# Redesign Your HR Structure Executive Briefing

### Summary

HR’s structure underpins how an HR function operates. HR needs to be structured in a way that enables it to operate efficiently and effectively.

### Our Recommendation

* Design a fit-for-purpose HR structure rather than replicating or copying another.
* Design for the future, aligning HR structure and HR functional capabilities with organizational and line of business strategic objectives.

### Client Challenge

### There is no one-size-fits-all HR structure, as no two HR functions are the same – they have different strategic objectives, clients, employee value propositions, etc.

### Designing an HR structure is complicated and often doesn’t produce the desired results (e.g. misalignment with talent and/or organizational strategy, priority work units buried within the structure, etc.).

### An improperly structured HR function impacts the larger organization, as it can result in bottlenecks and delays in meeting client needs or misalignment between priority HR capabilities and HR resource allocation.

###  Critical Insight

* There is no one-size-fits-all structure. Design a fit-for-purpose HR structure rather than replicating or copying another.



### Get to Action

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| 1. Align HR structure with strategy | 1. Review the current state and desired outcomes.
2. Create design principles.
3. Identify HR functional capabilities.

**Deliverables:*** *HR Structure Workbook*
* *HR Metrics Library*
* *HR Functional Capability Framework*
* *Case Studies: Redesign Your HR Structure*
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| 2. Define delivery characteristics | * Determine the priority level of each capability.
* Identify whether each capability will be mostly centralized or decentralized.
* Select capabilities to investigate co/outsourcing.
* Identify client-facing capabilities and their mode of delivery (i.e. face-to-face vs. technology-enabled).

**Deliverables:*** *HR Structure Workbook*
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| 3. Create the new HR structure | * Create work units for each capability.
* Identify work unit accountabilities and responsibilities.
* Create mandates for each work unit.
* Identify roles within each work unit.
* Finalize the new HR structure.

 **Deliverables:*** *HR Structure Workbook*
* *HR Structure Presentation Template*
* *Workshop: Redesign Your HR Structure*
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