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A Study of Perceptions Regarding the Changing Roles, Skills, and Effectiveness of Human Resource Functions in Healthcare

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A STUDY OF PERCEPTIONS REGARDING THE CHANGING ROLES, SKILLS, AND EFFECTIVENESS OF HUMAN RESOURCE FUNCTIONS IN HEALTHCARE

BY

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A doctoral project submitted to the faculty of the Medical University of South Carolina in partial fulfillment of the requirements for the degree Doctor of Health Administration in the College of Health Professions

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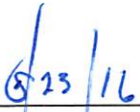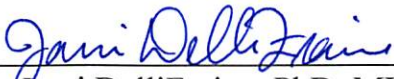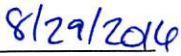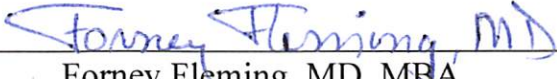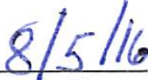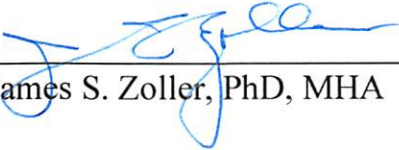
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Abstract

Current research clearly states that human resource practice can be a value-added function in an organization. Paradoxically, however, the value of many human resource (HR) and organization departments (OD) is often neither clearly defined nor understood, thus contributing to the failure of many senior executives. The initial work on the relationship between a firm's performance and its human resource practices was conducted by Becker and Huselid (1998). In their study of 740 corporations, they found that firms with the greatest intensity of HR practices that reinforce performance had the highest market value per employee. They argued that HR practices are critical in determining the market value of a corporation and that improved HR practices can lead to a significant increase in the market value of corporations.

The purpose of this study, therefore, was to investigate healthcare HR executive and non-HR executives' perceptions regarding the changing roles, skills and effectiveness of HR departments. More specifically, this study found that HR professionals need to have stronger management and leadership skills, develop a strategic management perspective, remain functionally competent in HR, and develop internal consulting skills.

Findings suggest that HR executives perceive themselves to have a higher degree of competency within their individual organizations than in comparison to their non-HR manager (CEO). This suggests that HR leaders believe there to be higher expectations in levels of responsibility for the HR profession as a whole, than from the perceived expectations of their individual managers. In terms of scholarship, this study adds to the growing body of research surrounding strategic healthcare and HR practices by

providing evidence of the value that increased HR skill development can have in shaping and reflecting organizational goals.

CHAPTER 1

THE PROBLEM

Introduction

In today's highly competitive and rapidly changing environment, human resource management (HRM) using a more traditional approach is of diminishing value for modern organizations simply due to the current speed, frequency, and magnitude of change. In light of these challenging conditions, U.S. corporations are giving renewed attention to the building and strengthening of business partnerships through the design of more strategic human resource systems (Chiavenato, 2001). These systems differ from traditional HRM approaches in that they align people programs to those activities most important to overall strategy of the business. As part of the renewed emphasis on maximizing human capital, HR practitioners are expected to become increasingly more involved in the strategic planning process by focusing on improving the development of their own individual business and professional competencies.

When evaluating an organization's overall business philosophy, it is important to give full consideration toward maximization of human resource management competencies at all levels. Unfortunately, too often HR professionals are uncertain of what their role should be due to a proliferation of top executives who demand nothing more from the HR function than the role it has traditionally played as a transactional department. For example, some top executives would seek to rely heavily on HR for reports on the number of position vacancies or the breakdown of employee demographics. However, would the same leader rely on their HR lead to discuss changing the organizational culture through high-level change management principles (Sullivan, 2004)?

One reason there may be confusion about HR's fit into current strategic initiatives is that it is unclear who is championing strategic HRM as compared to other major initiatives. A common misconception is the belief that HR professionals do not possess a sufficient working knowledge of business priorities and/or the strategic goals of the organizations they serve (Lawler & Boudreau, 2009). In reality, human resources is a function broad in scope that has evolved as a strategically legitimate organizational activity. In many companies HR reports to the CEO (chief executive officer), is represented as a full partner in the highest executive councils, and shares equal voice with other key organizational functions. In addition to being skilled in traditional business disciplines, the human resources professional must be knowledgeable in the psychology and sociology of human interaction, counseling, investigative techniques, employment and labor law, compensation and benefits, administration, the politics of organizations, and broad societal issues.

There may also be a historic view of HRM as an assumed part of the major strategic change initiatives, rather than as a critical standalone component of reform and reinvention. While some non-HR leaders may not view HR as critical to strategic organizational efforts, but more as a component of the eventual change, there is continued recognition by several HR scholars (Ulrich, 2005; York, 2005) that the human resource community needs to focus more squarely on establishing effective measures of strategic HRM. These are critical means by which HR can get to and remain at the "strategic table" (Sammut, 2001). Effectively putting strategic management of human resources into practice requires understandable and credible measurement, and the ability to provide useful routine strategic HRM information for organizational management analysis.

The HRM and executive management (CEO) partnership is particularly unique in the healthcare industry because many healthcare organizations have a dual administrative structure of clinical managers and health services managers that supervise distinct groups of employees with different responsibilities and training needs. For example, clinical managers have training or experience in a specific clinical area and, accordingly, have more specific responsibilities than do general managers of administration. A common example is the role of Chief Nursing Officer. While they might oversee nursing, it's highly likely that they also oversee several ancillary services departments and allied health disciplines. At the same time, they are expected to effectively contribute to matters related to the business of healthcare, which includes fiscal, planning and strategic responsibilities. The HRM lead should also play a role towards the development of such clinical leaders and assist the CEO and Board of Managers towards developing skilled talent.

In their research on the development of a new partnership between the CEO and the Chief Human Resources Officer (CHRO), Charan, Barton and Carey (Harvard Business Review, July, 2015), assert that organizations should become flexible with the human capital and the likes of a the new CHRO that makes strategic recommendations that unlock and create value to the CEO. They also found that many CEO's complain that their CHRO's are too bogged down in administrative tasks or that they don't understand the business. This also supports the need to reconsider the role of HR for health system organizations.

According to a 2011 American College of Healthcare Executives (ACHE) report, advances in technology and changes in the way disease is treated and managed will bring about the possible re-

education and re-training of existing professionals and the advent of new healthcare professions. They also agree that with the passage of the Affordable Care Act, it is difficult to predict what all these new professions might be, but they pose it as an imminent challenge for healthcare HR. As existing healthcare professions evolve in somewhat unpredictable and unforeseen ways, the focus of HR needs to be on the strategic matters of growing the organization (Niles, 2013).

Hence, the purpose of this study is to investigate senior HR leader (practitioner) and non-HR executives' perceptions regarding the changing roles, skills and effectiveness of human resources in healthcare. The study focuses on the extent to which HR activities and deliverables are changing to support becoming a more value-add partner to the bottom-line of healthcare organizations. It will also provide some insight into trends surrounding how many healthcare organizations have chosen to more effectively manage their human capital. Although initial research by the Centers for Effective Organizations (Lawler & Boudreau, 2009), indicate high levels of proficiency among CHRO participants, data revealed significant shortfalls when a comparative analysis was conducted between the HR leader and the senior-most non-HR leader.

To fully understand how the HR function has evolved into a capacity for strategic business partnership capable of providing strategic importance to the organization, it would be useful to review the historical evolution of the function. The next section describes the history of human resource management as a profession.

<u>Historical Perspective</u>

The evolution of human resource management, once called "personnel," has coincided with the history of business in the United States (Miles & Snow, 1984). Personnel management as a specialized function began around 1900. The early personnel department was primarily clerical. Personnel hired the necessary workers for America's growing industries and were the record keeper for most employee matters. During the course of this century, however, the processes of managing people have slowly evolved into becoming a more formalized and specialized function. Developing a familiarity of the events contributing to the development of HRM can provide a perspective for understanding contemporary practices.

Incremental changes in the evolution of HRM continued throughout the century and has been characterized and captured in literature. Figure 1presents an overview of some of the more important events in the development of HRM, beginning in 1796 with the first authenticated strike in America, and continuing through 2010 (Sherman, Bohlander & Snell, 1996; Niles, 2013). By examining HRM in a historical context, the significance of environmental factors that drove the development of the profession, such as governmental regulation and socioeconomic factors, becomes increasingly apparent.

Figure 1

Important Events in the Development of HRM

Year	Event
1796	Earliest authenticated strike in America; Philadelphia printers seek to gain minimum weekly wage of $6.
1848	Passage of a law in Philadelphia setting a minimum wage for workers in commercial occupations.
1881	Beginning of Frederick Taylor's work in scientific management at the Midvale Steel Plant in Philadelphia.
1883	Establishment of the U.S. Civil Service Commission.
1912	Passage in Massachusetts of the first minimum wage law.
1913	Establishment of the U.S. Department of Labor.
1915	First course in personnel administration, offered at Dartmouth College.
1924	Point method of job evaluation developed Manufacturers' Association.
1927	Hawthorne studies begun by Mayo, Roethlisberger, and Dickson.
1935	Establishment of the Congress of Industrial Organizations (CIO) by several unions previously affiliated with the AFL.

1939	Publication of the first edition of the *Dictionary of Occupational Titles*.
1941	Beginning of U.S. involvement in World War II, demanding the mobilization of individuals trained in personnel management and the rapid development of personnel programs in the military and in industry.
1948	American Society for Personnel Administration (ASPA) founded. Later renamed the Society for Human Resource Management (SHRM).
1955	Merger of the AFL and CIO.
1964	Civil Rights Act.
1967	Federal Women's Program established by the U.S. Civil Service Commission to enhance the employment and advancement of women.
1975	Beginning of a professional accreditation (now certification) program by the Personnel Accreditation Institute.
1976	Human Resource Certification Institute begins new HR certification
1978	Creation of the Civil Service Reform Act, which established the Office of Personnel Management (OPM), the Merit Systems

	Protection Board (MSPB), and the Federal Labor Relations Authority (FLRA).
1985	Increased emphasis on employee participation in organizational decision making to improve productivity and competitive position.
1991	Increased emphasis on global HR practices; greater use of temporary worker
1995	Emphasis on sexual harassment; heightened attention to greater diversity in the workforce; increased emphasis on total quality management; and downsizing or "rightsizing" of organizations.
1996	Use of competency models to guide HR program design.
2008	Genetic Information Nondiscrimination Act of 2008 and the Lilly Ledbetter Fair
2009	Pay Act of 2009Legislation prohibiting genetic testing and compensation
2010	Patient Protection and Affordable Care Act of 2010 (PPACA): Controversial legislation that was upheld by the Supreme Court in 2015

Grieves &

Redman, 1999; York, 2005; Niles, 2013

HR specialists generally agree that experiments in the 1920s, such as the Hawthorne studies that were conducted to determine what effect hours of work, periods of rest, and lighting have upon worker fatigue and productivity (Bum, 1942), played a very important role in the early development of HRM. These studies spurred efforts to humanize the workplace, giving rise to the human relations movement. This movement focused attention on the necessity for managers to improve their communications and to be more sensitive to the needs and feelings of their subordinates as a means to motivate the workforce. As the human relations movement evolved, it became broader in scope and included a greater understanding of human behavior. These movements were consistent with the further development of interpersonal competence and the achievement of organizational objectives through the management of change (Rush, 1969).

It was not until the 1940s that the typical personnel department included individuals with specific training and experience in carrying out various specialized functions (Adair, 1984). In the early years, companies designated welfare secretaries whose job was to keep track of employees' welfare. Over the passage of time, the welfare secretaries' job encompassed more and more duties. As laws were passed that restricted the rights of employers and employees, welfare secretaries were required to stay informed. As new tasks were delegated, offshoots began to form with concentrations in payroll, hiring and training of workers, labor contract administration, and union negotiation. Personnel departments exhibited characteristics of three important functions that have continued to present day: advisory, service, and control (Adair, 1984).

In the 1960s and 1970s, pressure outside the corporation gave the personnel department a chance to become part of the management team. Some of these pressures came from government

regulations, while others came from various interest groups. Women, recognizing that they lacked equal opportunity, became increasingly active. Minorities organized and applied political and economic pressure to organizations. Stockholders and customers began to emphasize social responsibility. By the mid-1970s, organizations were scrambling to respond to outside pressures, regulations, and reporting requirements. The personnel department became responsible for dealing with interest groups pressing for affirmative action, equal opportunity, safety, and social responsibility. Senior management turned to the personnel administrator to squelch impending regulatory issues, while management tended the business (Miles & Snow. 1984).

With the creation of the Human Resource Certification Institute (HRCI) in 1975, a national certification program for HR professionals was established. This was a significant milestone in the development of HR's credibility (Sunoo & Laabs, 1999). In 1976, the HRCI began awarding two certification designations, Professional in Human Resources (PHR) and the Senior Professional in Human Resources (SPHR), representative of professional achievement and mastery of the HR body of knowledge. With the establishment of an accepted criterion, HRM was finally recognized by the United States Department of Labor as a bona-fide profession, distinguished from other occupations. Since February 1976, more than 53,000 HR professionals have been certified (SHRM, 2008).

Instrumental in providing continued support of the profession, the Society for Human Resource Management, founded in 1948 as the American Society for Personnel Administration (ASPA), has continued efforts toward the development and recognition of HR with over 165,000 members worldwide. Having established credibility for the profession, SHRM has directed attention to the changing role of the HR profession by encouraging the development of strategic business partnerships between HR and the organization, as well as the continued

development of professional competencies. Figure 2 is representative of the evolving role of HR and the new

responsibilities that contribute more directly to the organization's bottom line (Rothwell, 1998).

Figure 2

Evolution of HR Management

Time Period	HR Focus	HR Activity
Before 1890	• Industrial technologies	• Disciplinary systems
1900-1910	• Employee well-being	• Health & safety programs
1920s	• Task design, efficiency, and impact of workgroups on individual workers	• Time and motion studies • Employee counseling and testing
1930s	• Union of workforce • Passage of major labor laws	• Communication programs • Anti-union campaigns • Personnel becomes staff support to operational line unit functions
1940s	• Employee benefits and compensation	• Cost-of-living adjustments • Pension, health, and benefit plans • Wage increases
1950s	• Employee relations • Specialized personnel functions	• Training and development • Separate divisions within personnel established: recruitment, training, labor relations, benefits, etc.
1960s	• Employee participation	• Employee involvement • Management by objectives; quality circles; sensitivity training
1970s	• Government intervention	• Employee rights now regulated in areas of discrimination, equal opportunity, safety and health, and various benefit reforms
1980s	• Employee recognition	• Expansion and enrichment of employee knowledge,

	• Displacement	skills, and abilities through • Job rotation • Formation of integrated task teams • Outplacement
1990s	• Changing demographics of the workforce technology	• Diversity programs • Employee rights issues • Global perspective • Information technology
2000s	• Strategic HR planning	• Transition from services and support to consultative and leadership role

Source: Rothwell, Prescott & Taylor, 1998

Statement of the Problem

Human resources management, as a profession, continues to fall short of becoming a strategic business partner (Simpson, 2005). Business texts on leadership and management are replete with examples of how organizations fall short in the area of aligning employees with the company's overall mission (Burke, 2002; York, 2005). Rather than viewing the changing landscape of HR as an opportunity to play a more central role in the organization, some HR professionals mistakenly assume their current roles are relatively secure since traditional activities, such as employee programs and compliance, remain relatively high in importance (Palguta, 2000). Other practitioners deny the magnitude of emerging changes or succumb to a sense of fear about their future and the viability of human resources as a function. Organizations often ask their HR professionals "to become leaders and partners in running the business, but these HR professionals are often asked *to* implement initiatives and programs for which they have no formal authority and with which they do not agree" (Seitchik, 1997, p. 42). Clearly, HR professionals will not only

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need to fulfill their traditional roles, but assume critical new roles that focus on adding value to operational excellence. This new and expanded mandate cannot be performed based on the old assumptions, structures, and roles in most human resource organizations. The traditional technical specialties have grown in complexity, while the knowledge and competencies required for new human resource technologies have outpaced the ability or opportunity of most practitioners to learn them. The American Society for Training & Development's State-of-the-Industry Report (McMurner, Van Buren, and Woodwell, 2000) confirms that significant shifts in emphasis are taking place. Korn Ferry, an international executive search firm, in their 2013 annual report reported only a 42% success rate of Chief Human Resources and Chief Learning Officers hired into new roles between years 2008-2012.

The next few years will present a critical period for the human resources community as roles and responsibilities in organizations are re-evaluated. So far, however, human resources as a whole are significantly behind the change curve. Many experts contend that HR lacks necessary business know-how (Katz, 2000). Meanwhile, managers and executives in many organizations continue to view HR as just a transaction-based, procedurally bound administrative process and completely miss the fact that HRM encompasses the judgments and decisions they make every day in managing the people who do the work of the organization. The key question facing HR executives and senior practitioners today is how to leverage existing competency practices to greatly increase the impact of human capital development on business results (Ulrich, 1997).

In today's business environment organizations need to manage the human *as* well as the financial implications of their business strategies. Today, HRM is much more integrated into both the management and

the strategic planning process of the organization (Anthony & Norton, 1991). Companies that have the best results in productivity, customer service, and profitability have used their human resource departments as strategic partners to achieve this balance (Rothwell, Prescott & Taylor, 1998). Extensive research and practical experience have revealed positive results when organizations position HR as a strategic player. Assessing the capability of an organization and its human resource professionals is an important step toward escalating HR to the role of business partner. If efforts to transform human resource departments are done well, human resource professionals can attain more strategic importance as organizational partners who leverage human capital and expert knowledge for competitive advantage. Human resource practitioners must meet the challenge or they will only play a limited, supportive role in the organizations of the future.

<u>Summary</u>

The HR function is playing an increasingly important role in today's highly complex organizations, particularly in complex industries such as healthcare. The demands that are being placed on the HR function are undergoing change, with increased emphasis on the strategic management of human capital. It is becoming increasingly evident that even more will be asked of HR in the future. This requires the identification of key competencies needed by HR professionals with a specific focus on those competencies most important in enhancing individual and organizational success. This research attempts to identify the importance and priority of aligned human capital perspectives between senior-most healthcare HR leaders and their executive leadership, most often the CEO. While the Centers for Effective Organizations has run their fourth national study exploring these issues, no assessments within the healthcare industry or study of the HR function has been completed to date. Their data only reports plausible explanations for survey data but none that are industry or function specific. This study provides a

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first look at these perceptions of HR leaders within the healthcare industry and examines three primary research questions:

Research Question I. What are the current perceptions of senior-level healthcare HR practitioners regarding the level of importance of critical activities?

Research Question 2. Are there identifiable gaps between perceptions of senior-level healthcare HR practitioners and those of their senior-most (non-HR) executives?

Research Question 3. Do relationships exist between HR roles, skills and overall effectiveness and business strategy activities?

CHAPTER 2

REVIEW OF THE LITERATURE

<u>Introduction</u>

As discussed in the previous chapter, only in the last decade has the fascination with the senior-most HR leaders and their departments' activities evolved. Skills and competencies in change management have become critical for all organizations, and these professionals can be a key resource in marshalling an organization's capacity to improve existing skills and learn new ones. The review of literature relevant to this study resides in the conceptual foundation of existing work related to competencies required to effectively lead the human resource (HR) function. The following sections of this chapter will discuss the related literature.

Burack (1985) pointed out the growing recognition that human resource management was critical to the fulfillment of organizational objectives. The study conducted by Burack, involving 53 organizations in the U.S. and Canada, showed that the integration of long-range strategic business planning and human resource planning only occurred at low levels of sophistication. While recognized as a vital contributor to organizational success, HR was not substantively participating in the strategic planning process.

Marvis (1985) focused on the need for HR managers to help their respective organizations deal with survival and renewal challenges by implementing sound long-range HRM strategies. Mentioned in this article were the need for the development of HR strategies dealing with business issues, such as increasing automation and productivity improvement. Change in the business

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environment during this period occurred at a rapid rate. Ulrich (1985) also discussed evidence that HR could help organizations respond to the pressures of change. He pointed out that the development of people skills to deal with aspects of innovation and new products would be of utmost importance. From this viewpoint, the importance of developing business knowledge was essential for HR professionals.

Many writings have also called for the HR function to assume a more strategic role in serving their organizations. In Schuler (1984), the capacity for gaining and retaining a competitive advantage was shown to be critical to the growth and prosperity of an organization. Although corporations pursued many approaches to achieving this goal, one that was frequently ignored was capitalizing on superior HR practices. Many firms recognized the growing importance of their human resources, but few were conceptualizing them in strategic terms, that is, in ways to gain a competitive advantage. The result was that many companies missed the opportunity to seize competitive advantage through human resource practice initiatives. In fact, according to Allen (1985), concentration on human resource efforts could benefit the overall business, but such efforts needed to be relevant to corporate objectives.

Golden (1985) showed the integration of human resource management and strategic business planning that was increasingly becoming acknowledged as important for effective strategy implementation. Trends in HRM and strategic business planning integration were assessed based on interviews with human resource executives from a sample of ten Cleveland, Ohio firms. The integration of HRM and strategic business planning was found to follow a four-phase process. This process ranged from a strictly traditional linkage in which the HRM function was perceived to be primarily administrative, toward an increasing recognition of the importance of human resources to business success and the critical role of HRM to effective strategy implementation. A number of organization-specific factors were found to affect HRM and strategic business

planning integration such as labor intensity, stressfulness of business conditions, strategic orientation, and senior management's perceptions of the HRM role. It became widely accepted that human resource management faced a growing need to develop a comprehensive set of professional competencies in these areas.

Schrager (1985) identified that human resource planning was seldom integrated with other planning processes. In Angle (1985), the challenge was presented that HRM must establish a new and improved partnership between the HR function and other line managers. However, this strategy must focus on what is best for the corporation as a whole rather than what is best for HR alone. The development of aspects dealing with strategic planning and internal consulting skills became increasingly important.

<u>Evolution of Human Resource Development (HRD)</u>

McLagan (1989) wrote that HRD is the integrated use of training and development, organization development, and career development to improve individual, group and

organizational effectiveness. Rosenberg (1996) further enhanced the definition of HRD as organized learning experiences provided by employers within a specified period of time to bring about the possibility of performance improvement and/or personal growth (p.382). Human resource development is concerned with improving the performance of individuals through such activities as training, career development, feedback, and incentives.

In the 1890s, the National Cash Register Company began employing training and development activities. They established the Sugar Camp operations, in Dayton, Ohio, to provide various education and development courses. It was appropriately called the University Under Canvas. In 1901, the American Institute of Banking started providing HRD for member banks and is still doing so today.

At about the same time, General Electric and International Harvester began to offer in-company HRD programs (Nadler & Nadler, 1989, p.25). The federal government was also involved in HRD at this time. In fact, one of the oldest established agency training centers for federal employees is the National Bureau of Standards Graduate School, which began operating in 1908 (United States Civil Service Commission, 1968, p. 86).

The growth of HRD was also evident in the activities of New York University and the Carnegie Institute of Technology. Around 1910, these institutes offered courses for corporation teachers (Sleight, 1993). Up to this point, the HRD emphasis had been on skills and technical expertise, but Charles Gantt, who developed the Gantt chart, wrote of the need for leadership training. In addition to employers and the government, unions also conducted HRD activities. In 1916, the International Ladies Garment Workers Union established an education department that operated primarily to improve the quality of its shop stewards through training programs (Nadler & Nadler, 1989, p.26).

Toward the end of the 1920s, the military was undergoing rapid expansion of its uniformed members due to U.S. involvement in World War I (Sleight, 1993). The Emergency Fleet Corporation of the United States Shipping Board met the Challenge of training the growing workforce by setting up and educational training section. At this time, there were 61 shipyards and 50,000 workers, but there was an urgent need for ten times as many workers. It became necessary to provide training as rapidly as possible, but most of the instructors lacked teaching/training experience (Miller, 1996). Charles R. Allen developed a simple method to provide training and education to the workforce

including the supervisor. It consisted of four steps; preparation, presentation, application and evaluation (show, tell, do and check) (McCord, 1976).

Again, during World War II, the need for an efficient and effective method of training became urgent. Training within Industry (TWI) was formed by the National Defense Advisory Commission to respond to this need. Thus, Job Instructional Training (JIT) was developed (Hardman, 1963, p.97). Like Allen's method, it consisted of four steps: prepare the learner, give a step-by-step presentation, do the performance tryout, and follow up with inspection. Around this time, training departments had become established in many companies and individualized instruction was introduced (Sleight, 1993). Norman Crowder developed a training program in which the learner's possible responses were multiple choices and the program branched according to the response chosen (Lysaught, 1962, pp. 30-31).

In the 1960s, various other strands of adult training activities within organizations coalesced into single activity called human resource development (Houle, 1992). Now HRD has become an international concept and is instrumental in adult education in both private and public enterprises, including those of developing nations (Frank, 1974, p. 72).

As the need for unskilled labor diminishes and vacant, highly specialized positions skyrocket, organizations must bridge the gap between the technocrat and the assembly line worker (Ratra, 200). To fulfill this need, human resources must be trained and their competencies maintained. The training and maintenance will be accomplished, not just through traditional schooling, but also by well-managed conventions within organizations. To this end, the profession of human resource development continues to evolve (p.4).

Turning to the present, numerous books and articles have been published to clearly document the changing nature of the employment relationship and the competencies required of HR professionals to be successful in the new HR environment (Ulrich, 1997; Ulrich, Losey, & Lake, 1998; Niles, 2013). Recent surveys provide confirming evidence to support these views (Conference Board, 1990; Csoka, 1995; Mohrman, Lawler, & McMahon, 1996; SHRM Foundation, 2000). As a result of these books and surveys, the HR profession is now aware of the new demands being placed on HR professionals and the competencies required to be successful in the new environment.

As the HR practitioner's role continues to evolve, top leadership is further recognizing the value of HR in facilitating organizational change (Brewer, 2000). According to research sponsored by the American Compensation Association, and conducted by the Hay Group, Hewitt Associates, Towers Perrin and William Mercer, "competencies are increasingly what makes the HR world go round" ("Competencies drive HR practices," 2007, p. 15). The study examined competency practices at 217 companies and found that they are being used to guide staffing, training and development, performance management, and compensation practices.

In a 2001 study that examined 173 Fortune 500 companies, it was found that corporations engaging in HR strategic planning performed better than those that did not (Ogunrinde, 2001). The ability to manage people and departments to gain competitive advantage is strongly related to HRM. HR is seen as playing a crucial part in the creation of organizational capabilities, providing the foundation for core competencies which enable firms to gain and sustain competitive advantage. The benefits of building a strategic business partnership are summarized in Figure 3.

Figure 3.

Benefits of a Strategic Partnership Between HR and the Business

Benefits to the Organization	Benefits to the HR Professional

• Maximizes the talents of an increasingly diverse workforce.
 	
• Ensures transfer of an organization's core competencies worldwide.
 	
• Lends a long-term focus to the day-to-day operations of the organization
 	
• Can create a shared mind-set/culture among Employees
 	
• Avoids the surprises that certain human implications of business strategies can bring.
 	
• Ensures legal compliance.
• Improves employee morale and retention.
	• Personalizes the HR role; HR becomes:
	
	  • A value-added contributor.
	  • A performance consultant.
	  • A problem solver.
	  • A business partner, not a messenger
	
	• Provides HR with direction for its efforts; HR does not work in a vacuum.
	
	• Provides HR with support/finding for its programs.
	
	• Provides some job security for HR professionals.
	
	• Allows HR to deal with "happy customers."

Source: The 2009 Annual: Volume 2, Consulting / Jossey-Bass Pfeiffer

Competencies of the HR Function

Buller (1990) investigated the linkages between strategy and human resource practices. The objective of the study was to "document the HR practices that are associated with different competitive strategies in a professional service context (law firms)" (p. 27). A survey instrument was developed and then pilot tested using a sample of 35 firms from a city not included in the study. Several modifications were then made, and surveys were then mailed to the managing partners at each firm. A follow-up survey

was mailed to all non-responding firms one month after the first mailing. "Respondents were asked to identify their firm's primary competitive strategy from a list of written strategy descriptions" (p. 29). HR practices were assessed in four major areas: selection, performance appraisal, compensation, and training and development Factor analysis was then performed. "Managing partners from a sample of 1,000 law firms in 11 major U.S. cities were surveyed" (p. 29). The survey response rate introduces a potential bias in the results. Because it could not systematically compare respondents to non-respondents, it was impossible to determine the precise nature and extent of any bias. The construct validity of the measures used in the study were open to question, despite the fact that items were constructed to have high face validity and the fact that factor analysis procedures enabled the researchers to develop variables with acceptable reliability. Moreover, this study did not relate the use of human resource practices to firm performance. "Overall, 32 percent of the 184 firms reported using a formal strategic planning process. A review showed 41 firms (67.2 percent) had a differentiation strategy, 16 firms (26.2 percent) had a focus strategy, and only 4 firms (6.6 percent) had a cost leadership strategy" (p. 31). This study called for future research in the study of the performance consequences of strategic linkages to HR practices. An important outcome from this study was the realization of a need to design and implement effective HR plans that could be linked with the business strategy.

The Towers Perrin-IBM study (1992) conducted in twelve countries with 2,961 individuals – line executives, HR executives, faculty, and consultants – provided valuable information on the new and potentially stronger role of HRM in work organizations. Looking to the year 2000, both line and HR executives agreed that a proactive and strategically oriented HR function would be critical.

Almost all respondents saw the need for dramatic changes from centralized and functionally organized HR units to more flexible and decentralized units. This would necessitate more supervisory involvement in HR activities. In the Towers Perrin study the respondents were asked about various attributes of the HR role through a series of six paired alternative choices concerning: operational vs. strategic matters; change; placement of HR responsibilities; employee vs. team focus; internal vs. social issues focus; and representation viewpoints. The response clearly showed that the current HR roles were not what they should be in the year 2000. What the findings ultimately showed was a new role model for the HR department and its functions. The study found that both line and HR executives supported the concept of shared responsibilities between line managers and HR managers and that the single greatest attribute of the HR staff would be the ability to educate and influence line managers on HR issues (Sherman, Bolander & Snell. 1996).

Gilley and Coffem (1994) pointed out that the "internal consultant" redefines the role of traditional HRM professionals. But the term is so generic that many HRD professionals don't know what their new responsibilities are as internal consultants – let alone how to implement them. First the authors addressed how the internal consultant could perform the four traditional functions (analysis, design, implementation, and evaluation) better in order to identify and correct common performance, management, and organizational gaps that undermine effectiveness. Perhaps the most important discussion was of the additional responsibilities that many HRM professionals have assumed in order to facilitate overall organizational effectiveness – strategic planning, marketing, project management, and problem solving. Finally, the authors showed how all these functions could be tied together in a

"six-step problem-solving process that provides clients with the support they need to solve their performance and productivity problems" (p. 69). Internal consultants add value because they are able to help the client sort out problem "symptoms" from problem "causes," offer unique ways of solving those problems, and give the client more than expected (Minton-Eversole, 1994).

Another focus on internal consulting skills was presented by Hiebert (1995). In this article, Hiebert presented a model for managing staff specialists working as consultants inside their organization. Hiebert's model proposed six steps for a typical consulting project: "define the business need and establish a working partnership with an internal client; clarify expectations and contracts; synthesize information; sell your recommendations; lead change; and taking stock or closing" (p. 17). Professionals should not only be experts in their area of expertise, they must also be experts at delivering that expertise as internal consultants. To change from technical expert to business partner, professionals must start thinking and acting as internal consultants.

From these articles, internal consulting skills were shown to be important to HR professionals. The effective use of such skills would demonstrate management and leadership competency of HR professionals. Focusing on what was termed "hit roles," Yeung (1994) examined how HR functions were being transformed. In-depth interviews with more than 50 senior executives in ten major corporations – American Express, ALCOA, Baxter International, British Telecom, Hewlett-Packard, IBM, Intel, Johnson & Johnson, Levi Strauss & Co., and McKesson were conducted. "To be effective, HR professionals must develop competencies in four domains – business mastery, HR mastery, change mastery, and personal attributes – in order to deliver high value-added services effectively" (p. 1).

First it was shown that business mastery enables HR professionals to join the management team. To be able to ask appropriate questions and to contribute to business decisions, HR professionals must have general knowledge of finance, external customer needs and requirements, competitors, information technology, and other business processes. Second, HR mastery ensures that HR professionals design and deliver HR practices that are aligned with each other and closely linked to business objectives. Third, change and process mastery means HR professionals know how to manage change. To serve as a change agent, HR professionals need to develop competencies in interpersonal skills and influence management, problem solving skills, and creativity. Last but not least, HR professionals require personal credibility. Beyond technical skills in business, HR and change, effective HR professionals must have credibility in the eyes of their customers. (Yeung, 1994, p. 15).

In Ulrich, Brockbank, Yeung, and Lake (1995), human resource competencies were assessed. This comprehensive competency study began in 1988. With data from 12,689 associates of HR professionals in 109 firms, this research represented an extensive assessment of HR competencies. It extended current HR theory and practice in two ways. First, it proposed specific competencies that HR professionals may demonstrate to add value to a business. Second, it offered an empirical assessment of how these competencies affected the performance of HR professionals as perceived by their associates. "The results indicated that when HR professionals demonstrated competencies in business knowledge, delivery of HR, and management of change, then HR professionals were perceived by their associates as more effective" (p. 474). The overall research objective of this study was to discover what the most critical competencies for HR professionals are. The data were collected by asking associates of HR

professionals to rate their perceptions of the HR professionals' competencies in each of three domains: knowledge of business, functional expertise, and managing change. "The results of this study showed the critical HR competencies to be 18.8 percent knowledge of business, 23.3 percent functional HR expertise, and 41.2 percent management of change" (p. 491).

Another comprehensive research study on the changing role of HR was found in Eichenger (1995). The study was commissioned by the Human Resource Planning Society to look into the future roles of HR, and included both North American and European thought leaders. The group included prominent authors, academics, executives, and members of public forums where HR issues were discussed. Twenty-five U.S. responses and 15 European responses were reviewed. Results of the study revealed that HR professionals must move away from an activity-oriented focus to one that delivers value through aligning HR services with organizational needs. Specifically, "results showed the seven most essential skills top HR executives needed currently to be: (1) business savvy/acumen, (2) leading organizational change, (3) knowledge of basic HR technologies, (4) global strategic thinking, (5) change management, (6) problem-solving, and (7) financial. The skills needed in the future include: (1) global operations, (2) business and financial savvy, (3) problem-solving, (4) information technology, (5) HR technology, (6) change management, and (7) organization effectiveness" (Eichenger, 1995, p. 14). This list was presented in rank order of priority.

Martell (1995) presented further findings on the strategic nature of HRM. This study of 115 subsidiaries of Fortune 500 companies indicated that a majority had integrated HRM and strategic planning systems within their organizations. HRM issues were explicitly discussed in strategic plans.

HRM executives were involved in the planning process as "strategic partners" and HRM was generally recognized as playing an important role in implementing business strategies (p. 253). The term, strategic human resource management (SHRM), has emerged and is frequently used to refer to this new approach to HRM. This study explored how strategic the HRM function had become in actual practice in U.S. corporations. Working from a database that included data on HRM practices in 89 Fortune 500 companies, this study attempted to answer the question: "How strategic is HRM (Martell, 1995)?" Most of the SHRM measures focused on the issue of the degree of integration between HRM and strategic planning processes. Respondents were asked whether HRM data or personnel were incorporated in different stages of the planning process. General Managers were also asked to characterize the role of HRM executives within the strategic business unit (SBU) generally and in strategy formulation specifically, and the role of both the firm's human resources (employees) and the HRM function in implementing SBU strategy. Data were also gathered on the role of the general managers in HRM policy-making involving executives. Finally, data were gathered on diverse organizational performance. The following conclusions were drawn from analysis of the data collected in this survey.

HRM and strategic planning processes were linked in most companies surveyed. The HR function is important in implementing business strategy, but not as important as other functions that directly contribute to the development, production, or sale of the product. Despite a relatively modest view of the importance of the role of the HR function, HR executives were considered valuable members of the top management team. Line managers play a role in HRM policy-making, particularly

those policies that involve senior managers. The integration of HRM and strategy processes is not associated with improved short-term organizational performance (Martell, 1995, p. 253-267).

This study of strategic business units of Fortune 500 companies indicated that HR has taken on strategic properties in many large U.S. companies. There were several implications of these findings. First, HR executives in firms which have not accepted SHRM can point to these findings in promoting to senior management the desirability of making better use of HR executives in the strategic planning process. Second, senior HR executives must now possess the skills and knowledge necessary to perform the new strategic partner role. In order to transform themselves into strategic partners, HR managers would need to reevaluate their priorities. Just as HR executives were now participating in more general management decisions, general managers were also involved in HRM decisions. This trend offers a new opportunity for partnership between HRM professionals and line managers.

McMahan (1996) examined the HR function in 130 large companies to see whether changes in the business environment and strategy of the corporation were leading to changes in the HR function. The underlying hypotheses was that as corporations adopt new strategies and redesign themselves to deal with the competitive pressures they were feeling, their HR organizations were redesigning themselves to support the changing business. The HR function appeared to be at the very beginning of determining the best way to configure the skills and roles to meet the needs of the business in a cost-efficient manner. Of particular interest to this research was whether the design of the human resources function was changing.

Of the total HR staff in the responding organizations, 57 percent were characterized as

professional/managerial. During the same period, the percent of HR professionals who were generalists had increased to 46 percent. In 71 percent of the cases, the top human resource executive had come up through the human resource function. In the other 29 percent of cases, this executive had come from functions such as operations, sales and marketing, and legal. Thus, a relatively substantial number of firms were placing leaders over the human resources functions who were not "traditional" human resource executives (McMahan, 1996, p. 7).

There had also been a shift in HR roles away from auditing and record keeping, toward more of a business partnership with change management support. The functional human resource roles had not declined in importance, although there was evidence that the HR functional responsibility was shifting to developing programs that fit business needs and away from administering programs. Data showed that less time was being spent in the relatively low value-added activity of record keeping. Respondents felt that the HR organization did the best job of providing human resources services and tailoring practices to fit business needs, and the worst job of providing change consulting services and developing the organization's skills and capabilities. HR information systems, benefits, and employee training and education were most likely to be completely outsourced. The HR function appeared to be at the very beginning of determining the best way to configure the skills and roles to meet the needs of the business in a cost-efficient manner.

This study pointed out that a good guess at the future of HR was that change had just begun and that the next decade would see dramatic change in the HR function in most corporations. The

competitive advantage of an organization's human resources should rest in the creative ways that HR can orchestrate in the delivery of value-added services.

Conner (1996), worked from HR role studies conducted by Dave Ulrich in a company specific research study. Conner's article was based on a research study conducted with 256 middle to upper-level human resource executives from mid-to large-size companies. The report was an empirical assessment of the multiple roles that HR professionals play and implications were suggested for the development of the HR profession. To test the extent to which HR roles could be defined and measured, a 70-item questionnaire was created through a review of the literature on the HR role and function. These items were developed around the four key roles outlined by Ulrich (1995) – that is, strategic partner, change agent, employee champion, and administrative expert. The pool of 70 items was concisely assembled as a research instrument, and responses from the sample of 35 HR practitioner respondents were evaluated. These HR practitioners represented mid-level generalists from a variety of operating units in AT&T. After analyzing the data from the pilot study, a survey instrument containing 40 items was developed to measure the four distinct HR roles. Each of the four roles had ten items. Participants were asked to refer to the HR professionals in their business entity and to rate the current quality of each activity using a five-point Likert-type scale. On the scale, "1" represented low and "5" represented high. The sample used to test these four roles came from workshops on HR strategy conducted around the world. In general, this sample represented mid-to-upper level executives from mid- to large-size companies. A total of 256 instruments were returned. Data from the study were subjected to factor analysis in order to investigate the number and kinds of factors that could be determined. Simple

statistics and Pearson Product-Moment correlation were also calculated with respect to each of the four roles. Upon evaluation, the scores were found to be higher for the employee champion and administrative expert roles and lower for the strategic partner and change agent roles. The lowest score was the strategic partner role. The standard deviation scores reflected more homogeneity in the employee champion and administrative expert roles and more variance in the strategic partner and change agent roles. The only significant relationship worth noting was the one between the strategic partner and change agent. The Pearson correlation coefficient between these two variables was .75. This data confirmed the existence of three of the four roles outlined by Ulrich in his HR role framework. The data did not discriminate, however, between the strategic partner and change agent role. "Using the HR survey can help identify areas where a person is strong or needs development with respect to each role. Another use of the survey is to compare responses from line managers and HR practitioners. Clearly, the need for the HR professional to become more of a strategic partner, while maintaining an administrative expert role was substantial" (Conner, 1996, p. 38-49).

In a similar organizational study, competencies rather than roles were the focus. Blancero (1996) found that as human resource organizations transform themselves, staff competency requirements alter significantly. The study attempted to identify how competency requirements changed within a single firm and employed a unique future-oriented, forward-focused methodology. The results suggested a competency model with three parts: "a relatively small number of core competencies, an even smaller number of leverage competencies applicable to half or more (but not all) of the roles, and a much larger number of competencies that are role-specific" (p. 383). The study was conducted in three phases. Phase

I generated a clarified vision of Eastman Kodak's (EK) future HR organization as well as an extensive list of HR competencies and related materials needed for subsequent phases. In Phase II, the nature of future HR work was examined and codified. Phase III consisted of consolidating the information gathered earlier and completing and analyzing competency ratings. To provide rigor, relevance, and acceptance, over 60 EK managers and professionals were involved in the study. Participants came from line management and HR positions from all three of the company's major business groups. Critical or key competencies were defined as those rated most important across and within HRD roles. Eleven competencies were identified as core because they were rated as among the most essential across all roles. Those identified were "ethics; communications; listening; relationship-building; teamwork; standards of quality; judgment; results orientation; initiative; self-confidence; enthusiasm; and commitment" (p. 390). Six leverage competencies emerged as among the most important for some of the HRD roles. These six competencies were "influence, utilization of resources, customer awareness, creativity, questioning, and organizational astuteness" (p. 390). Limited findings were also reported on role specific competencies. These results suggest a company model with three components: core, leverage, and role-specific competencies.

The year 1996 gave way to an abundance of studies and articles related to competency in the HR arena. According to McLagan (1996), "competencies can be classified as either knowledge, skills, attitudes, or intellectual strategies. They can be the key ingredients in strategic, operational, interpersonal, and technical tasks and decisions" (p. 60). The intent of a competency definition is to provide enough details about the competency so that someone using the model can recognize the

competency in action, can probe for it, can recommend development actions, and can notice opportunities for competence improvement. Integrating that competency with broader organization analysis and development skills can help organizations solve problems. "The result: human energy re-channeled in more productive directions" (p. 64). McLagan's definition set the stage for a continuing focus on HR competency studies.

Yeung (1996), conducted in-depth interviews with 10 senior HR executives and developed an HR competency model that was both generic (i.e., able to encompass the key competencies that are frequently used by companies in different industries) and specific (i.e., able to highlight the competency differences in various HR roles). The research indicated only "10 percent to 35 percent of HR professionals possess required new competencies" (p. 49). The study asked two questions:

What essential competencies will be required of senior HR professionals at both corporate and business unit levels? How can corporations most effectively acquire and/or develop these new competencies? In answer to the first question; the findings showed three competencies as critical: (1) solid knowledge of business or business acumen, (2) a capacity to facilitate and implement change, and (3) influencing skills. These three competencies were mentioned by 90, 60, and 50 percent of HR leaders respectively. (Yeung, 1996, p. 51)

The findings related to the second question resulted in the development of a competency model that identified domains related to: core, leadership, HR expertise, and consultation competencies. This study was important because many research studies focus on the identification of critical competencies

of HR professionals, but very few studies discuss the strategies that corporations can use to acquire or develop these competencies. HR professionals have little choice but to make a commitment to retrain themselves in the capabilities that will drive HR/business strategy.

Other articles of this period also focused on the need for competency development in the area of HR. Kochanski (1996), showed that one prominent reason for the interest in HR competencies was that many HR groups were being pressed to provide higher performance at lower cost, but in HR organizations that had already cut costs, competencies remained a means to improve performance without adding people or other significant cost. Two reasons were identified for doing competency work in HR: "(1) HR's internal customers may need or request competencies as a solution to their own needs; and (2) In a period of downsizing and other stresses on the HR function, competency development can be a positive revitalizer" (p. 5).

In another comprehensive competency study, Lawson (1996), discussed research findings from the Society for Human Resource Management (SHRM). In late 1989, SHRM commissioned a research study to create an overview of current and emerging competitive and organizational trends in business to examine and characterize the evolving role of the HR function relative to these trends, and to describe the competencies instrumental to success of top HR leaders. As such, the research initiative was designed to answer the following strategic questions:

What pressures do organizations face today, and what must they do to remain competitive globally in the future? Toward ensuring a unique source of competitive advantage, what is the role of the human resource function and in what manner is this role changing? What behavioral characteristics and

personal attributes differentiate superior HR incumbent performance from that of average performance, given the changing role expectations? (Lawson, 1996, p. 82)

The ultimate goal of the research initiative was to clarify and quantify, in the form of a senior-level HR competency model, the characteristics of highly effective HR leaders. This competency model development and validation methodology encompassed nine sequential, though interrelated project steps. These nine steps were: "project planning and benchmarking analysis; CEO data generation, analysis, and results; formulation of preliminary competency model architecture; development and conduct of focus group sessions; review and analysis of Human Resource Certification Institute (HRCI) codification project data; revision of preliminary competency model architecture; administration and analysis of a competency study questionnaire to HR role leaders; development and administration of the competency expectations ranking survey; and formulation and validation of the competency model" (p. 66). The results of this study identified five macro-competencies for HR professionals. These included: "goal and action management; functional and organizational leadership; influence management; business knowledge; and HR technical proficiency" (p. 66).

In 1996, to learn more about how human resource management changes were affecting Federal agencies, the U.S. Merit Systems Protection Board established informal standing panels of approximately 1,800 Federal supervisors and managers, and over 2,000 Federal human resource management professionals. These informal panels are periodically queried on specific HRM issues, usually through short, mailed questionnaires. According to the Office of Policy and Evaluation's findings, there is a strong disconnect between HR and long-term strategic planning.

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Based on the studies and surveys of the Federal workforce that we have conducted over the years, it is our belief that (HR) supervisors are not achieving the right balance between short-term and long-term human resource management goals. That is, supervisors too frequently appear to be making personnel decisions that will quickly meet their immediate requirements, but often do not contribute to (and may even hinder) the future health of the organization's workforce, its competence, stability, and motivation. And an approach to management that gives insufficient consideration to the future shape of work and the workforce does little to advance the organization's overall strategic goals. (Palguta, Carlyle & Gard, 1998, p. 1)

The 2003 Survey of Human Resource Trends (SHRM & Aon Consulting, 2003) presented a comprehensive look at HR practices from the late 1990s to 2002. The purpose of the survey was to provide information to HR professionals for use in the development of human resource strategies for the 21' century. Participants in the survey represented all segments of the economy, all areas of the United States, and a wide range of organization and HR department sizes. Surveys were distributed to 15,000 members of the Society for Human Resource Management who held vice president, director or manager responsibility for the overall HR function, or served as manager of a selected HR function. A total of 1,729 responses to the survey were received, for a return rate of nearly 12 percent. The survey posited findings that indicated the changing context of HRM.

In 2004, The Society for Human Resource Management (SHRM) commissioned a competency study to provide human resource practitioners with a clear picture of the standards required for performance excellence and to ensure that HR professionals take the lead and responsibility in

transforming their profession. The study was conducted by the Schoonover Group, a Massachusetts based consulting firm that specializes in leadership and executive development, assessment services, organizational effectiveness, change initiatives, and the design and implementation of competency-based human resource systems. The study resulted in the development of an HR competency framework that provides a definition of the range of competencies required for leadership and functional

excellence and the necessary behaviors for excellent performance in senior-level strategic HR management competency areas.

Utilizing a competency framework based upon the SHRM sponsored study; the human resource competency questionnaire was developed and administered during the spring and summer of 2005. Questions were directed toward identifying perceptions of the importance of certain human resource competencies that were identified by SHRM as being critical to the success of HR practitioners in building strategic business partnerships.

The HR Professional Competencies Survey (HR-PCS) was distributed to a sample of 2,000 human resource professionals via e-mail and some interviews during the period January through June of 2005. A 15 percent response rate was obtained for a sample size of 300 respondents. Perceived importance ratings and personal proficiency levels were then compared to reveal significant indicators of importance. The results showed significantly consistent perceptions among the data sets.

The study concentrated on a predetermined range of common core competencies across four domains – character attributes leadership and influence, management, and functional skills. These competencies were further distinguished by level-specific attributes, with emphasis on strategic HR

management.

Change management and strategic planning were identified most often as the skills increasing most in importance to success as an HR professionals' work in organizational change, and involvement with senior management in business strategy development, were viewed by participants as making a greater contribution to organizational effectiveness than traditional HR administrative or employee relations activities. Nearly two in five organizations reported using formal HR strategic planning processes; use of such processes is more common among larger organizations. Most commonly, HR strategic plans are formally documented and disseminated, developed with joint participation by HR and operational management, and used to guide HR process improvement. (SHRM & Aon Consulting, 2003, p. 2)

According to the latest survey of human resource departments conducted by The Bureau of National Affairs, Inc. and the Society for Human Resource Management (SHRM-BNA,2010), HR department responsibilities extend beyond traditional functions as they continue to acquire new responsibilities. The questionnaire was mailed in March of 2000 to 1,762 members of BNA's survey panel of HR executives, and to a random sample of 2,500 members of SHRM. The response rate for the entire sample was 11 percent, with 456 respondents.

HR department responsibilities often extend beyond traditional human resource functions. In addition to handling core HR activities such as employment, training, and benefits, nearly six out of ten HR offices (59 percent) are responsible for general administrative functions or company-wide services. In addition, HR departments remain far more likely to acquire new responsibilities than to shed any.

Roughly two-fifths of the responding HR executives (39 percent) reported one or more changes in their departments' duties within the past year. Almost three out of ten (29 percent) assigned at least one new function to HR without freeing the department from any of its existing responsibilities. Finally, HR outsourcing may have grown more widespread over the past year. Almost seven out of ten responding companies (69 percent) farm out at least some HR tasks, up from 58 percent in 1999. (SHRM-BNA, 2010, p. 3)

Since organizations are increasingly focusing on maximizing human assets through the use of competencies, Arthur Andersen, Schoonover Associates, and the Society for Human Resource Management conducted a survey with over 300 respondents that focused on current practices related to competency-based HR applications. The survey was conducted electronically using a website, with 61 percent of representation from the private sector. Key findings revealed that of the 300 respondents, approximately one-third were actively using competencies, and 65 percent of those not using competencies indicated that they were very likely to start in the near future. The survey participants highlighted five problems that were undermining successful implementation.

Most frequently cited was lack of skill, with limited knowledge of best practices around building models, designing applications and implementing sustainable rollout plans. The second most commonly cited barrier to success was lack of support by top management and key stakeholders. The third most common impediment was competing priorities. The fourth most common barrier was lack of appropriate people assigned to the competency initiative (e.g., technical expert, project manager, advocate/influencer, etc.).

Survey respondents also cited lack of financial support and failing to allocate enough resources for sustainability as a common barrier to success. (Andersen, Schoonover & SHRM, 2000, p. 15)

Lachnit (2001) reported in an article of the December issue of Workforce magazine, that Patrick M. Wright, chair of the HR Studies Department at Cornell University's School of Industrial and Labor Relations, and three other researchers had completed a study comparing HR's perception of its effectiveness with line managers' perceptions. The study was conducted at 14 companies, and surveyed 44 HR and 59 line executives. The results showed that "HR executives consistently gave themselves higher effectiveness ratings than did line managers, and the biggest gaps came in the most important strategic aspects of HR — its effectiveness in enhancing competitive position, providing value-added contribution, and building core competence" (p. 14). According to Lachnit, Wright and his co-authors suggest that the results may be attributed to HR's inability to effectively communicate with line managers. Not too surprisingly, however, "in presenting these findings at conferences, Wright has yet to have an HR professional take exception to them" (p. 14).

<u>Importance of Developing HR Leader Competencies</u>

A review of the literature relating to competency gaps, support the notion that competencies work best when used to clarify performance expectations in a rapidly changing and dynamic work setting. Gratton (2000) recognized that understanding and identifying gaps between future aspirations and the realities of present capabilities should

underscore HR's performance management. Applying competencies in an assessment process, as indicated by Wellins & Byham, 2001), can help HR professionals and their organizations to specify desirable performance goals. Attainment of target performance can then be achieved through the reduction of predetermined gaps, with progress measured over time. All things considered, clearly defined performance standards associated with desired competencies are key to planning effective long-term intervention strategies.

Effective management of human resources, as pointed out by Darrow (2000), is necessarily strategic. Human capital is not cost to be minimized, but a strategic asset to be enhanced (Walker, 2001). There are three critical components to building, maintaining, and marshaling the human capital needed to achieve results; (1) adopting a strategic approach to human capital planning, (2) acquiring and developing the skills to meet critical needs, and (3) creating a performance oriented organizational culture that delivers results (Tyler, 2001). In an era of employee self-direction and responsibility, competency-based management is an evolving core strategy that can be used to fill the HR competency gap. As recognized by Greengard (1999) and others, competency management is gaining in popularity in HR development programs designed with emphasis on competencies rather than specific job skills.

Mobilizing and accelerating the development of human capital is becoming the most critical factor in the success of all organizations. However, it is not yet clear what roles human resource executives or practitioners will play in managing the structure, process, and people requirements of organizations. They can, however, manage their own competencies once areas in need of improvement have been identified. If efforts to transform the human resource departments are done well, human resource professionals can attain more strategic importance as organizational partners who leverage

human capital and expert knowledge for competitive advantage. HR professionals need to take the lead and responsibility in proactively transforming the profession.

If HR practitioners hope to attain and retain the status of a full strategic partner, they must "(1) earn the respect of line management and senior management; (2) be business-oriented and bottom-line focuses; (3) be visionary and anticipatory; and (4) be competent, both professionally and technologically" (Micolo, 1993, p.22). Lipiec (2001), makes the same observations, and emphasized trends that are taking shape in market, demographic, social, and management changes that are leading to a "precise" role of HR managers in the future.

In a study conducted to examine the roles that HR professionals play to help make a firm more competitive and effective, an analysis was carried out of 256 mid- to upper-level HR executives. The findings of the study were reported in an article published in Human Resource Planning (Conner & Ulrich, 1996). The survey instrument, using a five-point Likert-type scale, contained 70 items developed around four key roles outlined by Ulrich (1993). As expected, the resulting scores were higher for the employee champion and administrative expert roles and lower for the strategic partner and change agent roles. This is consistent with the traditional human resource roles. The lowest score was the strategic partner role.

<div align="center">Summary</div>

The literature indicates that competencies have become increasingly important to creating and sustaining value-added human resource management. Organizations are now requiring with greater frequency that HR professionals fully understand and support long-term strategy initiatives, possess practical business knowledge, display functional competence, consult strategically with general

managers, design and implement plans, and be effective organizational leaders. This study endeavors to determine the degree of strategic versus transactional alignment, perceived through the eyes of senior healthcare HR practitioners and non-HR executives like the CEO. Chapter 3 provides a description of the research methodology utilized for this doctoral project.

CHAPTER 3

RESEARCH METHODOLOGY

<u>Introduction</u>

A human resources department within a healthcare institution is involved in a number of daily activities that together comprise four major groupings: acquiring employees, maintaining employees, retaining employees and separating employees (Fallon & McConnell, 2007). However, within these four categories are some more strategic activities that help drive business outcomes related to people. The HRM function has the ability to position human capital to support sustained competitive advantage if perceived as strategically competent and aligned with an organization's business (Ulrich, 1997). The purpose of this study is to explore and determine perceptions of senior HR leaders and senior non-HR leaders of the HR's function's strategic capabilities and potential for supporting sustained competitive advantage in healthcare. (Lawler & Mohrman, 2000). This chapter provides research questions, data collection instrument, study population, research design and data analysis plan used in the study.

<u>Research Objectives</u>

Again, this study provides a first look at the perceptions of HR leaders within the healthcare industry and closely examines three specific research questions:

Research Question I. What are the current perceptions of senior-level healthcare HR practitioners regarding the level of importance of critical activities?

Research Question 2. Are there identifiable gaps between perceptions of senior-level healthcare

HR practitioners and those of their senior-most (non-HR) executives?

Research Question 3. Do relationships exist between HR roles, skills and overall effectiveness and business strategy activities?

Data Collection Instrument

Both the *Practice of Human Resource Management: A Survey of the Changing Human Resource Function* (Appendix C) and the *Survey of Executives Not in the HR Function* (Appendix D) are validated instruments developed to determine how human resources organizations were changing in response to strategic and organizational initiatives. Four sequential studies (1995, 1998, 2001 and 2004) were conducted by researchers within the Center for Effective Organizations at the University of Southern California. The instrument examines the prevalence of practices that are expected to represent the new directions that human resources organizations must take in order to fit with the changes that are occurring in the organizations they serve. Most important to this doctoral project, the instrument also examines whether these changes are related to the strategic role of HR. The survey is relatively brief (20-30 minutes to complete), answerable by all levels of HR leaders as determined by scope of responsibility, applicable to all types of health system organizations and appropriate for any stage of HR competency development. The instrument is comprised of 100 questions categorized into eight critical domains exploring human resource roles and activities, decision science in talent resources, the design of the human resources function, outsourcing, information technology, the use of metrics and analysis, human resource skills, and over human resource effectiveness. Finally, the study examines the impact of how the HR function is designed and how it operates on its effectiveness.

To ensure minimum requirements for internal reliability, the usual format of standardized questions and Likert-type response formats are appropriate for a survey that could be widely administered and deliver comparative data on a dimension-by-dimension basis (Lawler & Mohrman, 1995).

According to Friedman (1998), an important consideration of the construction of a Likert scale concerns the relative number of favorable and unfavorable items. Another consideration posed by Garg (1996), showed that results indicate that people are greatly affected by positively and negatively worded statements in attitude questionnaires, whereby a more negative bias was exhibited with negatively worded statements, and a more positive bias with positively worded statements. In an attempt to avoid such bias, the Center for Effective Organization survey took a combined approach by allowing for both favorable and unfavorable responses (indicated by either a high or low importance rating), and neutrally worded statements.

The instrument was designed to be answered by respondents presumably at a director and above level, in almost any type organization, and with any intensity of HR functional activity. The items in the survey are drawn from research and case studies that address the preconditions for business partnership. At present, no universally agreed upon model for effectively utilizing HR in a strategic manner exists. The survey is designed to be enlightening and directional rather than a rigorous data-gathering instrument (Lawler& Mohrman, 2003).

<div align="center">Study Population</div>

This research study is a cross-sectional design capturing the perceptions of senior healthcare HR executives and non-HR executive leaders regarding the roles, skills and effectiveness of the HR function within their healthcare system. It was conducted through a survey instrument administered in-person

during the Spring, 2016 University Health System Consortium (UHC) senior HR leader meeting. The UHC is a membership organization comprised of 117 academic medical centers and over 338 of their affiliated hospitals (Appendix E). This population of purposeful sampling falls within a research framework known as convenience sampling (Creswell, 1994). The UHC senior HR executives attending this meeting represented a sampling of HR leaders that can be used to extrapolate new learnings for future research across different types of healthcare organizations.

In this study, the senior HR executive participants participating in the Spring UHC meeting were invited to participate in the survey (Appendix B). Additionally, the student researcher of this study serves as a member of the UHC and a participant of the senior HR leaders group. In this sampling of survey participants and as typically found within convenience sampling methodology (Herbert, 2013), no inclusion criteria were identified prior to selection of subjects. All attending HR leaders were invited to participate and of the 69 attending HR leaders, 61 or 88 percent, agreed to participate in the survey. While no specific reason for non-participation was requested, several non-participating HR leaders shared that they were relatively new to their roles and/or had new CEO bosses and did not feel that this was an appropriate time to survey their functional areas. Of the 61 HR leaders who participated in this face-face survey, 17 or 28 percent, of their non-HR leaders returned the *Survey of Executives Not in the HR Function* via mail or email scan for comparison against the HR leader survey. In the first study conducted in 1995 by the Center for Effective Organizations, surveys were mailed to HR executives at the director level or above in 417 small to medium-sized service and industrial firms, yielding a 19.6 percent response rate (Mohrman, Lawler, and McMahan, 1996). The

second survey (1998) yielded a 17.9 percent response rate (Lawler and Mohrman, 2000), with a 15.5 percent response rate for the third study conducted in 2001 (Lawler and Mohrman, 2003). The fourth and most recent study was conducted in 2004, yielding an 11.1% response rate and was the first time the non-HR executive survey was developed and used for comparison (Lawler, Boudreau & Mohrman, 2006).

<div align="center">

Research Design and Data Analysis

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Survey data provide both current level of HR activity in the strategy area and on future intentions within the HR function. With respect to the current level of activity, mean scores were evaluated to determine to what extent healthcare HR leaders partner with others within their organizations in developing business strategy, driving change, developing human capital strategy, and supporting change management. Their responses for future activity levels also provides an examination of gaps between current and future HR functioning. The correlations between current activity levels and HR's role in strategy are also presented. Pearson's correlations were performed to evaluate and compare across four levels of significance ($p<0.10$; $p<0.05$; $p<0.01$; $p<0.001$) and general assumptions are inferred based on significance. Demographics (age, race/ethnicity, gender, tenure, position title) were added to the survey for additional examination.

Data analysis consisted of multiple steps where each instrument item was coded and an Excel database, as part of Microsoft Office software, was used for initial data sorting. The Statistical Package

for the Social Sciences (SPSS), Version 15.0, was used for data analysis for purposes of describing ratings concerning individual perceptions and providing descriptive statistical methods. For grouping and assessment of survey items assessing HR roles and activities, means were used for participant responses as to time spent on various human resources roles. Differences between HR leaders and non-HR leaders scores are reported and discussed.

Three correlation sets were run to explore significance along with average mean scores by voluntary demographic. The survey examines perceptions of three different HR types of activities:

1. Relationship of Strategic Focuses to HR Roles
2. Relationship of Strategic Focuses to Business Strategy Activities
3. Relationship of Strategic Focuses to HR Strategy

CHAPTER 4

RESULTS

<u>Introduction</u>

The primary purpose of the study was to evaluate senior healthcare HR leaders' perceptions regarding the changing roles, skills and effectiveness of human resource organizations. The findings related to this study represent a comparative analysis of data gather amongst HR leaders and non-HR executives, in most cases the CEO of participating organizations. The data was gathered during an annual Spring meeting with senior healthcare HR leaders utilizing the survey data instrument (*A Survey of the Changing Human Resource Function*). For purposes of this study and to align with a benchmark study conducted in 2004 by the Center for Effective Organizations at the University of Southern California, 52 questions were analyzed to address perceptions in HR Roles and Activities (n=21), HR Skills (n=18) and HR effectiveness (n=13). In order to better understand and show a significant picture of overall HR functioning, these 52 questions were correlated against six strategic focus areas, reported as important parts of a company's overall business strategy. These areas relate to organizational <u>growth</u>, <u>knowledge</u>, <u>information-based strategies</u>, <u>core business</u>, <u>quality and speed</u> and <u>performance</u>. Three correlation sets were conducted against these strategic focus areas, specifically as they relate to HR Roles, HR Strategy and Business Strategy Activities and are presented under this chapter as they relate to one of the three research questions of this study.

The correlational approach of this research study did not aim at exploring causality in terms of investigating a cause-and-effect relationship between the effectiveness of HR functions and the perceptions of executive leaders; however, it aimed at exploring a sample of the HR population (UHC

participating HR leaders) in order to investigate the nature of the relationship between variables.

Descriptive Demographics

Although a generalized description of the sample population and sampling procedures were presented in Chapter 3, the following data provides a more detailed and precise description of the demographic characteristics of the study participants. Of the 61 survey leader participants, 5 were employed at the director level, 11 were assistant vice presidents, 38 were vice presidents and 7 were senior or executive vice president level. In addition, 34 (55%) of the respondents were male and 27 (45%) were female. Research (Fallon & McConnell, 2007) supports that this gender breakdown of more male senior HR executives versus female is consistent with current US demographics across healthcare. Demographic information was not requested of the non-HR (CEO) leaders. Therefore, no significant comparative results were revealed. Table 1 shows number of respondents by gender and job title.

Table 1

Respondent Demographics by Gender and Job Title

Respondents	Director	Asst. VP	Vice President	SVP/EVP	Total	% of Male / Female
Male	1	4	25	4	34	55%
Female	4	7	13	3	27	45%
Total	5	11	38	7	61	
Percent	.08%	18%	62%	11%		

Table 2 shows number of participants as separated by age and race. As demographic reporting of information was voluntary for study participants, 87 percent (n=53) of senior HR leaders provided both age and race and ethnicity data.   Demographic information was not requested of the non-HR leaders,

therefore no comparisons could be made between perceptions of the two sample groups based on age, race/ethnicity, gender or tenure.

Table 2

Respondent Demographics by Race/Ethnicity

Respondents	Caucasian	Black/ African- American	Hispanic/ Latino	Asian American	Native American/ American Indian	Total
Age						
20-30	1	0	0	0	0	1
31-40	6	0	0	0	0	6
41-50	22	3	2	0	0	27
50 +	14	1	2	1	1	19

Demographic information regarding participant tenure revealed that 77 percent (n=47) have worked in HR between 10-15 years with 15 percent and 8 percent having more than 15 years or less than 10 years, respectively.

A key issue for understanding and diagnosis of most healthcare HR functions is how they spend their time. They are responsible for a number of administrative activities and services; in addition, they are positioned to do higher value-added business partner and strategic work. Respondents were asked to estimate the percentage of time that the human resources function currently spends carrying out a number of roles and how much time was spent on them five to seven years ago, years 2011 to 2009 respectively. Table 3 shows how respondents report spending their time on various HR roles.

According to HR executives, currently less time (52 percent in 2016 as compared to 72 percent during years 2011-2009) is being spent on record-keeping, auditing, and service provision, and more time on the development of new HR systems and practices and on being a strategic partner. However, before a conclusion could be made that a shift had actually occurred, it was important to examine the comparative results of the benchmark 2004 Center for Effective Organizations survey (Table 5).

Table 4 shows a very similar reporting pattern of their 2004 results, whereby HR executives reported spending 59 percent of their time on administrative and service related activities as opposed to five to seven years ago (years 1999 to 1997 respectively) where 77 percent of their time was spent on these types of activities. Similar to the 2004 study, means are directional trending in the same pattern: decrease in transactional activities of maintaining records, auditing and HR administration and increase in activities that support HRIS and HR strategic business partnering.

Table 3

Time Spent on Various Human Resources Roles (HR Exec Respondents)

	Mean Percentages		
Role	**5 to 7 Years ago**	**Current**	**Directional Difference**
Maintaining Records Collect, track, and maintain data on employees	27.1	15.6	**Decrease**
Auditing/Controlling Ensure compliance to internal operations, regulations, and legal and union requirements	16.5	13.9	**Decrease**
Human Resources Service Provider Assist with implementation and administration of HR practices	28.2	22.0	**Decrease**
Development of Human Resources Systems and Practices Develop new HR systems and practices	19.8	28.6	**Increase**
Strategic Business Partner	8.4	19.9	**Increase**

	As a member of the management team, involved with strategic HR planning, organizational design, and strategic change			

Table 4

Time Spent on Various Human Resources Roles (2004 Center for Effective Organizations Survey Results)

	Mean Percentages		
Role	**5 to 7 Years ago (1997-1999)**	**Current (2004)**	**Directional Difference**
Maintaining Records Collect, track, and maintain data on employees	25.9	13.2	**Decrease**
Auditing/Controlling Ensure compliance to internal operations, regulations, and legal and union requirements	14.8	13.3	**Decrease**
Human Resources Service Provider Assist with implementation and administration of HR practices	36.4	32.0	**Decrease**
Development of Human Resources Systems and Practices Develop new HR systems and practices	12.6	18.1	**Increase**
Strategic Business Partner As a member of the management team, involved with strategic HR planning, organizational design, and strategic change	9.6	23.5	**Increase**

Results

Research Question I: *What are the current perceptions of senior-level healthcare HR practitioners regarding the level of importance of critical activities?* This question explores the individual perceptions of the functioning of healthcare HR functions as seen through the lens of the HR executive. Research Question 2: *Are there identifiable gaps between perceptions of senior-level HR*

practitioners and those of their senior-most (non-HR) executives? This question explores the differences in responses between the HR executive and their current boss, who in most cases is the Chief Executive Officer for the hospital or health system. The following tables summarizes survey items relative to perceptions of both (HR executive and non-HR executive) of these groups.

The involvement that the HR function has in the strategy development and implementation process, relating to how much and what kind, is a key issue. Strategy is an area where human capital, inclusive of both HR and OD, concerns need to be given important consideration and it represents a high value-added activity for the HR function. This involvement in strategy can take on multiple forms and Table 5 shows that virtually all HR executives reported that their function was involved in some aspect of business strategy. However, results show that in over 60 percent of the non-HR executives' surveys received (n=11 of 19), executives reported HR as less than a full-partner in regards to business strategy.

As executives report lower levels of strategic involvement on the part of the HR function than are reported by their counterparts in HR, mean scores shown in Table 5 reveal that only 20 percent of non-HR executives see HR as full partners in developing and implementing the business strategy, compared to close to 40 percent of HR executives who self-report that they are.

The role that HR plays in the strategy process does appear to be related to the strategic focuses of the organization. As shown in Table 6, when HR plays an important role in strategy, the general trend is for all of the strategic focuses to be higher. When an organization has a strategy related to knowledge, it is particularly likely to have HR as a full strategic partner.

Table 5

Human Resources' Role in Business Strategy

	Results in Percentages	
Role in Strategy	HR Executives	Non-HR Managers
No Role	2.0	5.3
Implementation Role	12.2	18.4
Input Role	45.9	52.6
Full Partner	**39.8**	**20.7**
Mean	3.4	2.8
Standard Deviation	.549	.759

Means; response scale: 1= no role to 4 = full partner
[*] Significant difference (p≤ .05) between role HR executives and managers

Table 6

Human Resources' Role in Strategy by Strategic Focus Area

Strategic Focuses (Reported Means)						
Role in Strategy	Growth	Core Business	Quality & Speed	Information-Based Strategies	Organizational Performance	Knowledge-Based Strategies
No Role	2.5	1.5	3.3	3.1	2.8	2.0
Implementation Role	2.5	2.1	3.5	3.5	2.8	3.1
Input Role	3.1	2.2	3.5	3.5	3.1	3.3
Full Partner	3.0	2.1	3.7	3.6	3.3	3.6*

Means; Response Scale: 1=little or no extent; 2=some extent; 3= moderate extent; 4= great extent; 5= very great extent

HR can make a number of specific contributions to the strategy process in an organization. Some of these may involve implementation, while others involve the development of strategy. Table 7 presents data from a question that was designed to identify specific activities that HR engages in with respect to business strategy. According to the non-HR executives, the thing they are most likely to do by a wide margin with respect to strategy is to recruit and develop talent. At the other extreme is

identifying new business opportunities. These results appear to suggest that this rarely happens amongst

the organizations represented in this study.

Table 7

Business Strategy Activities

Strategy Activities	HR Executives			Non-HR Executives		
	Mean	Standard Deviation	Correlation with HR role in Strategy	Mean	Standard Deviation	Correlation with HR role in Strategy
Help identify or design strategy options	2.9	.711	.56***	2.7	.796	.65***
Help decide among the best strategy options	3.0	.688	.68***	2.9	.816	.51***
Help plan the implementation of strategy	3.6	.809	.59***	3.4	.765	.33**
Help design the criteria for strategic success	3.2	.685	.68***	2.9	.734	.45***
Help identify new business opportunities	2.0	.516	.57***	2.0	.459	.55***
Assess the organization's readiness to implement strategies	3.5	.788	.65***	3.4	.662	.40***
Help design the organization structure to implement strategy	3.8	.762	.65***	3.5	.508	.31***
Assess possible merger, acquisition or divestiture strategies	2.9	.875	.47***	2.3	.713	.18
Work with the corporate board on business strategy	2.6	.628	.62***	2.5	.667	.50***
Recruit and develop talent	4.6	.694	.38***	4.2	.703	**.23***

Response Scale: 1=little or no extent; 2=some extent; 3= moderate
extent; 4= great extent; 5= very great extent

Significance level: p ≤ 0.10   *p≤ 0.05   **P ≤ 0.01   ***p ≤ 0.001

The results also show how non-HR executives rate the involvement of HR in business strategy. The results appear to be consistent with previously cited research (Anthony & Norton, 1991) whereby managers in general tend to see less involvement of HR in strategy than HR executives do. All but one of the items are rated lower by managers than by HR executives. However, only two of the differences reach statistical significance.

In a knowledge economy, the knowledge and skill requirements for the members of an organization's staff functions must evolve, just as they do for the organizations core business and technical units (Cheddie, 2001). Table 8 shows the level of satisfaction with the skills often required in today's human resources function. According to the Center for Effective Organizations instrument, satisfaction with skills factors into five areas: (1) HR technical skills; (2) organizational dynamics; (3) business partner; (4) administrative; and (5) metrics. The results show, not surprisingly, that the highest level of satisfaction is with HR technical skills. The next highest levels of satisfaction are with skills that pertain to organizational dynamics, including interpersonal skills, team skills and coaching and facilitation. Respondents show the lowest level of satisfaction exists amongst business partner skills.

Table 8

Satisfaction with Current Skills of HR Staff (non-HR Executive)

| Skills | Percentages | | | | | Mean |
	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Survey Results
HR Technical Skills						3.8
HR Technical Skills	0	5	17	48	30	3.8
Process execution and analysis	1	12	36	38	12	3.5
Organizational Dynamics						3.7
Team Skills	1	4	27	56	12	3.7
Consultation skills	1	12	37	41	9	3.4
Coaching and facilitation	3	8	36	40	13	3.5
Leadership/management Skills	1	8	40	41	9	3.4
Interpersonal skills	0	2	13	59	26	4.1
Business Partner Skills						3.2
Business understanding	1	13	42	38	6	3.3
Strategic planning	5	29	36	26	5	3.0
Organizational design	5	20	41	31	3	3.1
Change management	1	21	35	37	6	3.3
Cross-functional experience	5	26	43	22	4	2.9
Global understanding	7	32	41	17	3	2.8
Communications	1	2	33	48	16	3.8
Administrative Skills						3.5
Record keeping	1	4	34	48	13	3.7
Managing contractors/ Vendors	4	11	42	38	5	3.3

Metrics Skills						2.8
Information technology	3	22	47	24	4	3.0
Metrics development	7	43	31	15	4	2.7
Data analysis and mining	8	38	27	24	4	2.8

Despite some general improvement in satisfaction with HR skills in some areas, table 9 shows the percentages of HR executives and non-HR managers relative to overall skills necessary for effective HR department functioning. Very few HR executives report that over 80 percent of their staff have the necessary skills. The results show similar perceptions amongst the non-HR executives who gave a slightly higher appraisal of the skills of HR professionals.

Table 9

HR Professionals with Necessary Skill Set

	Percentages	
Have Skills	**HR Executives**	**(non-HR) Managers**
None	0	0
1-20%	2	5
21-40%	12	17
41-60%	37	28
61-80%	34	37
81-99%	11	13
100%	3	0
Mean	**4.5**	**4.3**

Mean ; scale response: 1 = none; 2 = 1-20%; 3 = 21-40%; 4 = 41-60%; 5 = 61-80%; 6 = 81-99%; 7 = 100%

Table 9 presents respondent data about skill satisfaction, comparing the responses of HR executives with those of other managers. The results here suggest that HR executives are actually more dissatisfied with the skills of the HR staff than are the non-HR executives.

The relationship between HR skill satisfaction and HR's role in strategy is also shown in table 10. According to perceptions from HR executive's data, correlations for HR technical skills, organizational dynamics, business partner skills and metrics are all significant. Administrative skills and the item referring to information technology are less strongly related to HR's role in strategy. Finally, the last column in table 10 shows the correlation between HR skill satisfaction as expressed by non-HR executives and HR executives. Most of these correlations were found to be significant as well.

Table 10

Satisfaction with Skills and Knowledge of HR Professional

Skills	HR Executives			(non-HR) Managers			Satisfaction Correlation of HR Executives with Managers
	Mean	Standard Deviation	Correlation with HR Role in Strategy	Mean	Standard Deviation	Correlation with HR Role in Strategy	
HR Technical Skills	**3.8**	**.489**	**.47*****	**3.9**	**.434**	**.18**	**.48*****
HR Technical Skills	4.0	.675	.44***	4.1	.585	.13	.39**
Process execution and analysis	3.5	.545	.33***	3.6	.621	.18	.30*
Organizational Dynamics	**3.7**	**.618**	**.39*****	**3.8**	**.534**	**.36****	**.47****
Team Skills	3.7	.456	.50***	3.9	.554	.26*	.41***
Consultation skills	3.4	.648	.20	3.7	.765	.19	.29*
Coaching and facilitation	3.5	.712	.30**	3.6	.673	.39***	.34**
Leadership/management skills	3.5	.707	.29**	3.6	.611	.40***	.34**
Interpersonal skills	4.1	.600	.28**	4.0	.543	.26*	.35**

Business Partner Skills	3.2	.754	.31**	3.5	.633	.37**	.43***
Business understanding	3.3	.824	.10	3.5	.761	.31**	.14
Strategic planning	3.0	.948	.31**	3.2	.876	.46***	.36**
Organizational design	3.1	.809	.27	3.6	.711	.24*	.29*
Change Management	3.3	.655	.33***	3.6	.876	.23*	.49***
Cross-functional experience	2.9	1.201	.08	3.2	1.093	.15	.33**
Global understanding	2.8	1.211	.25*	3.3	.987	.18	.40**
Communications	3.8	.622	.28**	3.8	.642	.31**	.32**
Metrics Skills	**2.8**	**.709**	**.21***	**3.1**	**.456**	**.17**	**.60*****
Information technology	3.0	.864	.07	3.1	.977	.09	.39**
Metrics development	2.7	1.102	.23*	3.2	.874	.31**	.40***
Data analysis and mining	2.8	.904	.23*	3.0	.977	-.01	.42***

Scale response: 1= very dissatisfied; 2=dissatisfied; 3=neither; 4=satisfied; 5=very satisfied
[1]Significant difference (p≤ .05) between HR executives and non-HR executives
Significance level: p ≤ 0.10   *p≤ 0.05   **P ≤ 0.01   ***p ≤ 0.001

The overall effectiveness of an organization must be based upon its performance in a number of areas. To be an effective partner, HR also has to support current business performance. And to operate effectively as a strategic partner, it needs to deliver value with respect to business strategy, organization change, and human capital decision-making (Ulrich & Bockbank, 2005). Survey participants were asked to judge the overall effectiveness of their HR organizations and to judge their effectiveness in fourteen areas. These areas were grouped into three effectiveness categories: corporate roles, services, and business strategy and change.

HR executive's self-perceptions are particularly low in the area of analytics, as compared to the lowest score amongst non-HR executives in the area of helping to develop business strategies. In two HR service activities: providing HR services and tailoring practices to fit business needs, non-HR executive's perceptions were significantly lower than the HR executives. Results are found below in

table 11.

The final column of table 11 shows the correlation between effectiveness ratings by HR executives and their non HR managers. While they all appear to be statistically significant, as many of them are above the .50 level, the majority are below .50 suggesting areas where there could be greater clarity about the meaning and level of effectiveness.

Table 11

Effectiveness of HR Organization

	HR Executives			(non-HR) Managers			
Activities	**Means**	**Standard Deviation**	**Correlation with HR Role in Strategy**	**Means**	**Standard Deviation**	**Correlation with HR Role in Strategy**	**Effectiveness Correlations of HR Executives with Managers**
Overall Effectiveness	**6.9**	**.610**	**.38****	**6.7**	**.583**	**.17**	**.60*****
HR Services	**7.0**	**.745**	**.39*****	**6.8**	**.860**	**.31****	**.56*****
Providing HR services	7.8	.811	.18	7.2	.650	.22	.39**
Tailoring human resource practices to fit business needs	7.1	.800	.22*	6.4	.754	.35**	.27*
Helping shape a viable employment relationship for the future	6.9	.796	.34***	6.5	.599	.38***	.42***
Being an employee advocate	7.4	.666	.39***	7.3	.633	.24*	.34**
Analyzing HR and business metrics	5.9	1.081	.32**	6.4	.897	.10	.64***
Corporate Roles	**6.9**	**.802**	**.33****	**6.8**	**.754**	**-.05**	**.41***
Managing outsourcing of transactional services (e.g., benefits)	7.4	.923	.13	6.9	.990	-.05	.45***
Managing outsourcing of HR expertise (e.g., compensation design)	7.1	.733	.20	6.7	.745	-.18	.32*
Operating HR centers of excellence	6.8	.677	.25*	6.0	.777	.07	.43***
Operating HR shared service units	6.9	.760	.35***	6.5	.877	.05	.37**
Working with the corporate board	7.1	.501	.50***	7.1	.433	.35**	.35*
Business and Strategy	**6.5**	**.560**	**.51*****	**6.3**	**.498**	**.40*****	**.51*****
Providing change	6.5	.742	.37***	6.1	.865	.31**	.41***

consulting services							
Being a business partner	7.1	.677	.46***	6.8	.779	.42***	.43***
Helping to develop business strategies	6.0	.854	.56***	5.7	.976	.42***	.51***
Improving decisions about human capital	6.7	.796	.24*	6.7	.700	.39***	.29*

Research Question 3: *Do relationships exist between HR roles, skills and overall effectiveness and business strategy activities?* This question explored possible correlations between current activity levels and HR's overall role in strategy. Specifically, the results could show clear patterns of the types of activities that might be related to business strategy, HR strategy and overall satisfaction with HR as a function. The following tables provides a summary of these results.

Table 12

Relationships of Strategic Focuses to HR Roles

Strategic Focuses						
Role	Growth	Core Business	Quality and speed	Information-based strategies	Organizational Performance	Knowledge-Based Strategies
Maintaining Records	- .25*	- .24	- 19	- .09	- 29**	- 36**
Auditing/Controlling	- .09	- .15	-.04	.15	.16	-.14
Providing HR Services	- .11	-. 09	-32**	- .13	- .17	- .07
Developing HR Systems	. 19	.08	.06	.05	.04	.08
Strategic Business Partnering	. 28	.27*	.47	.07	.26*	.39*

Significance level: p ≤ 0.10   *p≤ 0.05   **P ≤ 0.01   ***p ≤ 0.001

Table 12 shows the relationship between the strategic focus areas and how HR respondents reporting spending their time. The correlations in the table show a clear pattern. Maintaining records, auditing/controlling, and providing HR services are negatively related to almost all the strategic focuses. It also appears that the weaker an organization's strategic focus, the more the HR function spends its time maintaining records, auditing/controlling, and providing HR services.

Time spent on strategic business partnering by the HR function was found to be strongly related to five of the six strategic focuses. This finding suggests that healthcare HR has become much more involved in strategic business partnering when the organization has a clear strategic focus, regardless of what the focus is.

There are numerous significant relationships between the company strategic focus areas and the role that HR plays in the strategy process. Similarly, two of the strategic focuses, on knowledge-based strategies and on organizational performance, are strongly associated with HR's active involvement in seven of the ten business strategy activities listed in table 13 below. Both of these focuses show relatively low relationships to working with the board, assessing mergers, and planning strategy implementation, three strategy activities which generally tend to have a low relationship to all of the strategic focuses. The strategic focus on growth has the weakest relationship to the strategy activities of the HR function. It is, however, significantly related to recruiting and developing talent, since with growth, talent becomes a particularly critical issue. Three strategic focuses: core business, quality and speed, and information, show significant relationships to only some HR strategy activities.

Table 13

Relationship of Strategic Focuses to Business Strategy Activities

	Strategic Focuses					
Strategy Activities	Growth	Core Business	Quality and Speed	Information-Based Strategies	Knowledge-Based Strategies	Organizational Performance
Help identify or design strategy options	.13	.10	.25*	.19	.23*	.30**
Help decide among the best strategy options	.11	.08	.24*	.19	.22*	.26*
Help plan the implementation of strategy	.15	.22*	.18	.12	.15	.16
Help design the criteria for strategic success	.11	.10	.31**	.21*	.26**	.19
Help identify new business opportunities	.00	.11	.18	.25*	.32**	.30**
Assess the organizations readiness to implement strategies	.11	.26*	.19	.09	.41***	.35***
Help design the organization structure to implement strategy	.14	.21*	.21*	-.07	.29**	.26*
Assess possible merger, acquisition or divestiture strategies	.16	.31**	-.10	.07	.29**	.26*
Work with the corporate board on business strategy	.05	.06	.06	.17	.19	.15
Recruit and develop talent	.27**	.00	.32***	.12	.43***	.25*

Significance level: $p \leq 0.10$ *$p \leq 0.05$ **$P \leq 0.01$ ***$p \leq 0.001$

The results as depicted in table 13 also shows the relationship between business strategy activities and HR's role in strategy. These relationships appear strong, which indicates that these

activities are associated with the degree of involvement HR has in the strategy process. The weakest relationship for HR executives and the second weakest for managers is with recruitment and development of talent.

Table 14

Relationship of Strategic Focuses to HR Strategy

| HR Strategy Activity | Strategic Focuses | | | | | |
	Growth	Core Business	Quality and Speed	Information-Based Strategies	Knowledge-Based Strategies	Organization Performance
Data-based talent strategy	.11	.11	.18	.15	.27**	.26**
Partner with line in developing business strategy	.20*	.23*	.27**	.17	.43***	.33***
A human capital strategy that is integrated with business strategy	.21*	.14	.21**	.30	.51***	.35***
Provides analytic support for business Decision-making	.20	.23*	-.03	.16	.31**	.19
Provides HR data to support Change management	.23*	.22*	.15	.19	.38***	.33***
HR drives change management	.28**	.13	.32***	.27**	.47***	.23*
Makes rigorous data-based decisions about human capital management	.25*	.22*	.25*	.24*	.31**	.23*

Significance level: p ≤ 0.10   *p≤ 0.05   **P ≤ 0.01   ***p ≤ 0.001

Table 14 shows the relationship between an organization's strategic focuses and its HR strategy

activities. Results reveal there are a number of strong significant relationships across all areas. Perhaps the most interesting data is the pattern of strong correlations between knowledge-based strategies and the HR strategy items.

CHAPTER 5

DISCUSSION

As compared to the respondents of the 2004 Center for Effective Organizations study, who reported spending 72 percent of their time on administrative and service related activities in 2004, the findings between the two survey populations remain fairly consistent. This finding raises two interesting points. First, it means that there potentially has been little change in the last twelve years in terms of how HR executives report on current activities when surveyed. Second, it raises serious questions about the validity of perceptions regarding how HR executives perceive the amount and degree of change that has taken place within their roles, with healthcare HR showing no difference. Additionally, these preliminary results could show that collectively, HR executives may be guilty of wishful thinking. What should we believe, retrospective reports of the way things were, or data from the past about the way things were at the time the data was collected? According to a unique study (Krinsley, 2005) conducted by the Boston School of Psychiatry, the answer is obvious: individuals are much better at reporting how things are now than what they were like years ago. Reports of the past often include changes that reflect favorably on the individual. In this case, it is possible that HR executives want to see themselves as more of a strategic partner now than they were in the past. Below are summary findings and general conclusions for each research question.

As stated previously, this survey data is important because, to date, no studies beyond this foundational study have been conducted to verify the perceptions of healthcare human resource

executives. Knowing what competencies are important for the HR executive as they are useful to the professional as they prepare themselves to make important, value-added contributions to their organizations.

Summary of Findings and Conclusions Related to Research Questions 1and 2

What are current perceptions of senior-level HR practitioners regarding the level of importance of critical activities?

Results from human resources' roles in business strategy activities and HR strategy does not suggest that the HR function is becoming more of a strategic partner in most organizations. According to business strategy survey data, after the development of talent, the greatest level of concerns appears to be the implementation of strategy. However, HR executives report that they are particularly likely to be involved in designing organization's structure and in planning for the implementation of strategy. This is a logical area of involvement for HR and it seems appropriate that this is rated as a major involvement area for HR. These results also show that HR is more likely to play a role in the implementation of business strategy than in the development of it or making key option decisions concerning it. It also shows that HR is not likely to be involved with corporate boards in discussions of business strategy nor in identifying new business strategies.

Results show mixed perceptions regarding administrative skills, the "meat and potatoes" if you will, of the traditional function of HR and respondents were neutral in regard to their perceptions about skills in managing contractors and vendors. This is significant from the standpoint that this skill has

increased in importance in today's global world, where outsourcing and understanding talent needs across the world have become central to being able to carry out the HR role.

There remains a striking difference between the two surveyed groups relative to the area of metrics. Non-HR executives perceive HR as more skillful in metrics development and data analysis than do the HR executives themselves. With no qualitative evidence of these results, it could suggest that non-HR executives have a lower overall expectation of HR in this area. In general, and once again, business partner skill areas are rated lower by HR executives showing their perceived need for development in these areas.

As it relates to overall HR Skills and Knowledge of the HR Professional, very high correlations also exist between HR executives' perceptions of technical skills and HR's role in strategy, and could support the notion that basic technical skills are required in order to get involved in business strategy. Results from non-HR executives show a very different picture in that HR technical skills are not significantly related to their perceptions of HR strategy involvement. This could suggest that HR technical mastery is not that important to being involved with strategy. Not surprisingly, the organizational design skills and business partner skills are significantly related to non-HR executive's perceptions of HR being involved with strategy. Finally, relative to the overall effectiveness of the HR Organization, findings suggest that HR may be overestimating how effective it is as a service provider. Not surprising and consistent with most results presented thus far, the perceptions of both HR executives and non-HR executives are lowest in regard to developing business strategy. However, being a business partner is rated relatively highly. This finding could suggest that there is a difference between being a business partner and having an active role in strategy development. When non-HR executives and

managers in general consider successful business partnerships, do they see this as synonymous with having an active role in strategy development? The results here could suggest they do not.

Are there identifiable gaps between perceptions of senior-level HR practitioners and those of senior-most non-HR executives?

Study results revealed consistent gaps in perceptions between the HR and non-HR leader across all three focus areas related to roles and activities, skills, and overall effectiveness. Results also validated and provided some insight into non-HR executives' perceptions of HR's roles in operating HR centers of excellence and operating shared services units. Correlations between the importance ratings provided by non-HR and HR leaders did not display a consistent pattern of highly positive relationships. This lack of agreement is particularly surprising given the fact that one would assume there to be agreement regarding important functional areas like these and the same individuals within the organization. This shows a very pronounced gap between HR and non-HR leader's perceptions regarding implementing versus active involvement in important business units impacting the bottom line. The clear implication is that HR needs to work harder towards understanding the "true" scope and accountability for the HR function, as seen through the eyes of the non-HR leader.

Summary of Findings and Conclusions Related to Research Question 3

Do relationships exist between HR roles and activities, skills, effectiveness and overall business strategy activities?

Data showed that in order for HR to become more strategic, organizations themselves may need to become more strategic. One alternative is for HR to provide leadership and help the rest of the

organization become more strategic. If HR can accomplish this, it would have a greater chance of spending more time on strategy. Relative to business strategy activities, talent management is clearly identified as a strategic organizational activity and it remains an activity that HR does regardless of how involved it is in the strategy process. As a result, one could argue that the degree to which it is involved with other activities may hold the key to HR becoming a stronger strategic partner.

Finally, a strong relationship exists between strategic focuses and HR Strategy. This result reinforces the point that if any organization has a clear strategic focus, HR is likely to be actively engaged in strategic HR activities. It is also clear that when an organization has a knowledge-based strategy, it is particularly likely to emphasize the role of HR processes and measures. This is important as talent is particularly critical asset in organizations with knowledge-based strategies (Boudreau & Ramstad, 2006).

Results suggest that in all three critical domains: HR Roles, Business Strategy Activities and HR Strategy, significant relationships exist between them and business strategy. As initially presented in chapter 4 results regarding perceptions of HR roles and activities, correlations between current activity levels and business strategy were all positively correlated with the exception of HR's role in using data-based strategy methods. Overall, it seems that non-HR leaders do not see HR as involved in business strategy as do HR executives, even when it comes to specialized programs like recruiting and developing talent. It is interesting that the relative degree of involvement in different activities as seen by non-HR leaders and HR leaders is very similar. Both groups agree that the primary activities for the

HR leader are in the areas of recruitment and development and implementation. However, recruitment and development of talent has the weakest relationship in regards to its role in strategy amongst non-HR leaders. Another significant difference between groups is HR's role in possible mergers, acquisitions and divestiture strategies. While HR leaders see it as positively correlated with their HR role, it was the weakest relationship amongst non-HR leaders. They also agree that HR has little involvement in identifying new business activities.

The finding of a difference between HR executives and their business leaders is not surprising in light of an earlier survey that asked HR executives and line managers about the role of HR (SHRM, 1998). It, too, found a significant difference between groups in the role that HR plays in business. Not surprisingly, 79 percent of HR executives saw themselves as more of a business partner than their managers, versus 53 percent of the line managers.

Overall survey results reveal that HR functions are perceived to play a significant in the development of talent management strategies. Both HR executives and non-HR executives alike, see this as a crucial current and future role for HR functions. Another significant area for HR functions is the implementation of strategies. While this, much like the recruitment and development of organization employees, is not a far reach from traditional and/or current HR practices, the identification of new business opportunities is not a perceived strength of HR departments. With mean scores of 2.0 amongst both HR and non-HR leaders, it remains an area for improvement for HR organizations.

As critical activities are consistently being defined as those activities important in driving organization strategies, the implications of these findings are significant. Perceptions amongst HR and non-HR leaders showed significant gaps in perceptions amongst the two groups. The differences between HR executives and their managers could be explained in a number of ways, among them the fact that HR executives have a much greater visibility with respect to their role in strategy than do most managers. Because HR has more information regarding their daily tasks and roles, they may have a more accurate image of what their role is in the strategy process. The possibility also exist that HR executives tend to give themselves a more important role than they actually play. Thus, healthcare HR executives may be doing what most people do in overestimating their importance. Still, the significant results of this study show that it is important for HR executives to realize that despite the growing emphasis on human capital and people strategies, other managers appear not to share their view of the role the HR function plays in activities directly supporting business strategy.

Caldwell (2003) found that the threat to professional status and identity can also be driven by the centripetal forces of strategic control. For even when HR activities are centrally coordinated at the headquarters level, the influence of the HR contribution may increasingly derive from a shifting array of expertise, rather than from a clearly defined role or function. Ulrich (1997) wrote that HR activities is compounded by the marginality of the HR function and its inward-looking tendency to identify professional expertise mainly around HR activities, rather than questions of effectiveness. On the encouraging side, results from this study did show that HR executives are active in a number of areas that are directly tied to the strategic direction of the organization. Results were highly correlated in

regards to the relationship between HR activities and the strategic focus area of organization performance. With the continued evolution of knowledge-based strategies, also highly correlated with current HR activities, opportunities do exist for practitioners willing to develop in these areas.

Study Limitations

This research assumed that all study participants, based on their years of HR experience and current senior positions, had a basic understanding and overall general knowledge of past and recent human resources processes and responsibilities, a general knowledge of organizational strategies, structures, and processes and the value that human capital, as a system, brings to bear on creating distinctive, competitive advantages for companies during times of uncertainty and continuous fundamental change. Additionally, this research study is a study of perceptions which carries its own associated strengths and weaknesses. Second, the sample population of this study is marginally representative of all human resource professionals in healthcare. Third, although the population of this study was selected from a stratified sampling (those available through UHC membership), the selection for additional research could be further stratified according to specific criteria (i.e., size of health system, revenue generation, etc.) as established by future studies.

Perception studies are powerful tools in providing evidence for a change agenda (Hilker & Kangas, 2011). An additional limitation to these types of studies is that they measure perceptions and therefore the data cannot be used in place of facts. This study also assumes that senior HR survey participants would also believe:

- What matters in the long-term is the creation of a "learning organization" that creates competitive advantage through an organization's human capital

- Traditional transactional HR work can be delivered in significantly new strategic ways.

- Human resource specialty work is growing more complex and requires the application of new strategies, technologies, skills, and competencies.

- There is an increased and genuine interest in the development and understanding of professional competencies of senior-most professionals leading HR and the intersection of organizational development (OD) competencies.

- HR competencies can be defined in large domains that HR practitioners can tailor to clarify the performance requirements of their own specific work settings.

- Human resource professionals need more skills in organization development, organization effectiveness, change management, and business partnership development.

- Managing human resources strategically improves the bottom line

General Conclusions and Implications

In general, the human resource profession places relatively equal importance on all strategic-level HR activities. However, within a healthcare organizational setting, certain activities may be identified as having greater importance than others. And yet, HR leaders must become generalists in business drivers rather than specialists in their own areas, prompted by requirements to perform a wide variety of duties in less time with fewer resources.

More specifically, this study found that HR professionals need to have stronger management and leadership skills, develop a strategic management perspective, remain functionally competent in HR, and develop internal consulting skills. These include: developing corporate culture to enhance strategy and organizational development, aligning education and development programs to business requirements, designing incentive plans that motivate people and drive company goals, and providing creative solutions for business managers. Ultimately, the common thread of potential value delivery by the HR function to organizations centers on the development of influence and knowledge capital. This knowledge capital can be thought of as the collective economic value of an organization's workforce.

Findings suggest that survey respondents and interview participants generally perceive themselves to have a higher degree of competency within their individual organizations than in comparison to the non-HR leader as a whole. This suggests that HR leaders believe there to be higher expectations in levels of responsibility for the HR profession as a whole, than from the perceived expectations of their individual managers. In such cases, respondents are likely to have a false sense of security or level of comfort within the scope of their current employment. A logical consequence of such an assumption would be for leaders to believe themselves sufficiently competent in their current HR roles, bolstered by the knowledge that no individual, alone, is capable of mastering every competency.

Knowledge capital development will be the quintessential element for building internal relationships and translating understanding of needs to solution-based products and services. In addition, knowledge capital could serve as an impetus for understanding the impact of other trends facing the

organization and therefore solidify related change efforts. This was evidenced in this study by the significance of knowledge-based strategies and HR effectiveness. The implication for the HR function is the realization of constant change. Therefore, HR must take a strategic, operational, and measured approach to the delivery of its services. It must combine technical expertise into effective leadership skills and a comprehensive understanding of the business in order to deliver meaningful measureable results.

This study has investigated the problems associated with the changing role of the healthcare HR function. It has also developed effective methodology and viewed statistical findings related to perceptions of the importance of HR competencies that may resolve important HR issues. Additionally, this study presented an exhaustive review of literature of other studies to lend insight for comparison and substantiation of similar findings. As evidence by this study, benefits to the human resource profession are certain to be realized through continued research within the realm of human resource perceptions, competencies and the building of strategic business partnerships.

Recommendations for Future Research

The findings for this study have interesting implications for the development of new literature in both the fields of human resources and healthcare. Such results can help organizations that may be considering elevating their human capital practices as well as guide the development opportunities for existing senior HR leaders. In terms of scholarship, this study adds to the growing body of research surrounding strategic HR practices by providing evidence of the value that increased HR skill

development can have in shaping and reflecting organizational goals (Lawler & Mohrman, 2004). Specific recommendations include the following.

(1) This research focused on the perceptions of a specific audience of HR professionals that was not selected by purely random sampling procedures. Therefore, the findings of this study are somewhat limited by this fact. The findings of this study could also be compared to an even broader audience to include industries outside of healthcare and more junior-level HR practitioners to gain additional insight.

(2) This study examined the perceptions of HR and non-HR leaders concerning the importance of human resource roles, skills and effectiveness. Other populations working within organizations could lend valuable insight from their perspective. Therefore, other groups of people working within health organizations such as front-line employees, line managers, Chief Finance Officers (CFOs), etc., could be surveyed for perceptions on importance of HR effectiveness.

(3) This study used descriptive statistical analysis to provide findings related to perceived importance of HR competencies. Other methodology would prove useful in further investigating the potential value of the HR function can bring to organizations. Therefore, other methodologies could be used in proving additional information concerning the value-added relationship the HR function has with the organization it serves.

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(4) This study focused on how healthcare HR and non-HR leaders perceived the importance of certain HR areas. Other groups of individuals within organizations could be studied in an attempt to define value in their business operations.

(5) Perceptions were identified in this study as having contribution to professional success. Conclusions were made concerning their impact on linking strategy with success results through HR performance. A compliment to this study could be an investigation of how competencies are actually being used to link strategy with results.

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APPENDIX A: Definitions and Operational Terms

Various terms and concepts will be used within the scope of this study and need to be defined.

Competencies – refers to professional characteristics that typify exemplary performance (McLagan, 1989). Competencies can be analytical, technical, leadership, business, interpersonal, or technological in nature (Rothwell, 1998). They provide specific criteria for aligning personal behavior with organizational strategy and for generating tools that individuals can use for self-directed learning.

Competency Category – refers to one or more of six categories of competencies identified in the human resource competency framework compiled by the Society for Human Resource Management. These include: *Personal Attributes; Leadership; Management; Functional; Senior-Level Executive;* and, *HR Strategist.*

Functional Skills – refers to those observable manifestations of technical knowledge and skills required in all human resource roles (Andersen, Schoonover & SHRM, 2000).

Human Resources (HR) HR has multiple meanings dependent upon the context of the discussion: 1) HR may refer to how a firm manages its human resources practices; 2) HR may refer to the function or department; and 3) HR may refer to human resource professionals.

Human Resource Management (HRM) – refers to the overall management of the HR function and to the HR professionals who work within the department.

Human Capital**:** The knowledge, skills, abilities (KSAs) staff possess that enable them to function

effectively within the scope of their employment.

Leadership competencies**:** The success characteristics required by HR professionals to focus on future needs and opportunities; and produce strategic competitive advantage, alignment, and change.

Management competencies**:** The key success characteristics required by HR professionals to facilitate the planning, organizing, and controlling of work.

Organization development competencies**:** Strategic competencies in change management, organization design, organizational planning and leadership and strategic planning

Personal attributes**:** Refers to those success characteristics that are most closely related to a person's basic work motives, personal traits, and temperament.

Skill**:** Job-based activities such as using a word-processing program or operating a forklift.

Strategic Human Resource Management (as defined by SHRM organization): Focus on aligning HR strategies and practices with business strategy, and translating business strategies into HR priorities.

Strategic HR business partner (as defined by Dave Ulrich): Focus of the professional on the assisting the business leader in defining and delivering financial and customer goals.

Strategic HR business partner (as defined by John Sullivan): Differing from a traditional "business partner" who reacts to requests and events, the strategic HR business partner anticipates business opportunities with a laser focus on performance. In this role, the HR leader should strive to become

the equivalent of the "managing partner" on people-related issues.

<u>Workforce training and development</u>**:** Those activities designed to improve the competencies and skills of current or new employees of business, industry, labor, and government.

APPENDIX B: Participation Letter

A Survey of Senior Human Resources and Organization Development Functions Role in Driving Successful Organization Partnerships

Thank you for attending the UHC Chief Human Resources Roundtable Discussion.

My name is Jim Dunn and I am a doctoral candidate in the Medical University of South Carolina's executive doctoral program in healthcare administration. I have a 25-year background in progressively responsible HR and OD roles with Georgia Tech, Amoco Corporation, Carter Presidential Center, the American Cancer Society, Texas Health Resources and currently with Parkland Health & Hospital System in the Dallas area.

My interest is in understanding the changing role of HR functions and more specifically, verifiable linkages amongst successful HR and OD functional units. In my search for survey tools, I was impressed by the Center for Effective Organizations (University of Southern California) tool for HR practitioners and have been granted approval for its usage in this dissertation study.

To participate, you must hold an executive level position within your organization <u>and</u> be willing to share a separate survey with your CEO and/or a non-HR/OD leader to assess their perceptions of the HR and OD functions within your organization. Both copies of this paper survey will be handed out to you shortly.

Your participation in this study will further develop and elevate your critical role through the development of new theories and practices of successful HR and OD leaders. All results are cumulative and kept confidential. The feedback will share best practices that are related to successfully creating change that also have an impact on bottom-line human capital performance.

The HR exec survey should take about 20-25 minutes to complete and an even shorter time for your non-HR/OD executive.

Recognizing that your organization executive time is a precious commodity and to ensure timely compilation of surveys, it is requested that the completed surveys be returned at your earliest convenience but not later than **Friday, June 10, 2016**.

Your participation is greatly appreciated. Please request that your non-HR/OD executive surveys are returned either via fax to **(214) 590-4137** or mailed to the address below. Please remember to list names and contact information of your executives for follow-up within the next couple of weeks. I have provided my email and cell number should you have questions. Thank you for your valuable feedback and assistance with my dissertation.

APPENDIX C: FUTURE OF HR SURVEY

THIS SECTION WAS ADDED BY THE STUDENT RESEARCHER FOR DEMOGRAPHIC EXPLORATION.

Age/Range:	☐ 20-30	☐ 31-40	☐ 41-50	☐ 50+
Race/Ethnicity:	☐ Caucasian	☐ Black/African American	☐ Hispanic/Latino	☐ Asian American
	☐ Native American/American Indian	☐ Other		
Gender:	Male	Female		
Tenure in HR:	☐ 0-5 years	☐ 10-15 years		
	☐ 6-10 years	☐ 15 or more		
Position/Title	☐ Director	☐ Asst. Vice President	☐ Vice President	☐ SVP/EVP

THIS SECTION ASKS QUESTIONS ABOUT YOUR COMPANY AND THE HR ORGANIZATION

6. To what extent is each of the following strategic initiatives present in your organization?	Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent

1. Approximately, how many employees are in your company?

2. Approximately how many full-time-equivalent employees (FTE's, exempt and non-exempt) are part of the HR function? (This number should include both centralized and decentralized staff.) _____

3. What is the background of the current head of HR? (Please check one response.)

❑ 1. Human Resource Management

❑ 2. Other Function(s), (which one(s)? (_____)

4. How would you gauge your organization's performance relative to its competitors?

❑ Much below average

❑ Somewhat below average

❑ About average

❑ Somewhat above average

❑ Much above average

5. To what extent do these describe how your organization operates?	Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
a. **Bureaucratic** (hierarchical structure, tight job descriptions, top-down decision making)	1	2	3	4	5
b. **Low-cost operator** (low wages, minimum benefits, focus on cost reduction and controls)	1	2	3	4	5
c. **High involvement** (flat structure, participative decisions, commitment to employee development and careers)	1	2	3	4	5
d. **Global competitor** (complex interesting work, hire best talent, low commitment to employee development and careers)	1	2	3	4	5
e. **Sustainable** (agile design, focus on financial performance and sustainability)	1	2	3	4	5

a.	Building a global presence	1	2	3	4	5
b.	Acquisitions..	1	2	3	4	5
c.	Customer focus..	1	2	3	4	5
d.	Technology leadership..	1	2	3	4	5
e.	Talent management..	1	2	3	4	5
f.	Knowledge/intellectual capital management..............	1	2	3	4	5
g.	Sustainability..	1	2	3	4	5
h.	Innovation	1	2	3	4	5

THIS SECTION ASKS QUESTIONS ABOUT THE HUMAN RESOURCE FUNCTION IN YOUR COMPANY.

7. **For each of the following HR roles, please estimate the percentage of time your HR function spends performing these roles. Percentages should add to 100% for each column.**

PERCENTAGES SHOULD ADD TO 100% FOR EACH COLUMN:	CURRENTLY	5-7 YEARS AGO
a. **Maintaining Records** (Collect, track and maintain data on employees)...............	_____%	_____%
b. **Auditing/Controlling** (Ensure compliance with internal operations, regulations, and legal and union requirements)	_____%	_____%
c. **Providing Human Resource Services** (Assist with implementation and administration of HR practices)	_____%	_____%
d. **Developing Human Resource Systems and Practices** (Develop new HR systems and practices)..........................	_____%	_____%
e. **Strategic Business Partnering** (Member of the management team; involved with strategic HR planning, organization design, and strategic change)	_____%	_____%
TOTAL	**100%**	**100%**

8.   **Which of the following best describes the relationship between the Human Resource function**

and the business strategy of your corporation? (Please check one response.)

❑ 1. Human Resource plays no role in business strategy **(if checked, go to QUESTION 9)**.

❑ 2. Human Resource is involved in implementing the business strategy.

❑ 3. Human Resource provides input to the business strategy and helps implement it once it has been developed.

❑ 4. Human Resource is a full partner in developing and implementing the business strategy.

ANSWER QUESTION 9, ONLY IF YOU CHECKED 2, 3, OR 4 FOR QUESTION 8.

Please respond to the following questions by circling one number in each row.

9. With respect to strategy, to what extent does the HR function...?	Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
a. Help identify or design strategy options	1	2	3	4	5
b. Help decide among the best strategy options ...	1	2	3	4	5
c. Help plan the implementation of strategy	1	2	3	4	5
d. Help identify new business opportunities..........	1	2	3	4	5
e. Assess the organization's readiness to implement strategies	1	2	3	4	5
f. Help design the organization structure to implement strategy	1	2	3	4	5
g. Assess possible merger, acquisition or divestiture strategies...	1	2	3	4	5
h. Work with the corporate board on business strategy..	1	2	3	4	5

Your Company's HR Organization

10. To what extent does each of the following describe the way your HR organization currently operates?	Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent

Your Company's HR Organization

10. To what extent does each of the following describe the way your HR organization currently operates?	Little or No Extent	Some Extent	Moder ate Extent	Great Extent	Very Great Extent
a. Administrative processing is centralized in shared services units	1	2	3	4	5
b. Transactional HR work is outsourced	1	2	3	4	5
c. Centers of excellence provide specialized expertise	1	2	3	4	5
d. Decentralized HR generalists support business units	1	2	3	4	5
e. People rotate *within* HR	1	2	3	4	5
f. People rotate *into* HR	1	2	3	4	5
g. People rotate *out of* HR to other functions	1	2	3	4	5
h. HR practices vary across business units	1	2	3	4	5
i. Some transactional activities that used to be done by HR are done by employees on a self-service basis	1	2	3	4	5
j. HR "advice" is available on-line for managers and employees	1	2	3	4	5
k. There is a low HR/employee ratio	1	2	3	4	5
l. There is a data-based talent strategy	1	2	3	4	5
m. There is a human capital strategy that is integrated with the business strategy	1	2	3	4	5
n. Provides analytic support for business decision-making	1	2	3	4	5

Your Company's HR Organization

10. To what extent does each of the following describe the way your HR organization currently operates?	Little or No Extent	Some Extent	Moder ate Extent	Great Extent	Very Great Extent
o. Provides HR data to support change management	1	2	3	4	5
p. Drives change management................................	1	2	3	4	5
q. Makes rigorous data-based decisions about human capital management	1	2	3	4	5
r. Uses social networks for recruiting......................	1	2	3	4	5

11. **A. How has the amount of focus or attention to the following HR activities changed over the past 5 –7 years as a proportion of the overall Human Resource activity and emphasis?**

   B. Have any of these activities been partially or completely outsourced?

	A. ACTIVITY AND EMPHASIS?					B. OUTSOURCING?		
	Greatly Decrea sed		Staye d the Same		Greatly Increas ed	Not At All	Partia lly	Complet ely
a. Human capital forecasting and planning	1	2	3	4	5	1	2	3
b. Compensation.......................	1	2	3	4	5	1	2	3
c. Benefits	1	2	3	4	5	1	2	3
d. Organization development...	1	2	3	4	5	1	2	3
e. Organization design	1	2	3	4	5	1	2	3
f. Training and education.........	1	2	3	4	5	1	2	3
g. Management development..	1	2	3	4	5	1	2	3
h. Union relations	1	2	3	4	5	1	2	3
i. HR information systems	1	2	3	4	5	1	2	3
j. Performance appraisal..........	1	2	3	4	5	1	2	3
k. Recruitment	1	2	3	4	5	1	2	3

l.	Selection	1	2	3	4	5	1	2	3
m.	Career planning	1	2	3	4	5	1	2	3
n.	Legal affairs..........................	1	2	3	4	5	1	2	3
o.	Employee assistance.............	1	2	3	4	5	1	2	3
p.	Competency/Talent assessment	1	2	3	4	5	1	2	3
q.	HR metrics and analysis	1	2	3	4	5	1	2	3
r.	Executive compensation.......	1	2	3	4	5	1	2	3

12. a. Do you have a multiple-process HR outsourcing (HRBPO) contract?

❑ Yes

❑ No, *but* seriously considering (If checked, go to question 13.)

❑ No, *not* seriously considering (If checked, go to question 13.)

b. Overall, how satisfied are you with your HRBPO relationship?

1	2	3	4	5	6	7
Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied

13. In general, how effective do you think the following approaches to HR outsourcing are?	Very Ineffective	Ineffective	Neither	Effective	Very Effective
a. No outsourcing..	1	2	3	4	5
b. Very limited: only a few transactional services (e.g. payroll)	1	2	3	4	5
c. Moderate outsourcing to *multiple* vendors.....	1	2	3	4	5
d. Moderate outsourcing to a single vendor	1	2	3	4	5

13. In general, how effective do you think the following approaches to HR outsourcing are?	Very Ineffective	Ineffective	Neither	Effective	Very Effective
e. Substantial outsourcing to *multiple* vendors…	1	2	3	4	5
f. Substantial outsourcing to a single vendor……	1	2	3	4	5

14. Please check the one statement that best describes the current state of your HR Information System (HRIS):

- ❑ 1. Completely Integrated HR Information Technology System.
- ❑ 2. Most processes are information technology based but not fully integrated.
- ❑ 3. Some HR processes are information technology based.
- ❑ 4. There is little information technology present in the HR function.
- ❑ 5. There is no information technology present. **(If checked, skip to Question 16.)**

15. To what extent do you consider your HRIS to …	Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
a. Be effective……………………………………………	1	2	3	4	5
b. Satisfy your employees …………………………	1	2	3	4	5
c. Improve HR services…………………………………	1	2	3	4	5
d. Reduce HR transaction costs…………………	1	2	3	4	5
e. Provide new strategic information …………	1	2	3	4	5
f. Speed up HR processes …………………………	1	2	3	4	5
g. Reduce the number of employees in HR ………	1	2	3	4	5
h. Integrate HR processes (e.g. training, compensation) ……………………………………	1	2	3	4	5
i. Measure HR's impact on the business…………	1	2	3	4	5
j. Improve the human capital decisions of managers outside HR……………………………	1	2	3	4	5
k. Create knowledge networks …………………	1	2	3	4	5

15. To what extent do you consider your HRIS to …	Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
l. Build social networks that help work get done.	1	2	3	4	5

16. Does your organization currently…	Yes, Have Now	Being Built	Planning For	Not Currently Being Considered
a. Measure the business impact of HR programs and processes? .	1	2	3	4
b. Collect metrics that measure the cost of HR programs and processes?	1	2	3	4
c. Have the capability to conduct cost-benefit analyses (also called utility analyses) of HR programs?	1	2	3	4
d. Use HR dashboards or scorecards?	1	2	3	4
e. Measure the financial efficiency of HR operations (e.g. cost-per-hire, time-to-fill, training costs?)	1	2	3	4
f. Measure the specific effects of HR programs (such as, learning from training, motivation from rewards, validity of tests, etc.)?	1	2	3	4
g. Benchmark analytics and measures against data from outside organizations (e.g. Saratoga, Mercer, Hewitt, etc.)?.................	1	2	3	4
h. Measure the quality of the talent decisions made by non-HR leaders?	1	2	3	4
i. Measure the business impact of high versus low performance in jobs?	1	2	3	4

17. What describes the way you measu	EFFICIENCY	EFFECTIVENESS	IMPACT

18. How effective are the information, measurement, and analysis systems of your organization when it comes to the following?

(Please check **ALL** that apply)	The resources used by the program, such as cost per hire	The changes produced by the program, such as learning from training	The business or strategic value produced by the program
a. Compensation	❑	❑	❑
b. Benefits	❑	❑	❑
c. Organization development	❑	❑	❑
d. Organization design	❑	❑	❑
e. Training/education	❑	❑	❑
f. Leader development and succession	❑	❑	❑
g. HR information systems	❑	❑	❑
h. Performance management	❑	❑	❑
i. Career planning	❑	❑	❑
j. Diversity	❑	❑	❑
k. Employee assistance	❑	❑	❑
l. Staffing	❑	❑	❑
m. Social and knowledge Networks	❑	❑	❑

Scale: Very Ineffective, Ineffective, Somewhat Effective, Effective, Very Effective

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a. Connecting human capital practices to
    organizational performance 1   2   3   4   5

b. Identifying where talent has the greatest
    potential for strategic impact 1   2   3   4   5

c. Predicting the effects of HR programs before
    implementation 1   2   3   4   5

d. Pinpointing HR programs that should be
    discontinued 1   2   3   4   5

e. Supporting organizational change efforts 1   2   3   4   5

f. Assessing and improving the HR department
    operations... 1   2   3   4   5

g. Contributing to decisions about business
    strategy and human capital management 1   2   3   4   5

h. Using logical principles that clearly connect
    talent to organizational success 1   2   3   4   5

i. Using advanced data analysis and statistics........... 1   2   3   4   5

j. Providing high-quality (complete, timely,
    accessible) talent measurements 1   2   3   4   5

k. Motivating users to take appropriate action 1   2   3   4   5

19. To what extent are these statements true about your organization?	Little or No Extent	Some Extent	Moder ate Extent	Great Extent	Very Great Extent
a. We excel at competing for and with talent where it matters most to our strategic success	1	2	3	4	5

19. To what extent are these statements true about your organization? Business leaders understand and use sound principles when making decisions about:	Little or No Extent	Some Extent	Moder ate Extent	Great Extent	Very Great Extent
b. Business leaders' decisions that depend upon or affect human capital (e.g. layoffs, rewards, etc.) are as rigorous, logical and strategically relevant as their decisions about resources such as money, technology, and customers	1	2	3	4	5
c. HR leaders have a good understanding about where and why human capital makes the biggest difference in their business.......................	1	2	3	4	5
d. Business leaders have a good understanding about where and why human capital makes the biggest difference in their business.......................	1	2	3	4	5
e. HR systems educate business leaders about their talent decisions	1	2	3	4	5
f. HR adds value by insuring compliance with rules, laws, and guidelines...	1	2	3	4	5
g. HR adds value by delivering high-quality professional practices and services	1	2	3	4	5
h. HR adds value by improving talent decisions inside and outside the HR function	1	2	3	4	5

1. Motivation...	1	2	3	4	5
2. Development and learning...........................	1	2	3	4	5
3. Culture..	1	2	3	4	5
4. Organizational design.................................	1	2	3	4	5
5. Business strategy.....................................	1	2	3	4	5
6. Finance	1	2	3	4	5
7. Marketing	1	2	3	4	5

20. How much does your Corporation's Board call on HR for help with the following?	Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
a. Executive compensation	1	2	3	4	5
b. Addressing strategic readiness	1	2	3	4	5
c. Executive succession	1	2	3	4	5
d. Change consulting	1	2	3	4	5
e. Developing board effectiveness / corporate governance	1	2	3	4	5
f. Risk assessment..................................	1	2	3	4	5
g. Information about the condition or capability of the work force................................	1	2	3	4	5
h. Board compensation.............................	1	2	3	4	5

Regarding the skills and knowledge of your organization's current HR professional/ managerial staff:

21. How *satisfied* are you with current HR professional/managerial staff in each of these areas?	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
a. Team skills.................................	1	2	3	4	5
b. HR technical skills.........................	1	2	3	4	5

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21. How *satisfied* are you with current HR professional/managerial staff in each of these areas?	Very Dissatis fied	Dissatis fied	Neutral	Satisfie d	Very Satisfie d
c. Business understanding	1	2	3	4	5
d. Interpersonal skills	1	2	3	4	5
e. Cross-functional experience	1	2	3	4	5
f. Consultation skills	1	2	3	4	5
g. Leadership/management.......................................	1	2	3	4	5
h. Global understanding...	1	2	3	4	5
i. Organization design	1	2	3	4	5
j. Strategic planning	1	2	3	4	5
k. Information technology	1	2	3	4	5
l. Change management..	1	2	3	4	5
m. Metrics development..	1	2	3	4	5
n. Data analysis and mining	1	2	3	4	5
o. Process execution and analysis............................	1	2	3	4	5

22. What percentage of your company-wide HR professional/ HR managerial staff possesses the necessary skill set for success in today's business environment? (Circle one response.)

1	2	3	4	5	6	7
None	**Almost None**	**Some**	**About Half**	**Most**	**Almost All**	**All**
0%	**1-20%**	**21-40%**	**41-60%**	**61-80%**	**81-99%**	**100%**

23. Please rate the activities on a scale of 1 to 10 or not applicable.
In view of what is needed by your company:

a. How well is the HR organization meeting needs in each of the areas below?

		Not Meeting Needs									All Needs Met	
A.	PROVIDING HR SERVICES	1	2	3	4	5	6	7	8	9	10	N/A
B.	PROVIDING CHANGE CONSULTING SERVICES	1	2	3	4	5	6	7	8	9	10	N/A
C.	BEING A BUSINESS PARTNER	1	2	3	4	5	6	7	8	9	10	N/A
D.	IMPROVING DECISIONS ABOUT HUMAN CAPITAL	1	2	3	4	5	6	7	8	9	10	N/A
E.	MANAGING OUTSOURCING	1	2	3	4	5	6	7	8	9	10	N/A
F.	OPERATING HR CENTERS OF EXCELLENCE	1	2	3	4	5	6	7	8	9	10	N/A
G.	OPERATING HR SHARED SERVICE UNITS	1	2	3	4	5	6	7	8	9	10	N/A
H.	HELPING TO DEVELOP BUSINESS STRATEGIES	1	2	3	4	5	6	7	8	9	10	N/A
I.	BEING AN EMPLOYEE ADVOCATE	1	2	3	4	5	6	7	8	9	10	N/A
J.	ANALYZING HR AND BUSINESS METRICS	1	2	3	4	5	6	7	8	9	10	N/A
K.	WORKING WITH THE CORPORATE BOARD	1	2	3	4	5	6	7	8	9	10	N/A
L.	OVERALL PERFORMANCE	1	2	3	4	5	6	7	8	9	10	N/A

24.   Please rate the activities on a scale of 1 to 10 or not applicable.

A.	PROVIDING HR SERVICES	1	2	3	4	5	6	7	8	9	10	N/A
B.	PROVIDING CHANGE CONSULTING SERVICES	1	2	3	4	5	6	7	8	9	10	N/A
C.	BEING A BUSINESS PARTNER	1	2	3	4	5	6	7	8	9	10	N/A
D.	IMPROVING DECISIONS ABOUT HUMAN CAPITAL	1	2	3	4	5	6	7	8	9	10	N/A

In view of what is needed by your company:

b. How *important* is it that HR does these well?

Not Important	**Very Important**

E.	MANAGING OUTSOURCING	1	2	3	4	5	6	7	8	9	10	N/A
F.	OPERATING HR CENTERS OF EXCELLENCE	1	2	3	4	5	6	7	8	9	10	N/A
G.	OPERATING HR SHARED SERVICE UNITS	1	2	3	4	5	6	7	8	9	10	N/A
H.	HELPING TO DEVELOP BUSINESS STRATEGIES	1	2	3	4	5	6	7	8	9	10	N/A
I.	BEING AN EMPLOYEE ADVOCATE	1	2	3	4	5	6	7	8	9	10	N/A
J.	ANALYZING HR AND BUSINESS METRICS	1	2	3	4	5	6	7	8	9	10	N/A
K.	WORKING WITH THE CORPORATE BOARD	1	2	3	4	5	6	7	8	9	10	N/A
L.	OVERALL PERFORMANCE	1	2	3	4	5	6	7	8	9	10	N/A

25. How has the recession impacted the following in your organization?	Greatly Decreased	Decreased	No Change	Increased	Greatly Increased
a. Power and status of HR function......................	1	2	3	4	5
b. Strategic role of HR function	1	2	3	4	5
c. Commitment to talent development	1	2	3	4	5
d. Focus on performance management	1	2	3	4	5
e. Quality of talent management decisions..........	1	2	3	4	5
f. Use of contract employees...............................	1	2	3	4	5
g. Use of temporary employees	1	2	3	4	5
h. Use of HR analytics and metrics	1	2	3	4	5
i. Quality of employees in HR function...............	1	2	3	4	5
j. Attractiveness of your company's brand as an employer...	1	2	3	4	5
k. Effectiveness of HR function............................	1	2	3	4	5
l. Willingness to try innovative HR practices	1	2	3	4	5
m. Use of short term HR system fixes...................	1	2	3	4	5
n. Commitment to treating people right..............	1	2	3	4	5
o. Percent of its time HR spends on administration..	1	2	3	4	5
p. Focus on HR practices that have shown tangible results	1	2	3	4	5

We would like to use the results of this study to compare views of HR to non-HR professionals. In order to match your responses to those of others in your company, we need to know the identity of the company you have answered for. If you give us the name, this information will be kept strictly confidential; your company name will never be publicly associated with any of the answers here.

Name of Hospital / Health system: _____

THANK YOU FOR YOUR TIME IN COMPLETING OUR SURVEY!

APPENDIX D: FUTURE OF HR SURVEY FOR THE NON-HR LEADER

Which of the following best describes the relationship between the Human Resource function and the business strategy of your corporation? (Please check one response)

- ❑ 1. Human Resource plays no role in business strategy **(if checked, go to QUESTION 2)**.

- ❑ 2. Human Resource is involved in implementing the business strategy.

- ❑ 3. Human Resource provides input to the business strategy and helps implement it once it has been developed.

- ❑ 4. Human Resource is a full partner in developing and implementing the business strategy.

ANSWER QUESTIONS 1a, ONLY IF YOU CHECKED 2, 3, OR 4 FOR QUESTION 1 above.

Please respond to the following questions by circling one number in each row.

1a. With respect to strategy, to what extent does the HR function…?	Little or No Extent	Some Extent	Moder ate Extent	Great Extent	Very Great Extent
a. Help identify or design strategy options	1	2	3	4	5
b. Help decide among the best strategy options	1	2	3	4	5
c. Help plan the implementation of strategy	1	2	3	4	5
d. Help identify new business opportunities................	1	2	3	4	5
e. Assess the organizations readiness to implement strategies	1	2	3	4	5
f. Help design the organization structure to implement strategy	1	2	3	4	5
g. Assess possible merger, acquisition or divestiture strategies	1	2	3	4	5
h. Work with the corporate board on business strategy	1	2	3	4	5

2. Regarding the skills and knowledge of your organization's current HR professional/ managerial staff:

How *satisfied* are you with current HR professional/ managerial staff in each of these areas?	Very Dissatis fied	Dissatis fied	Neut ral	Satisf ied	Very Satisfi ed
a. Team skills	1	2	3	4	5

How *satisfied* are you with current HR professional/ managerial staff in each of these areas?	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
b. HR technical skills...	1	2	3	4	5
c. Business understanding	1	2	3	4	5
d. Interpersonal skills	1	2	3	4	5
e. Cross-functional experience	1	2	3	4	5
f. Consultation skills	1	2	3	4	5
g. Leadership/ management.......................................	1	2	3	4	5
h. Global understanding..	1	2	3	4	5
i. Organization design	1	2	3	4	5
j. Strategic planning	1	2	3	4	5
k. Information technology	1	2	3	4	5
l. Change management	1	2	3	4	5
m. Metrics development..	1	2	3	4	5
n. Data analysis and mining	1	2	3	4	5
o. Process execution and analysis.............................	1	2	3	4	5

3. **What percentage of your company-wide professional/managerial HR staff possesses the necessary skill set for success in today's business environment? (Circle one response.)**

1	2	3	4	5	6	7
None	Almost None	Some	About Half	Most	Almost All	All
0%	1-20%	21-40%	41-60%	61-80%	81-99%	100%

		Little or No Extent	Some Extent	Moderate Extent	Great Extent	Very Great Extent
4.	**To what extent are these statements true about your organization?**					
a.	We excel at competing for and with talent where it matters most to our strategic success	1	2	3	4	5
b.	Business leaders' decisions that depend upon or affect human capital (e.g. layoffs, rewards, etc.) are as rigorous, logical and strategically relevant as their decisions about resources such as money, technology, and customers..................................	1	2	3	4	5
c.	HR leaders have a good understanding about where and why human capital makes the biggest difference in their business................	1	2	3	4	5
d.	Business leaders have a good understanding about where and why human capital makes the biggest difference in their business..........	1	2	3	4	5
e.	HR systems educate business leaders about their talent decisions	1	2	3	4	5
f.	HR adds value by insuring compliance with rules, laws, and guidelines	1	2	3	4	5

g. HR adds value by delivering high quality
   professional practices and services 1   2   3   4   5

h. HR adds value by improving talent decisions
   inside and outside the HR function 1   2   3   4   5

i. Business leaders understand and use sound
   principles when making decisions about:

    1. Motivation.. 1   2   3   4   5

    2. Development and learning 1   2   3   4   5

    3. Culture.. 1   2   3   4   5

    4. Organizational design 1   2   3   4   5

    5. Business strategy 1   2   3   4   5

    6. Finance 1   2   3   4   5

    7. Marketing 1   2   3   4   5

5. Please rate the activities on a scale of 1 to 10 by circling the appropriate number. If NOT APPLICABLE, circle N/A. In view of what is needed by your company:

a. How well is the HR organization meeting needs in each of the areas below?

		Not Meeting Needs									All Needs Met	
A.	**PROVIDING HR SERVICES**	1	2	3	4	5	6	7	8	9	10	N/A
B.	**PROVIDING CHANGE CONSULTING SERVICES**	1	2	3	4	5	6	7	8	9	10	N/A
C.	**BEING A BUSINESS PARTNER**	1	2	3	4	5	6	7	8	9	10	N/A
D.	**IMPROVING DECISIONS ABOUT HUMAN CAPITAL**	1	2	3	4	5	6	7	8	9	10	N/A

E.	MANAGING OUTSOURCING	1	2	3	4	5	6	7	8	9	10	N/A
F.	OPERATING HR CENTERS OF EXCELLENCE	1	2	3	4	5	6	7	8	9	10	N/A
G.	OPERATING HR SHARED SERVICE UNITS	1	2	3	4	5	6	7	8	9	10	N/A
H.	HELPING TO DEVELOP BUSINESS STRATEGIES	1	2	3	4	5	6	7	8	9	10	N/A
I.	BEING AN EMPLOYEE ADVOCATE	1	2	3	4	5	6	7	8	9	10	N/A
J.	ANALYZING HR AND BUSINESS METRICS	1	2	3	4	5	6	7	8	9	10	N/A
K.	WORKING WITH THE CORPORATE BOARD	1	2	3	4	5	6	7	8	9	10	N/A
L.	OVERALL PERFORMANCE	1	2	3	4	5	6	7	8	9	10	N/A

b. **How important is it that HR does these well?**

		Not Important									Very Important	
A.	PROVIDING HR SERVICES	1	2	3	4	5	6	7	8	9	10	N/A
B.	PROVIDING CHANGE CONSULTING SERVICES	1	2	3	4	5	6	7	8	9	10	N/A
C.	BEING A BUSINESS PARTNER	1	2	3	4	5	6	7	8	9	10	N/A
D.	IMPROVING DECISIONS ABOUT HUMAN CAPITAL	1	2	3	4	5	6	7	8	9	10	N/A
E.	MANAGING OUTSOURCING	1	2	3	4	5	6	7	8	9	10	N/A
F.	OPERATING HR CENTERS OF	1	2	3	4	5	6	7	8	9	10	N/A

	EXCELLENCE											
G.	**OPERATING HR SHARED SERVICE UNITS**	1	2	3	4	5	6	7	8	9	10	N/A
H.	**HELPING TO DEVELOP BUSINESS STRATEGIES**	1	2	3	4	5	6	7	8	9	10	N/A
I.	**BEING AN EMPLOYEE ADVOCATE**	1	2	3	4	5	6	7	8	9	10	N/A
J.	**ANALYZING HR AND BUSINESS METRICS**	1	2	3	4	5	6	7	8	9	10	N/A
K.	**WORKING WITH THE CORPORATE BOARD**	1	2	3	4	5	6	7	8	9	10	N/A
L.	**OVERALL PERFORMANCE**	1	2	3	4	5	6	7	8	9	10	N/A

6. How has the recession impacted the following in your organization?	**Greatly Decreased**	**Decreased**	**No Change**	**Increased**	**Greatly Increased**
1. Power and status of HR function…….	1	2	3	4	5
2. Strategic role of HR function ………….	1	2	3	4	5
3. Commitment to talent development…………………………………	1	2	3	4	5
4. Focus on performance management…………………………………	1	2	3	4	5
5. Quality of talent management decisions …………………………………	1	2	3	4	5
6. Use of contract employees…………….	1	2	3	4	5
7. Use of temporary employees …………	1	2	3	4	5
8. Use of HR analytics and metrics ……..	1	2	3	4	5
9. Quality of employees in HR function……………………………………	1	2	3	4	5

6. How has the recession impacted the following in your organization?	Greatly Decreased	Decreased	No Change	Increased	Greatly Increased
10. Attractiveness of your company's brand as an employer	1	2	3	4	5
11. Effectiveness of HR function.............	1	2	3	4	5
12. Willingness to try innovative HR practices..	1	2	3	4	5
13. Use of short term HR system fixes	1	2	3	4	5
14. Commitment to treating people right...	1	2	3	4	5
15. Percent of its time HR spends on administration	1	2	3	4	5
16. Focus on HR practices that have shown tangible results......................	1	2	3	4	5

7. **Where do you currently work (please select one):**

- ❑ 1. General Management
- ❑ 2. Production
- ❑ 3. Marketing / Sales
- ❑ 4. Finance / Accounting
- ❑ 5. Technical / Engineering
- ❑ 6. Other: _____

We would like to use the results of this study to compare views of HR to non-HR professionals. In order to match your responses to those of others in your company, we need to know the identity of the company you have answered for. If you give us the name, this information will be kept strictly confidential; your company name will never be publicly associated with any of the answers here.

Name of Company: _____

THANK YOU FOR YOUR TIME IN COMPLETING OUR SURVEY!

APPENDIX E: UHC LIST

Alabama

UAB Health System (UAB Hospital)
   Regional Medical Center Board
   Russell Medical Center
   UAB Medical West
**University of South Alabama
Health System**
   University of South Alabama
   Children's & Women's Hospital

Arizona

Banner - University Medical
Center Phoenix
**Banner - University Medical
Center Tucson**
   Banner - University Medical
   Center South
Maricopa County Special Health
Care District
Mayo Clinic in Arizona

Arkansas

**University of Arkansas for Medical
Sciences (UAMS) Medical Center**

California

Alameda Health System
Arrowhead Regional Medical Center/
County of San Bernardino
Cedars-Sinai Medical Center
City of Hope National Medical Center
Contra Costa Regional Medical Center
Keck Medical Center of USC
   USC Norris Cancer Center
Los Angeles County Health System:
   Harbor-UCLA Medical Center
   High Desert Health System
   LAC + USC Healthcare Network
   Olive View-UCLA Medical Center
   Rancho Los Amigos National
   Rehabilitation Center
Riverside County Regional
Medical Center
San Francisco General Hospital
   Laguna Honda Hospital and
   Rehabilitation Center
San Joaquin General Hospital
Santa Clara Valley Health &
Hospital System
Stanford Health Care
   Lucile Packard Children's
   Hospital Stanford
   ValleyCare Medical Center

UC Davis Medical Center
   Eastern Plumas Health Care
UC Irvine Medical Center
**UCLA Health System (Ronald Reagan
UCLA Medical Center)**
   Kern Medical Center
   Resnick Neuropsychiatric Hospital
   at UCLA
   Santa Monica UCLA Medical Center
   and Orthopaedic Hospital
UC San Diego Health System
UCSF Medical Center

Colorado

Denver Health
University of Colorado Hospital
   Medical Center of the Rockies
   Memorial Hospital Central
   National Jewish Health
   Poudre Valley Hospital

Connecticut

Stamford Hospital
**The University of Connecticut Health
Center, John Dempsey Hospital**
Yale-New Haven Hospital
   Bridgeport Hospital
   Greenwich Hospital

Delaware

Christiana Care Health System

District of Columbia

MedStar Georgetown University Hospital
   MedStar Washington Hospital Center
Howard University Hospital

Florida

Cleveland Clinic Florida
H. Lee Moffitt Cancer Center and
Research Institute
**Jackson Health System (Jackson
Memorial Hospital)**
Mayo Clinic in Florida
Shands HealthCare:
   UF Health Shands Hospital
   UF Health Jacksonville
Sylvester Comprehensive Cancer Center
Tampa General Hospital

Georgia

Emory Healthcare:
   Emory University Hospital

   Emory Johns Creek Hospital
   Emory St. Joseph's Hospital
   Emory University Hospital Midtown
Grady Health System
Georgia Regents Medical Center
   East Georgia Health Cooperative, Inc
Mayo Clinic Health System in Waycross, Inc.

Illinois

Alton Memorial Hospital
Cook County Health and Hospitals System
   John H. Stroger Hospital of
   Cook County
   Oak Forest Hospital of Cook County
   Provident Hospital of Cook County
Loyola University Medical Center
   Gottlieb Memorial Hospital
   RML Specialty Hospital
Northwestern Memorial Hospital
   Northwestern Lake Forest Hospital
   Northwestern Medicine Central
   DuPage Hospital
   Northwestern Medicine Delnor Hospital
Rush University Medical Center
   Rush-Copley Medical Center
   Rush Oak Park Hospital
University of Chicago Medicine
   La Rabida Children's Hospital &
   Research Center
**University of Illinois Hospital & Health
Sciences System**

Indiana

**Indiana University Health (IU Health
University Hospital, IU Health Methodist
Hospital, IU Health Saxony Hospital, and
Riley Hospital for Children at IU Health)**
   IU Health Arnett Hospital
   IU Health Ball Memorial Hospital
   IU Health Bedford Hospital
   IU Health Blackford Hospital
   IU Health Bloomington Hospital
   IU Health Goshen Hospital
   IU Health LaPorte Hospital
   IU Health North Hospital
   IU Health Paoli Hospital
   IU Health Starke Hospital
   IU Health Tipton Hospital
   IU Health West Hospital
   IU Health White Memorial Hospital
   Schneck Medical Center
Eskenazi Health

Principal members are in boldface; all others are general members.

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Iowa

Shenandoah Memorial Hospital
University of Iowa Hospitals and Clinics
  Iowa Specialty Hospital - Belmond
  Iowa Specialty Hospital - Clarion
  Keokuk County Health Center
  Marengo Memorial Hospital
  Van Buren County Hospital & Medical Clinics
  Waverly Health Center

Kansas

Saint Luke's South Hospital, Inc.
The University of Kansas Hospital Authority

Kentucky

University of Kentucky Hospital
  Harrison Memorial Hospital
  Rockcastle Hospital and Respiratory Care Center, Inc.
  St. Claire Regional Medical Center
University of Louisville Hospital

Louisiana

University Health Shreveport
  University Health Conway

Maine

Maine Medical Center

Maryland

Johns Hopkins Health System (The Johns Hopkins Hospital)
  Johns Hopkins Bayview Medical Center
MedStar Franklin Square Medical Center
MedStar Good Samaritan Hospital
MedStar Harbor Hospital
MedStar Montgomery Medical Center
MedStar Southern Maryland Hospital Center
MedStar St. Mary's Hospital
MedStar Union Memorial Hospital
University of Maryland Medical System (University of Maryland Medical Center)
  Mount Washington Pediatric Hospital
  UMMC Midtown Campus
  UM Baltimore Washington Medical Center
  UM Charles Regional Medical Center
  UM Harford Memorial Hospital
  UM Rehabilitation & Orthopaedic Institute
  UM Shore Medical Center at Chestertown
  UM Shore Medical Center at Dorchester
  UM Shore Medical Center at Easton
  UM Shore Regional Health
  UM St. Joseph Medical Center
  UM Upper Chesapeake Medical Center

Massachusetts

Baystate Health, Inc. (Baystate Medical Center)
  Baystate Franklin Medical Center
  Baystate Mary Lane Hospital
  Baystate Wing Hospital
Beth Israel Deaconess Medical Center
  Beth Israel Deaconess Hospital - Milton, Inc.
Boston Medical Center
Cambridge Health Alliance:
  The Cambridge Hospital
  Holyoke Medical Center
  Somerville Hospital
  Whidden Hospital
Lahey Hospital & Medical Center
  Northeast Hospitals Corporation
  Winchester Hospital
Partners HealthCare System, Inc.:
  Brigham and Women's Faulkner Hospital
  Brigham and Women's Hospital
  Dana-Farber Cancer Institute
  Emerson Hospital
  Hallmark Health System, Inc.
  Massachusetts General Hospital
  Nantucket Cottage Hospital
  Newton-Wellesley Hospital
  North Shore Medical Center
Steward Health Care System:
  Carney Hospital
  Good Samaritan Medical Center
  Holy Family Hospital
  Holy Family Hospital at Merrimack Valley
  Morton Hospital
  Nashoba Valley Medical Center
  Norwood Hospital
  Quincy Medical Center
  St. Anne's Hospital
  St. Elizabeth's Medical Center
Tufts Medical Center
UMass Memorial Health Care
  Clinton Hospital
  HealthAlliance Hospitals, Inc.
  Marlborough Hospital

Michigan

Beaumont Hospital - Farmington Hills
Beaumont Hospital - Royal Oak
  Beaumont Hospital - Grosse Pointe
  Beaumont Hospital - Troy
Beaumont Hospital - Dearborn
  Beaumont Hospital - Trenton
  Beaumont Hospital - Taylor
  Beaumont Hospital - Wayne
Hurley Medical Center
University of Michigan Hospitals & Health Centers
  MidMichigan Health

Minnesota

Hennepin County Medical Center
HealthPartners (Regions Hospital)
  Lakeview Health
Mayo Clinic in Rochester:
  Mayo Clinic Health System - Albert Lea
  Mayo Clinic Health System - Austin
  Mayo Clinic Health System - Fairmont
  Mayo Clinic Health System - Mankato
  Mayo Clinic Health System - Red Wing
University of Minnesota Medical Center, Fairview
  Fairview Lakes Medical Center
  Fairview Northland Medical Center
  Fairview Ridges Hospital
  Fairview Southdale Hospital
  Range Regional Health Services

Mississippi

University of Mississippi Medical Center
  University of Mississippi Medical Center Holmes County

Missouri

Barnes-Jewish Hospital
  Barnes-Jewish St. Peters Hospital
  Barnes-Jewish West County Hospital
  Boone Hospital Center
  Christian Hospital Northeast-Northwest
  Missouri Baptist Medical Center
  Missouri Baptist Sullivan Hospital
  Parkland Health Center
  Progress West Hospital
Saint Luke's Hospital of Kansas City
  Saint Luke's East Hospital
  Saint Luke's North Hospital - Barry Road
Truman Medical Center Hospital Hill
  Truman Medical Center Lakewood

University of Missouri Health Care
(University Hospital)
Capital Region Medical Center
MU Women's and Children's Hospital
Sullivan County Memorial Hospital

Nebraska
Nebraska Medicine - Nebraska Medical Center
Avera St. Anthony's Hospital
Nebraska Medicine - Bellevue
Nebraska Orthopaedic Hospital

Nevada
University Medical Center of Southern Nevada

New Hampshire
Dartmouth-Hitchcock Medical Center

New Jersey
Atlantic Health:
Chilton Medical Center
Morristown Medical Center
Overlook Hospital
Newton Medical Center
Robert Wood Johnson University Hospital
Robert Wood Johnson University Hospital at Hamilton
Robert Wood Johnson University Hospital at Rahway
University Hospital
Broadway House for Continuing Care
Meridian Health System

New Mexico
UNM Hospitals
Carrie Tingley Hospital
UNM Sandoval Regional Medical Center

New York
Albany Medical Center
Albany Medical Center South Clinical Campus
Champlain Valley Physicians Hospital
Montefiore Medical Center
Montefiore Mount Vernon Hospital
Montefiore New Rochelle Hospital
Nyack Hospital
White Plains Hospital
Mount Sinai Medical Center
New York City Health and Hospitals Corporation:
Coler-Goldwater Specialty Hospital & Nursing Facility

Coney Island Hospital
Cumberland Diagnostic & Treatment Center
Elmhurst Hospital Center
Henry J. Carter Specialty Hospital and Nursing Facility
Jacobi Medical Center
Lincoln Medical and Mental Health Center
Morrisania Diagnostic & Treatment Center
North Central Bronx Hospital
Queens Hospital Center
Sea View Rehabilitation Center and Home
Segundo Ruiz Belvis Diagnostic & Treatment Center
Woodhull Medical & Mental Health Center
New York Hospital Medical Center of Queens
New York Methodist Hospital
NewYork-Presbyterian Hospital:
Bassett Medical Center
New York Community Hospital
NewYork-Presbyterian Hospital-Columbia University Medical Center
NewYork-Presbyterian Hospital-Weill Cornell Center
NewYork-Presbyterian/Hudson Valley Hospital
NewYork-Presbyterian/Lawrence Hospital
North Shore-LIJ Health System:
Forest Hills Hospital
Franklin Hospital
Glen Cove Hospital
Huntington Hospital
Long Island Jewish Hospital
North Shore University Hospital
Plainview Hospital
Southside Hospital
Steven and Alexandra Cohen Children's Medical Center of New York
Syosset Hospital
The Zucker Hillside Hospital
NYU Langone Medical Center
Stony Brook University Hospital
Eastern Long Island Hospital
Long Island State Veteran's Home
Peconic Bay Medical Center
Roswell Park Cancer Institute
SUNY Downstate Medical Center/ University Hospital
University of Rochester Medical Center (Strong Memorial Hospital)
F.F. Thompson Health System

Highland Hospital
Upstate University Hospital
Upstate University Hospital at Community General
Winthrop-University Hospital

North Carolina
Duke University Health System (Duke University Hospital)
Duke Raleigh Hospital
Duke Regional Hospital
Vidant Health (Vidant Medical Center)
Outer Banks Hospital
Vidant Beaufort Hospital
Vidant Bertie Hospital
Vidant Chowan Hospital
Vidant Duplin Hospital
Vidant Edgecombe Hospital
Vidant Roanoke-Chowan Hospital
University of North Carolina Hospitals
Chatham Hospital
Rex Healthcare, Inc.
Wake Forest Baptist Health
Davie Medical Center
Lexington Memorial Hospital

Ohio
Cleveland Clinic
Ashtabula County Medical Center
Euclid Hospital
Fairview Hospital (OH)
Hillcrest Hospital
Lakewood Hospital
Lutheran Hospital
Marymount Hospital, Inc.
Medina Hospital
South Pointe Hospital
The MetroHealth System
University of Cincinnati Medical Center
Cincinnati Children's Hospital Medical Center
Daniel Drake Center for Post-Acute Care
UC Health - West Chester Hospital
University Hospitals Case Medical Center
Southwest General Health Center
St. John Medical Center
UH Bedford Medical Center
UH Conneaut Medical Center
UH Geauga Medical Center
UH Geneva Medical Center
UH Richmond Medical Center

Barnesville Hospital Association
Bucyrus Community Hospital
East Ohio Regional Hospital
Fayette County Memorial Hospital
Galion Community Hospital
Harrison Community Hospital
Madison Health
Mary Rutan Hospital
Mercer Health
Wilson Health
Wyandot Memorial Hospital

Oregon
Oregon Health & Science University
  Asante Health System:
    Rogue Valley Medical Center
    Three Rivers Community Hospital

Pennsylvania
The Children's Hospital of Philadelphia
Lehigh Valley Health Network
Penn State Hershey Medical Center
  St. Joseph Regional Health Network
Temple University Hospital, Inc.
  Jeanes Hospital
  Fox Chase Cancer Center
Thomas Jefferson University Hospital
  Bryn Mawr Hospital
  Lankenau Medical Center
  Methodist Hospital Division, TJUH, Inc.
  Paoli Hospital
  Riddle Memorial Hospital
University of Pennsylvania
Health System (Hospital of the
University of Pennsylvania)
  Lancaster General Health Penn
  Medicine at Rittenhouse
  Pennsylvania Hospital of UPHS
  Presbyterian Medical Center
  UPHS Chester County Hospital
UPMC Presbyterian Shadyside

Rhode Island
Rhode Island Hospital
  Bradley Hospital
  The Miriam Hospital
  Newport Health Care Corporation -
  NHCC

South Carolina
Greenville Health System (Greenville
Memorial Hospital)
  GHS Oconee Memorial Hospital
  Greer Memorial Hospital
  Hillcrest Memorial Hospital

  Laurens County Memorial Hospital
  North Greenville Hospital
  Patewood Memorial Hospital
Medical University of South Carolina
Palmetto Health
  Baptist Easley Hospital
  Kershaw Health

Tennessee
The University of Tennessee Medical
Center at Knoxville
Vanderbilt University Medical Center

Texas
Harris Health System
JPS Health Network
Memorial Hermann Hospital
  TIRR Memorial Hermann
The Methodist Hospital System
(Houston Methodist Hospital)
  Houston Methodist St. Catherine
  Hospital
  Houston Methodist St. John Hospital
  Houston Methodist Sugar
  Land Hospital
  Houston Methodist West Hospital
  Houston Methodist
  Willowbrook Hospital
  Houston Methodist San
  Jacinto Hospital
Parkland Health & Hospital System
St. Luke's Health System:
  St. Luke's Medical Center
  St. Luke's Hospital at The Vintage, LLC
  St. Luke's Lakeside Hospital
  St. Luke's Patients Medical Center
  St. Luke's Sugar Land Hospital
  St. Luke's The Woodlands Hospital
University Health System
University of Texas Medical Branch
(UTMB Health)
  The University of Texas MD
  Anderson Cancer Center
UT Southwestern Medical Center
University Hospitals - Zale Lipshy
and Clements
  University of Texas Health Northeast

Utah
University of Utah Hospitals and Clinics
  Gunnison Valley Hospital

Vermont
Brattleboro Retreat
The University of Vermont Medical
Center Inc.
  Central Vermont Medical Center

Virginia
Sentara Norfolk General Hospital
University of Virginia Health System
  UVA Culpeper Hospital UVA–
  HealthSouth
VCU Medical Center

Washington
Harborview Medical Center
UW Medical Center
  Seattle Cancer Care Alliance
  UW Medicine Northwest Hospital
  & Medical Center
  UW Medicine Valley Medical Center

West Virginia
Ohio Valley Medical Center
West Virginia University Hospitals, Inc.
  Berkeley Medical Center
  Jefferson Medical Center

Wisconsin
Froedtert & The Medical College of
Wisconsin
  Froedtert Health Community
  Memorial Hospital
  Froedtert Health St. Joseph's Hospital
Hudson Hospital & Clinics
Mayo Clinic Health System - Eau Claire
Mayo Clinic Health System -
Franciscan Healthcare
University of Wisconsin Hospital
and Clinics
  Aspirus Medford Hospital & Clinics
  Aspirus Riverview Hospital & Clinics
  Aspirus Wausau Hospital
  Divine Saviour Healthcare, Inc.
  Moundview Memorial
  Hospital & Clinics
Westfields Hospital

Wyoming
Ivinson Memorial Hospital

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