



# HR Business Partners

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This book highlights the changes and challenges to the role of the HR Business Partner, overviewing the emerging service delivery models for the HR function (in particular the development of shared services and outsourcing options) and what this means for the HR Business Partner (HRBP) in the modern enterprise.

The purpose of this book is to provide a conceptual framework and practical advice, based on real life case studies and recent research, into how HR Business Partners best add value to the organization. The authors have extensive experience of working in the area of HR restructuring (having been HR Directors in blue chip organizations and senior advisers in leading consultancies) and have consistently come up against confusion and contradiction about what is the new role of the HR Manager/Business Partner in supporting business managers in the delivery of strategic and tactical objectives.

Theory and conceptual models are used to underpin this book but it has been written as a pragmatic, hands-on guide that will help its readers think through how best they might fulfil the role of the HRBP. The book contains checklists, case study examples and self-assessment tools. It is supported by supplementary material (updates, further case studies, templates and tools) which are available via the authors' website.

## Contents

The evolution of HR. Part 1 The HR Business Partner Model in Practice: The HR BP role; The role of the shared service centre; The role of the HR centre of excellence; The role of outsourcing; What does this mean for the line manager? Part 2 HR Technology - The Business Partner Toolkit: The HR BP and technology; Integrated solutions or 'best of breed'; Functional scope and business requirements; The business case for technology investment. Part 3 Completing the Jigsaw: The role of the HR BP - the line manager's viewpoint; Measurement of success; Capabilities for successful business partnering; Developing the HR BP; Selection and career management for business partners; Lessons learnt implementing the HR BP model. Index.

## About the Author

Ian Hunter is a founding partner of Orion Partners. He has worked for a number of leading management consultancies, including Accenture and AT Kearney and has been an HR Director in two blue chip organizations.

Jane Saunders is one of the founding partners of Orion Partners. Jane is an experienced international consultant, with significant experience in the area of HR Strategy and Transformation.

Allan Boroughs, a partner with Orion Partners, has an extensive track record in the design and delivery of HR information technology spanning a 15 year period.

Simon Constance is a senior consultant at Orion Partners. Simon has hands-on business development, HR transformation consulting and operational management experience.

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