge and abilities are necessary for successful HR professionals and HR departments? How are requirements and expectations evolving over time, across industries, by region?”
- Participating individuals and companies will receive free individual reports and company reports
- Regional feedback session for a nominal fee in the fourth quarter of 2015 hosted by one of our regional partners
- Study will shape the next five years of the HR profession
- Study will be fully global including Africa, Asia, Europe, Latin America, Middle East, North America, Oceania, etc.
- In partnership with professional HR associations around the world
- Prior studies have produced the well known books HR Champions, HR Value Proposition, and HR Competencies

Contact us to participate



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<http://hrcs.rbl.net>

2015 *Human Resource Competency Study*

[*Round 7*]

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For the past twenty-five years the Human Resource Competency Study (HRCS) has answered the question, “What knowledge and abilities are necessary for successful HR professionals?” Round 7 of this study will help shape the future of HR and further define the contributions that HR makes to business success.

We invite you to participate.

There are no costs for participating companies. Here’s what you will receive:

COMPANY REPORTS

Companies with four or more HR participants will receive a company report with industry, global and regional performance benchmarks, insights on how to better implement business strategies, and focused feedback on which HR competencies and organizational practices have the greatest impact on business performance.

INDIVIDUAL REPORTS

Individual participants with seven or more raters will receive an individual report with job level, regional, and global benchmarks, and focused feedback on which competencies have the greatest effect on individual effectiveness and business performance

FEEDBACK SESSIONS

For a nominal fee, participants are invited to a feedback session, hosted by one of our regional partners, in the fourth quarter of 2015 to review the study results, examine current trends, and discuss future HR agendas.

FAQ

HOW WILL YOUR COMPANY BENEFIT BY PARTICIPATING?

The results will help your company by comparing your individual and collective competencies against global benchmarks. Building on this base, you and your colleagues will then be able to better implement business strategies. You will also be able to prepare competency-based developmental action plans for yourselves and for your department in order to increase your impact on your company’s performance. Professionals from participating companies will also be invited to attend a one-day feedback conference in which the results of the study are reviewed, and HR trends impacting businesses are examined.

WHAT ARE THE OBJECTIVES OF THE HRCS?

Our objective for this round of the HRCS will be to continually evaluate how HR competencies are changing and how those competencies drive business performance. In this round of the study, we will highlight:

- 1. A stronger global presence.** Our study is one of the largest in the world but we hope to further understand the unique competencies of different regions.
- 2. HR’s impact on specific business challenges.** Our prior studies have consistently shown the importance of HR competencies for business performance, but we hope to collect more detailed data on how HR competencies help to develop specific organization capabilities in areas such as information, collaboration, innovation, risk management, strategic clarity, talent, and change.
- 3. HR’s impact on alternative business performance measures.** Business performance has typically been identified with financial outcomes, such as ROA or profitability. In this study we will not only look at HR’s impact on financial performance but we will also look at HR’s impact on intangible measures of business performance. These alternative measures will be compared with the more traditional measures of financial performance to gain a clearer picture about what drives and sustains success.
- 4. Year-over-year analysis.** This survey will be the beginning of an annual follow-up survey that will allow us to identify cause and effect relationships between specific organization practices and performance metrics. This short survey will be completed by a small subset of the overall respondents and will not include the entire competency questionnaire.

WHO IS CONDUCTING THE HRCS?

The Human Resource Competency Study is sponsored by the Ross School of Business at the University of Michigan and The RBL Group with assistance from Regional Partners around the globe.

The HRCS is directed by Dave Kryscynski and Mike Ulrich, with collaboration from principals Dave Ulrich and Wayne Brockbank. These directors and principals have combined to write dozens of books and hundreds of articles about the field of human resources and have shaped the role of HR professionals for over 25 years.


WHAT COMMITMENTS ARE INVOLVED IN PARTICIPATION?

Company: Identify four to ten HR professionals in the organization to participate in a 360 degree survey. Individuals may come from the corporate level or other organizational units. **Also identify** organization experts in areas including strategy, finances, information management, innovation, and mergers & acquisitions.

Senior HR Executives: Communicate with the HR participants stressing the importance of the study, informing them of the company’s involvement, and request that they participate.

HR participants: Designate seven to ten Associate raters to complete the survey and request that they participate. The survey will take about 30-45 minutes to complete.

Contact us to participate:

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