

## Highlights

- Study began in 1987 and has been updated every four to five years.
- Largest global study on HR with more than 87,000 ratings spanning over 30 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: How can you as an HR professional stand out in your business? How does the maturity and sophistication of the HR department impact business performance? What competencies are most important for your professional development? How do businesses build capabilities?
- Participants will receive customized reports: a \$250 value for each individual and a \$300 value for each company.
- Regional feedback session for a nominal fee in 2021 hosted by one of our regional partners.
- Study may shape the next successful generation of HR.
- Study will include global and regional participation and benchmarking.
- Conducted in partnership with HR associates around the world.
- Prior studies have produced the well known books *HR Champions*, *HR Value Proposition*, *HR Competencies*, *HR from the Outside-In*, *Global HR Competencies*, and *Victory through Organization*.

Available mid-September through mid-December 2020.

Contact us now to participate.

visit: [rbl.net/hrcs-round-8](http://rbl.net/hrcs-round-8)

email: [hrcs@rbl.net](mailto:hrcs@rbl.net)

# HRCS

 ROSS SCHOOL OF BUSINESS  
UNIVERSITY OF MICHIGAN

 The RBL Group



Round 8 | 2020

# HRCS

For the past 30 years, the Human Resource Competency Study (HRCS) has identified crucial abilities for HR professionals and high-performing leaders. **Round 8** of this study seeks to answer the questions: “How can you as an HR professional stand out in your business?” “How does the maturity and sophistication of the HR department impact business performance?” “What competencies are most important for your professional development?” and “How do business build capabilities?”

**The RBL Group and the Michigan Ross School of Business invite you to participate.**



No cost for participating companies\*



## COMPANY REPORTS

Companies with five or more HR participants who complete the full rating process will receive a company report with company, 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 who receive completed reviews from five or more raters, including a direct supervisor, will receive an individual report with 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 2021 to review the study results, examine current trends, and discuss future HR agendas.

## Frequently Asked Questions

### 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. The maturity and sophistication of the HR department.** Does the maturity and sophistication of the HR department impact business performance?
- 2. Business impact.** Is it the practice or the outcome of the practice that has the business impact?
- 3. Practice.** How do businesses build capabilities? Do business processes, systems, technologies build capabilities?
- 4. Change.** Does the environment for the business change what it needs from HR?

### Who is conducting the HRCS?

The Human Resource Competency Study is sponsored by the Ross School of Business at the University Michigan and The RBL Group with assistance from regional partners around the globe. The HRCS is directed by Mike Ulrich, Patrick Wright, and Erin Burns with collaboration from Scott DeRue, Dave Ulrich, and Wayne Brockbank. These individuals have combined to write dozens of books and hundreds of articles about the field of Human Resources that have shaped the role of HR professionals for over 30 years.

### What commitments are involved in participation?

**Company:** Identify 5 or more HR professionals in the organization to participate in a 360 degree survey. Individuals may come from the corporate level or other organizational units. Partially completed rater surveys will not count towards the minimum number needed for a report.

**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 associates as raters, including a direct supervisor, and request that they complete a survey to rate you. Partially completed rater surveys will not count towards the minimum number needed for a report. As such, it is recommended that the HR participant identify seven to ten (or more) associate raters including a direct supervisor to ensure that at least five raters provide feedback. The survey will take about 30-45 minutes to complete.

*\*No cost for up to 50 participants. A nominal fee will be charged for additional participants. Please let us know if you are considering a large number of participants.*

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## *Organization Confirms Participation*

As an organization confirms its participation, the organization should consider whether it would like to register as one large entity, or if it would like its existing divisions to each register.

Study will begin in mid-September and be available through mid-December 2020. First confirm your interest through our website:

<https://www.rbl.net/hrcs-round-8>

You will then be contacted by email with further instructions.



## *Organization Sponsor Nominated*

Organizational sponsor will be able to invite other participants and help to monitor their progress, to ensure that the organization and HR participants will be eligible to receive reports.



## *Organization Sponsor Nominates HR Participants*

Organizational sponsor should invite at least five HR participants; an organization need at least five participants receive complete 360s in order for the organization to receive a report.

### **Organization Competency Report**

- Organization's scores compared to regional and global benchmarks within competency domains and factors
- Organization strengths and weaknesses



## *HR Participants Nominate Associate Raters*

HR participants should invite seven to ten raters, including a direct supervisor, at least three to five associate HR individuals (including direct reports), and at least three to five associate non-HR individuals, in order to receive the richest personal feedback.

### **Individual Feedback Report**

- Individual's scores within competency domains and factors
- Individual feedback on what factors appear to have the greatest impact on business performance
- Personal strengths and weaknesses