

## TALENT LEADS THE WAY TO THE TOP TABLE FOR HR

Over the past year, City HR has witnessed an increase in the number of HR leaders taking their place at the top table, whether this be the Board or ExCom depending on the structure and domicile of the organisation concerned. The results of the City HR Benchmarking Survey in December 2016 evidenced this trend with 65% of participants (that represents 33 out of 51 respondents in banking and asset management) confirming that their Head of HR was on the Board or ExCom and 80% stating that they felt that the HR function had gained increased internal prominence.

Anecdotally, we are also hearing of colleagues who are being promoted in this regard. There are three potential reasons for this positive development according to Andrea Eccles, CEO of City HR.

*"The first is the rising importance of talent on the board agenda. According to recent research by the Chartered Global Management Accountants (CGMA) and Oracle, five out of nine key performance indicators relate to talent\*. Secondly, people issues have their tendrils in many aspect of corporate governance with nominations, succession planning, remuneration and diversity inclusion being constantly under the microscope. Thirdly, for financial sector firms there is a myriad of regulation to navigate on both the conduct and remuneration fronts. This has led to a rise in stock of the HR Director, as the leadership seeks interventions and metrics to support these issues".*

At the heart of senior management decision-making is the quest for evidence and this has led many organisations to consider the model of Evidence-Based Practice as published and advocated by Rousseau, Briner and Barends through their work at the Centre of Evidence-Based Management (CEBMA).

All of these issues are contained in City HR's recent free publication 'Measuring Up: People Analytics for City Employers' which was launched in June, with the keynote speech delivered by Professor Rob Briner. Please visit [www.cityhr.co.uk/bespokedownloads](http://www.cityhr.co.uk/bespokedownloads) (New: HR Metrics Guide) on home page to get your free copy.

*\*The CGMA's work is contained in Chapter 3, whilst analytics relating to Governance, Culture and Regulation can be found in Chapters 5, 6 and 7. The CEBMA summary visual on Evidence-Based Decision Making can be found on the inside back cover.*