

## **ERC Quick Survey – The Role of HR**

This survey was conducted in January of 2007; **94** organizations participated.

### **Reporting Relationship – To whom does your top HR position Report?**

	<b>% Yes</b>
CEO/President	37%
Other	14%
CFO	13%
Reports to Multiple Positions	11%
Vice President Operations/Administration	10%
COO	7%
Owner	7%
Controller	1%
General Manager	1%

**Other:**

- Plant Leader
- Executive Director
- Director of Business Systems
- Materials Manager
- VP, HR
- Director of HR for the US
- Legal VP
- Director of Operations
- Director
- VP

### **Strategic Planning – What involvement does HR have in your organization's strategic planning activities? (Please check all that apply)**

	<b>% Yes</b>
Top HR executive works with management team to develop organization's plan	55%
Top HR executive develops HR's portion of the plan	32%
HR department contributes to the development of the HR portion of the plan	37%
HR department develops budget numbers	27%
HR department has no involvement in the development of the plan	15%

**The Human Resources Role** – What do you believe HR professionals need as tools and/or support to be recognized, and actively participate, in the strategic planning process? (Please check all that apply)

	2002	2003	2004	2005	2007
Comprehensive understanding of the organization's operations	88%	86%	91%	95%	93%
Understanding of the industry	64%	66%	46%	71%	73%
Financial Knowledge	57%	56%	65%	61%	76%
Minimum years of experience required	39%	42%	50%	51%	72%
College Degree	23%	29%	42%	41%	61%
HR Certification	7%	12%	16%	14%	25%
Other	N/A	N/A	1%	7%	10%

**Other:**

- Common sense
- Credibility
- Be a business partner- show value of HR
- Strategic Training
- Personal credibility
- Shift in value placed on HR input
- How HR impacts the Organization's strategic plan
- Diplomatic skills