



EVIDENCE SEARCH RESULTS

Question/subject of request:	People Business partners: a) how the role is described; how it impacts on the organisation; what the ROI should be; what competencies the person should have; how do we measure the value placed on the role?
Date requested:	21 st March 2024
Date completed:	11 th April 2024
Compiled by:	Cate Newell – Knowledge & Library Service Manager

CITING THIS SEARCH

If you reference this search in any paper, publication or presentation, please let us know.

The citation format is:

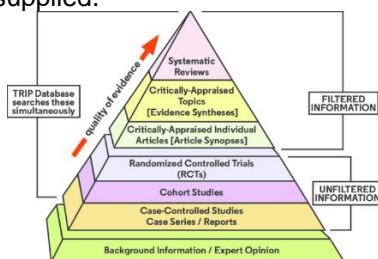
- Newell, C.,(2024). *Evidence search: HR/People business partner roles: measuring impact and ROI*. Taunton, Somerset, UK: Somerset Foundation Trust Knowledge and Library Services.

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Primary Care:	Email: LibraryPrimaryCare@somersetft.nhs.uk

Librarian's Comments:

Abstracts are provided where available and relevant. Some articles have full text availability, as indicated by a corresponding link. If you have any problems accessing the links or would like an article which does not have immediate full text access, please contact a member of the library staff who will arrange for the article to be supplied.



The results are presented according to the hierarchy of evidence which is used to rank the relative strength of results obtained from scientific research.

The design of the study and the endpoints measured affect the strength of the evidence.

Evidence hierarchies are often applied in evidence-based practices and are integral to evidence-based medicine.



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Contents (click to jump to each section):

[Role \(description/competencies\)](#)

[Measuring impact and value of the role](#)

Summary of search results:

The search was limited as we don't have access to appropriate business databases that I would probably use if was able to, so I had to rely on Google Scholar. Therefore the results are limited. If you are a member of CIPD it might be worth having a look at their [CIPD business journal collection](#).

Role description/competencies

The strategic business partner role emerged 20 years ago, from a HR model developed by David Ulrich ([Ulrich 2009](#) or you can read a summary of it [here](#)).

CIPD have published a [factsheet](#) about business partner roles and list daily activities:

- Work with managers and leaders to inform the people strategy.
- Work with key stakeholders to discuss people challenges.
- Use evidence and data to identify people priorities for the business and address future workforce needs.
- Provide guidance on people practices such as restructures and succession planning.
- Bring people expertise and develop solutions to help the business area to deliver its strategy.
- Influence and build relationships with people around the business.
- Act as a local point of people expertise for specialist teams that are implementing new people approaches.
- Question and challenge others to get to the root of people and business issues.
- Coach and provide feedback to key stakeholders to help improve business efficiency.

The role is subtly different to a HR generalist or employee experience or relation roles. It can also be described a HR or Human Resources business partner.

Ulrich ([Polc 2023](#)) has a HR Competency Model which provides a framework of competencies/skills required by HR professionals:

- Credible activist
- Strategic positioner
- Capability builder
- Change champion
- HR innovator and integrator
- Technology and data proponent

Recruitment agency [Indeed](#) have a job description for a HR business partner (and some sample job descriptions) which states that duties and responsibilities are:

- Discussing business strategies, HR challenges and HR plans that can help the business with senior management and key stakeholders
- Working with management in their business area to make sure employees have the skills and resources they need to achieve their objectives
- Developing plans for recruitment, training, restructuring and succession and helping relevant staff implement them
- Coaching Line Managers on ways to motivate their employees and lead more effectively
- Analysing human resource metrics and comparing results to key performance indicators

You could find examples of current NHS HR/People Business Partner job descriptions on [NHS Jobs](#).





Measuring impact and value of the role

CIPD ([CIPD 2023](#)) published an evaluation report on what makes effective people managers, which is a useful read but doesn't specifically state how to measure value and impact of the role.

[Nemcova](#) for Academy to Innovate HR states that:

“Organizations with efficient HR business partners have enhanced employee performance, revenue and profits by 22%, 7% and 9% respectively”

However, it doesn't say where that data and evidence has come from. The article then suggests using 7 HR metrics to measure impact:

1. Employee engagement
2. Diversity, equity, inclusion and belonging metrics
3. Wellbeing metrics
4. Retention rates
5. Absenteeism rate
6. Cost of HR per employee
7. Quality of hire

The article says that it is difficult to quantify HR Business partner roles as they work in collaboration with multiple stakeholders, and it is therefore difficult to pinpoint the impact specifically and attached a quantifiable metric to it. They suggest measuring performance by settling goals related to HR or organisational objectives.

[Reilly](#) (2024) discusses the importances of customer feedback as a metric of effectiveness in his blog post but again mentions that it is impossible to attribute organisational performance improvement to the work of a HR business partner specifically.

Wach ([Wach 2022](#)) found a joint impact of strategic and operational human resources roles on organisation performance in Germany and the UK.

The other articles selected speak to the general evidence of human resources management linking to increased organisational performance, but not specifically the HR/People business partner roles.

I hope this is helpful. Please do let us know if you need any further information.

The library keeps a repository of evidence searches on the inSPIRE institutional repository. These results will only be shared in the repository if you have given your permission to do so.

Thank you.

Role – description/competencies

1. The roles of the HR function: A systematic review of tensions, continuity and change

Item Type: Journal Article

Authors: Cayrat, Charles and Boxall, Peter

Publication Date: 2023



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Journal: Human Resource Management Review 33(4), pp. 100984

Abstract: This paper provides a comprehensive review of continuity and change in the roles associated with the HR function and the tensions they entail, systematically covering over 50 years of research. It reveals that the normative models of HR roles, including the influential work of Ulrich (e.g., 1997), have stimulated greater interest in studying HR roles than the sociological studies conducted by the field's pioneers. In terms of change, many HR specialists have sought to make a transition, through various means, towards a greater strategic role in organisations. The extent to which they have navigated this transition successfully has been influenced by complex, multi-level contingencies and by the varying interpretations and responses of the stakeholders involved in HRM. The literature analysis shows that the historical tensions associated with the HR function remain a defining continuity. As the paradox perspective suggests, they are lived with or adjusted to, with varying degrees of success. In contrast to the dichotomous view of HR roles that assumes a trade-off between strategic and operational roles, the review provides evidence of synergy or complementarity between them. This more integrative view of HR roles is clearly important for the pursuit of greater mutuality in the employment relationship, something that is often strongly valued by HR specialists. The paper includes recommendations for future research to develop the theories and the research process on HR roles and practical implications.

Access or request full text: <https://libkey.io/10.1016/j.hrmr.2023.100984>

2. HR Competency Model (Dave Ulrich)

Item Type: Web Page/Blog Post

Authors: Polc, L.

Publication Year: 2023

Abstract: Dave Ulrich's HR Competency Model offers a comprehensive framework for HR professionals, emphasizing strategic roles, adaptability, and relevance amid rapid change.

URL: <https://hrmhandbook.com/hrm/skills-competencies/hr-competency-model/>

Date Retrieved: Apr 11, 2024

3. 'HR Business Partner: All You Need To Know About the Role'

Item Type: Forum/Blog Discussion

Authors: Vulpen, E.v.

Date of Post: -07-07T08:05:25+00:00 2023

Name of Website: AIHR (Academy to Innovate HR)

Available at: <https://www.aihr.com/blog/hr-business-partner/>

Accessed: Apr 11, 2024

Abstract: The HR Business Partner integrates the HR function with the business strategy. Learn what HRBPs do and how they can succeed in their role.

4. Strategic business partner role: Definition, knowledge, skills, and operating tensions



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Item Type: Journal Article

Authors: Jamieson, David W.;Eklund, Sue and Meekin, Bob

Publication Date: 2012

Journal: The Encyclopedia of Human Resource Management: Thematic Essays , pp. 112-128

5. The HR Business-Partner Model: Past Learnings and Future Challenges

Item Type: Journal Article

Authors: Ulrich, Dave and Brockbank, Wayne

Publication Date: 2009

Journal: People & Strategy 32(2), pp. 5-7

Abstract: The article presents a discussion regarding the impact that the relationship a business has with their human resources department can have on the organization's success. Lessons that the author feels that human resource departments have learned that impact the way in which they are managed in 2009 are mentioned. These lessons include that a business-partner business model exists in locations other than human resources, the business-partner model was designed to assist the human resources department in interacting with other areas within the company and that human resource personnel take steps to play a larger role within the company.

URL: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=edb&AN=43594611&site=eds-live&custid=ns124763>

6. HR Business Partner Job Description | Indeed

Item Type: Web Page

URL: <https://uk.indeed.com/hire/job-description/hr-business-partner>

Date Retrieved: Apr 11, 2024

7. CIPD - HR business partner roles

Item Type: Web Page

Authors: CIPD

URL: <https://www.cipd.org/uk/the-people-profession/careers/roles/hr-business-partner/>

Date Retrieved: 11 April 2024.

Measuring value/impact/ROI



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Evidence Search Results from your Knowledge & Library Service

1. Effective people managers: evidence review.

Authors: Chartered Institute of Personnel and Development

Publication Date: 2023

Abstract: This evidence review draws together the best available evidence to explore why people managers are important, what a good people manager looks like, and how to develop effective people managers.

URL: <https://www.cipd.org/en/knowledge/evidence-reviews/people-managers/>

2. '7 HR Business Partner Metrics Examples'

Item Type: Forum/Blog Discussion

Authors: Nemcova, M.

Date of Post: -07-19T07:30:04+00:00 2022

Name of Website: AIHR (Academy to Innovate HR)

Available at: <https://www.aihr.com/blog/hr-business-partner-metrics/>

Accessed: Apr 11, 2024

Abstract: Find out which HR Business Partner metrics you can track to measure and improve the performance of HRBPs within your business.

3. Measure what matters: descriptive and predictive metrics of HRM-pathway toward organizational performance

Item Type: Journal Article

Authors: Pillai, Rajasshrie and Sivathanu, Brijesh

Publication Date: 2022

4. Performance implications of the HR business partner model and the mediating role of internal efficiency: A comparison between Germany and the United Kingdom

Item Type: Journal Article

Authors: Wach, Bernhard A.; Wehner, Marius C. and Kabst, Ruediger

Publication Date: 2022

Journal: The International Journal of Human Resource Management 33(20), pp. 4113-4150

Abstract: Ulrich's framework of the human resource business partner model (HRBPM) suggests that both the strategic HRM roles (i.e. strategic partner and change agent) and operational HRM roles (i.e. administrative expert and employee champion) jointly add value to an organization. To deepen our understanding of the link between the HRBPM and organizational performance, this study jointly



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examines the influence of strategic and operational roles on organizational performance and introduces internal efficiency as a central mediating mechanism that explains how the HRBPM contributes to organizational success. In addition, we offer an institutional perspective on the HRBPM to improve our understanding of how the HRBPM is designed in different institutional contexts and whether the performance implications depend on the organization's institutional environment. Based on data from 300 medium-sized and large organizations from Germany and the UK, we found a joint impact of the HRM roles on organizational performance, mediated by internal efficiency. We also found differences in the design of the HRBPM between the UK and Germany; however, we did not find a moderated mediation for the country comparison concerning the performance implications of the HRBPM. These findings improve our understanding of the success of the HRBPM in different institutional contexts.

Check availability: <https://libkey.io/10.1080/09585192.2021.1943490>

5. Antecedents and Effectiveness of Human Resource Business Partner Performance: Evidence from Banking Sector of Pakistan

Item Type: Journal Article

Authors: Shahid, Sobia and Siddiqui, Danish Ahmed

Publication Date: 2020

Journal: Available at www.ijmsssr.org

6. HR analytics-a strategic approach to HR effectiveness

Item Type: Journal Article

Authors: Madhavi Lakshmi, P. and Siva Pratap, P.

Publication Date: 2016

Journal: International Journal of Human Resource Management and Research (IJHRMR) ISSN (P) , pp. 2249-6874 https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2838824

7. A competency-based approach to advancing HR

Item Type: Journal Article

Authors: Alonso, Alexander; Kurtessis, James N.; Schmidt, Andrew A.; Strobel, Kari and Dickson, Brian

Publication Date: 2015

Journal: People and Strategy 38(4), pp. 38

8. The value of human resources measurement in intellectual capital and knowledge sharing

Item Type: Journal Article

Authors: Castaneda, Delio and Toulson, Paul

Publication Date: 2013

Journal: Electronic Journal of Knowledge Management 11(3), pp. pp226-234



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9. Human resource metrics and decision support: A classification framework

Item Type: Journal Article

Authors: Dulebohn, James H. and Johnson, Richard D.

Publication Date: 2013

Journal: Human Resource Management Review 23(1), pp. 71-83

10. 'Peter Reilly: Measuring the impact of the strategic HR business partner'

Item Type: Forum/Blog Discussion

Authors: HRreview, E. and HRreview, E.

Date of Post: -10-11T07:52:36+00:00 2013

Name of Website: HRreview

Available at: <https://hrreview.co.uk/analysis/analysis-hr-news/peter-reilly-measuring-the-impact-of-the-strategic-hr-business-partner/49031>

Accessed: Apr 11, 2024

Abstract: Does the old adage 'if it moves measure it' apply to HR business partners? It is certainly not so easy to measure their contribution as it is to measure the activity of administrative staff – their error rates, response speed, customer appreciation, etc. And there is always a tendency to measure those things that are [...]

11. The innovation imperative in health care organisations: critical role of human resource management in the cost, quality and productivity equation.

Item Type: Journal Article

Authors: Cooper, Cary L.

Publication Date: 2012

URL: <https://ovidsp.ovid.com/ovidweb.cgi?T=JS&CSC=Y&NEWS=N&PAGE=fulltext&D=hmic&AN=113053>

12. Systematic review of the links between human resource management practices and performance.

Item Type: Journal Article

Authors: Patterson, M., Rick, J., Wood, S. and University of Sheffield. Institute of Work Psychology

Publication Date: 2010

URL: <https://www.journalslibrary.nihr.ac.uk/hta/hta14510/#/abstract>

13. Measuring return on investment in HR

Item Type: Journal Article



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Authors: Phillips, Jack and Phillips, Patti

Publication Date: 2009

Journal: Strategic HR Review 8(6), pp. 12-19

Abstract: Purpose During difficult times in the economy, nothing is more important to top executives than knowing the true value of a particular project or program. “Show me the money” has become a battle cry for many executives demanding that any new HR project or program shows its value even before it is implemented and, certainly, the impact and return on investment (ROI) after it has been implemented. This article describes the ROI methodology, a measurement process developed almost 30 years ago and refined over the years to the point that it is now becoming a staple for many HR functions. Design/methodology/approach Around the globe, HR executives are taking a look at the ROI methodology process as a way to show credible values, including financial ROI. The process is executive friendly, user friendly and almost always passes the test of very critical researchers and professors. This article describes why and how it is being used to show the contribution of HR programs, improve programs so that they add more value, build support for HR, enhance commitments and solidify important business relationships. Findings This method can be used to show the value of major programs and projects and establish HR a business partner. Originality/value With the ROI process, the HR staff and the client will know the specific contribution of an HR program. Measuring ROI is one of the most convincing ways to earn the respect and support of the senior management team – not only for a particular HR program, but also for other HR projects.

Access or request full text: <https://libkey.io/10.1108/14754390910990946>

14. Measuring human resource management's effectiveness in improving performance

Authors: Ramlall, Sunil J.

Publication Date: 2003

Journal: People and Strategy 26(1), pp. 51

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DATABASES AND INFORMATION SOURCES USED				
	Pubmed	X	HMIC	BMJ Best Practice
X	Medline		Social Policy and Practice	Cochrane Library
	Emcare		CINAHL	TRIP
	Embase		PsycINFO	Grey Literature
	AMED		UpToDate	X Other – Google Scholar



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PURPOSE OF SEARCH			
	Patient info/health & well being		Clinical decision making (inc. patient care)
	Executive Team support		Research/Education/Professional development
	Quality Improvement		Primary Care & Neighbourhoods Directorate support
X	KM/Management decision making		Other

USER CATEGORY OF REQUESTOR			
	Medical students		Patients/public
	Nursing/midwifery students		Physician Associates
	Junior doctors		Public Health (Somerset CC)
	Nurses/Midwives	X	Other
	Allied Health professionals		

HAS PERMISSION TO SHARE THE RESULTS BEEN OBTAINED FROM THE REQUESTOR?			
X	YES - share		NO – do not share

KEY WORDS/SEARCH STRATEGY INCLUDING MESH HEADINGS	LIMITS USED
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<p>(“HR” or “human resources” or People) “business partner” (measure* or value or impact or effective* or metric* or perform*) HR business partner People business partner HR and (roles or function)</p>	
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METADATA (TAGS)			

