



HR DIRECTORS CONSENSUS

THE SHAPE OF THE
HR DIRECTOR ROLE

2023 EDITION



HR DIRECTORS CONSENSUS

THE SHAPE OF THE HR DIRECTOR ROLE

2023 EDITION



Principal Connections – executive search
Part of Agilium Worldwide LLC

8 Claremont Road
Sandymount, Dublin 4
Ireland
+353 (0)1 703 88 88

Bridge Street
Headford, Galway
Ireland
+353 (0)93 34 440

85 Great Portland Street,
First Floor,
London, England
+44 208 089 7991

info@principalconnections.ie
www.principalconnections.ie
www.agiliumworldwide.com



Human Resource Management, n. [HRM or HR] is the strategic approach to the effective management of people in an organisation such that they help their business gain a competitive advantage. It is designed to maximise employee performance in service of an employer's strategic objectives.

CONTENTS

| | |
|-----------------------------------|----|
| Introduction | 04 |
| About Principal Connections | 05 |
| Human Resources Officers Practice | 05 |
| Methodology | 06 |
| Demographics | 07 |
| Research Findings | 08 |
| Summary | 25 |
| Consulting Team | 26 |

INTRODUCTION



At Principal Connections, we partner with many of Ireland's most senior HR Directors seeking to appoint the best leadership talent at home and from abroad. Moreover, such HR executives regularly refer to us in striving to achieve their own individual career goals.

In our view, the role of the HR Director is one of the most important functions for organisations worldwide. HR Directors and their teams lead the way in people-based decision making, taking the sentiment of an entire workforce and using it to help shape a destination workplace. By creating somewhere people want to work, HR Directors are propelling a virtuous circle where people are motivated to give their best, which leads to even higher quality talent being attracted to the organisation and contributing to its future. Furthermore, this leads to better products, services and a better customer experience, and of course more bottom-line revenues.

With this in mind, Principal Connections decided to undertake a research programme in November of 2022, to explore the current disposition of the HR Director functional role in Ireland. Building on the foundations of a similar study undertaken in 2020, the objective was to develop and provide a comprehensive post Covid understanding of what the role of HR Director now means in 2023, through capturing the views of those who understand it best.

We would like to thank the HR Director group who took time from their busy schedules to participate in this consensus. You have contributed to an area of knowledge which, in our view, has been under-researched in an Irish context.

We invite you to share this report with your HR colleagues and peers. If you would like to discuss any aspect of the report or indeed an upcoming business requirement or are considering a career move personally, we would be delighted to hear from you.

With warmest regards,

A handwritten signature in white ink that reads "Pat O'Donnell". The script is fluid and cursive.

Pat O'Donnell
Managing Partner

Principal Connections - executive search
Part of Agilium Worldwide Executive Search Group

ABOUT PRINCIPAL CONNECTIONS

Principal Connections is Ireland's premier retained executive search and board consulting firm with global reach. We offer five interrelated talent acquisition and advisory services to private, public, and not-for-profit organisations across Ireland which include:

- **Executive Search**
- **Advertised Selection**
- **Interim Management**
- **Non-Executive Directors / Chairs**
- **Leadership Consulting & Assessment**

Headquartered in Dublin, with offices also in London and Galway, Principal Connections partners with multinational corporations, Irish plcs, privately owned companies, commercial semi-states, public sector bodies and not-for-profit organisations in the identification, assessment, and appointment of senior, executive, CEO, and board leadership talent.

Principal Connections is part of Agilium Worldwide LLC, independently ranked one of the world's top global executive search organisations. Together with our colleagues across 55 offices in 30 countries, each year we complete thousands of assignments within most major industries and functional areas.

Most importantly, Principal Connections is Ireland's only executive search firm with an assignment success rate of 98.5%, an accolade independently affirmed by the award of "Best in Executive Recruitment" at the Chambers Ireland - InBUSINESS Magazine Recognition awards (Jan. 2021). We are also a founding member of the voluntary code of conduct for diversity for senior recruitment and executive search firms in Ireland and operate to the rigorous industry and government recognised code of professional practice and standards of excellence of the Association of Executive Search Consultants.

HUMAN RESOURCES OFFICERS PRACTICE

Principal Connections' Human Resources Officers Practice is a market leader in recruiting for HR C-suite appointments in Ireland.

We identify, assess and recruit CHRO's, CPO's, HRD's and HoHR's with the right professional experience, competencies, education and cultural DNA to lead in today's unprecedented business environment.

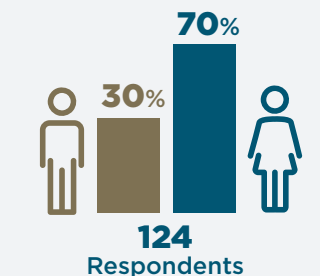
METHODOLOGY

Never have boards and executive teams relied on the calibre of their HR Directors as they do today. With this in mind, Principal Connections conducted a research programme between 27th October and 9th of December 2022, to investigate the current disposition of the HR Director functional role in Ireland. Our objective was to facilitate a comprehensive understanding of what the role of HR Director now means, through capturing the views of those who understand it best. Thank you to each of the 124 CHRO's, CPO's, HRD's, HR VP's and HoHR's who took the time to respond and inform this largely under-researched area.

The survey was conducted using an online survey methodology. Potential respondents were emailed directly by Principal Connections and invited to participate. In addition the survey was also distributed through social media. Within the email or post was an embedded survey link which brought respondents who agreed to participate directly to the survey. The survey was conducted in line with best practice as laid down by ESOMAR – the European Market Research Organisation and AIMRO – the Association of Irish Market Research Organisations. All individual responses are confidential and only aggregated responses are reported.

HUMAN RESOURCES
HUMAN RESOURCES MANAGEMENT HRD HR
HUMAN RESOURCES DIRECTOR CHIEF HUMAN RESOURCES OFFICER
CHRO CPO CHIEF PEOPLE OFFICER HRM
HEAD OF HUMAN RESOURCES HR DIRECTOR

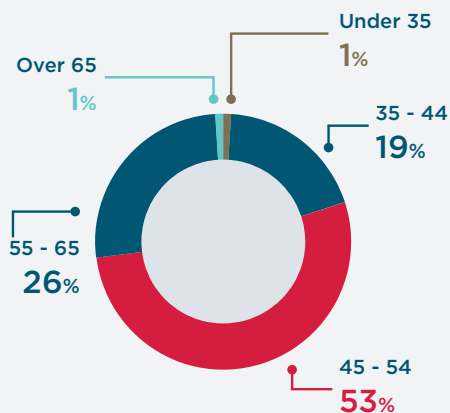
DEMOGRAPHICS



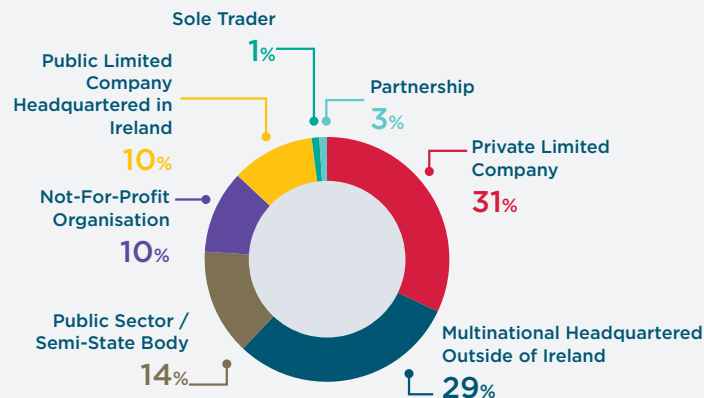
Q1. What is your gender?



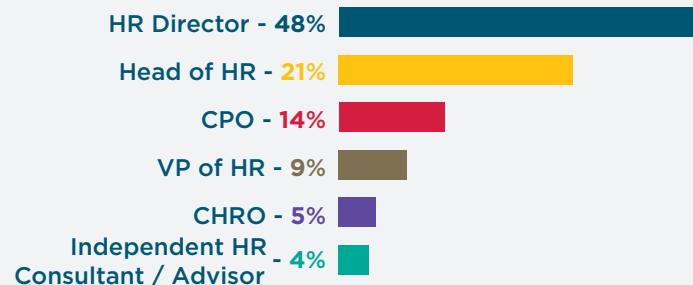
Q2. Where do you reside?



Q3. What is your age profile?



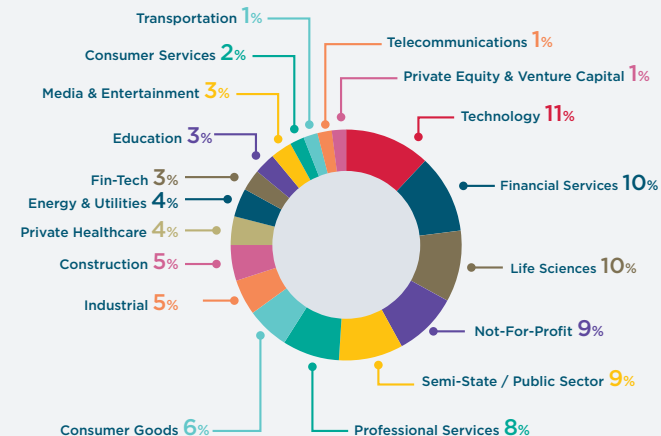
Q4. What is the legal structure of your organisation?



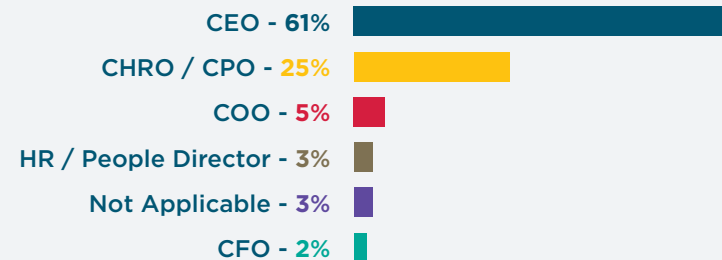
Q6. Which of the following best describes your functional job title?



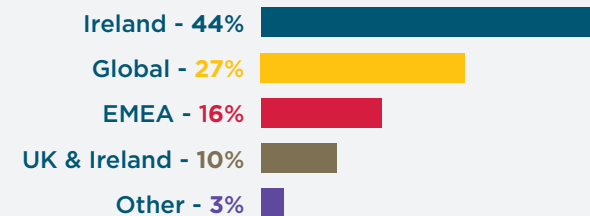
Q8. What is the reporting line of your role?



Q5. Which of the following best describes the industry your organisation belongs to?



Q7. Who do you formally report to?

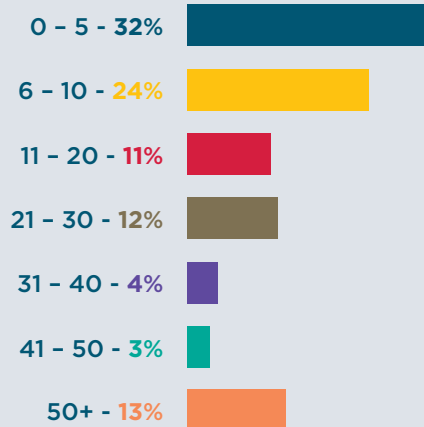


Q9. What is the geographical coverage of your role?

RESEARCH FINDINGS

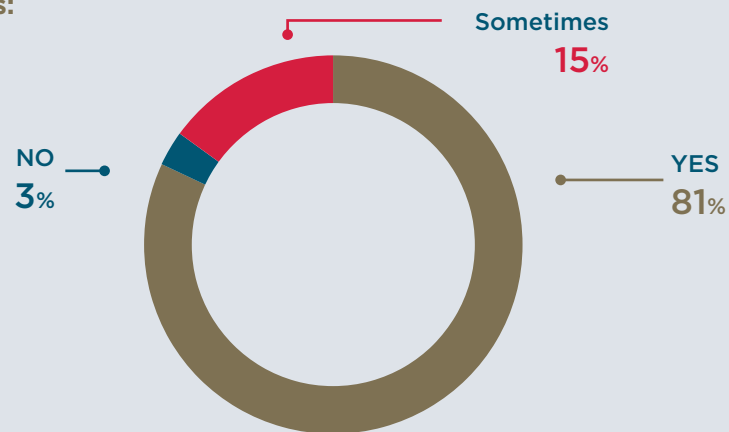
Q10. Describe the size of your HR team?

Responses:



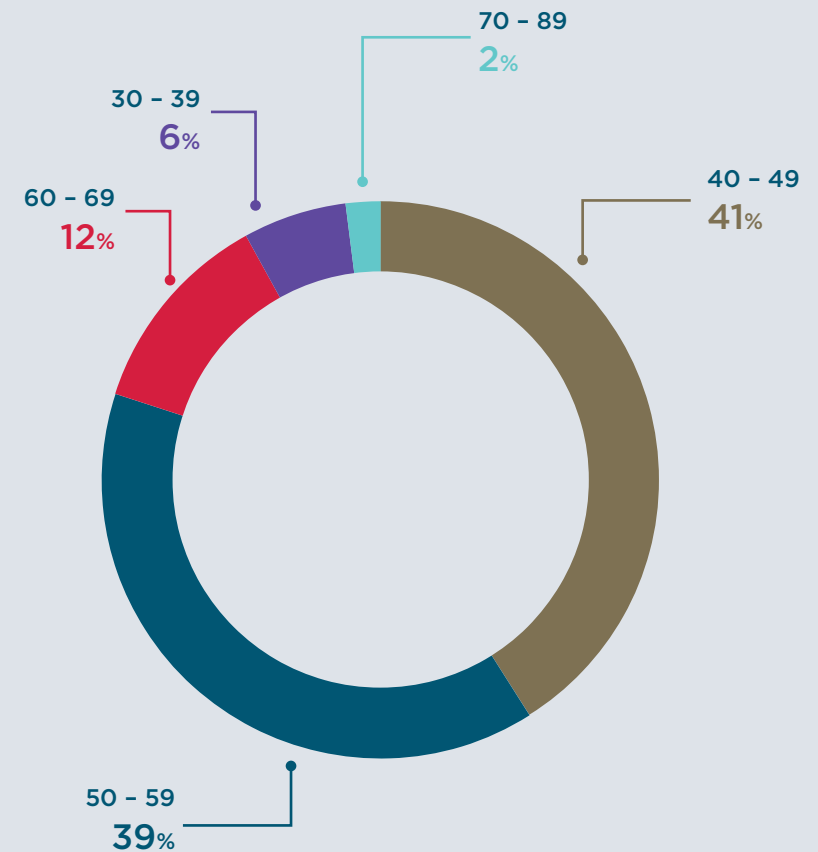
Q11. In general do you feel valued in your current role?

Responses:



Q12. How many hours on average do you work per week?

Responses:



RESEARCH FINDINGS

Q13. Should the post of HR Director be a formal member of the Board of Directors in your organisation?

Responses:



RESEARCH FINDINGS

Q14. Which of the following best describes the most valuable HR experience that you've gained during your career?

Top 3 Responses:



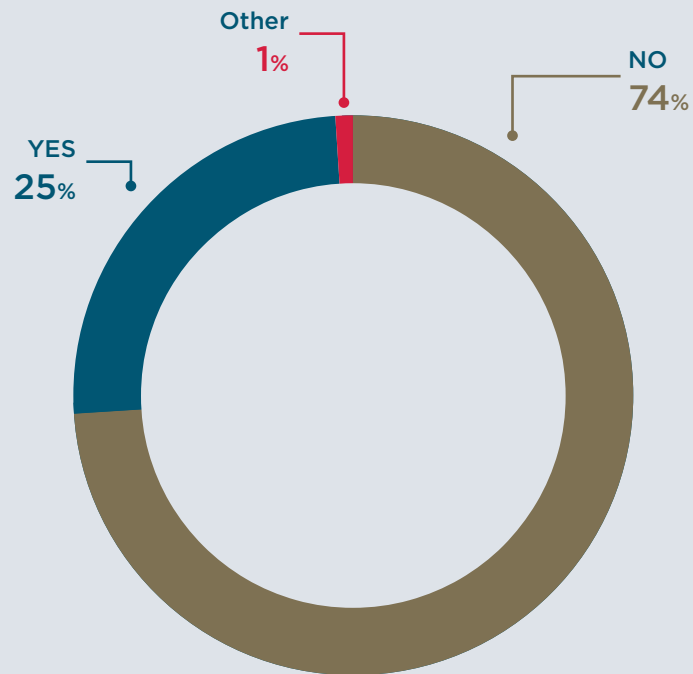
Other Findings:



RESEARCH FINDINGS

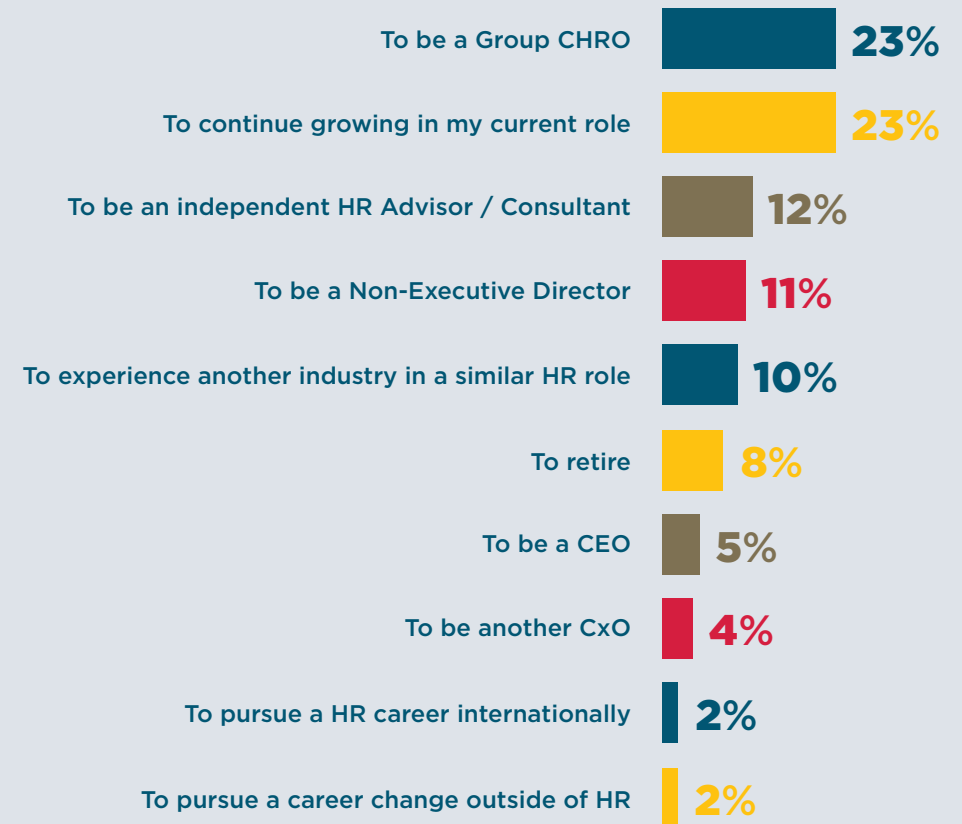
Q16. Is there a successor in your organisation 'ready now' to assume your role should you decide to leave?

Responses:



Q17. Which of the following options best describes your long term career ambition?

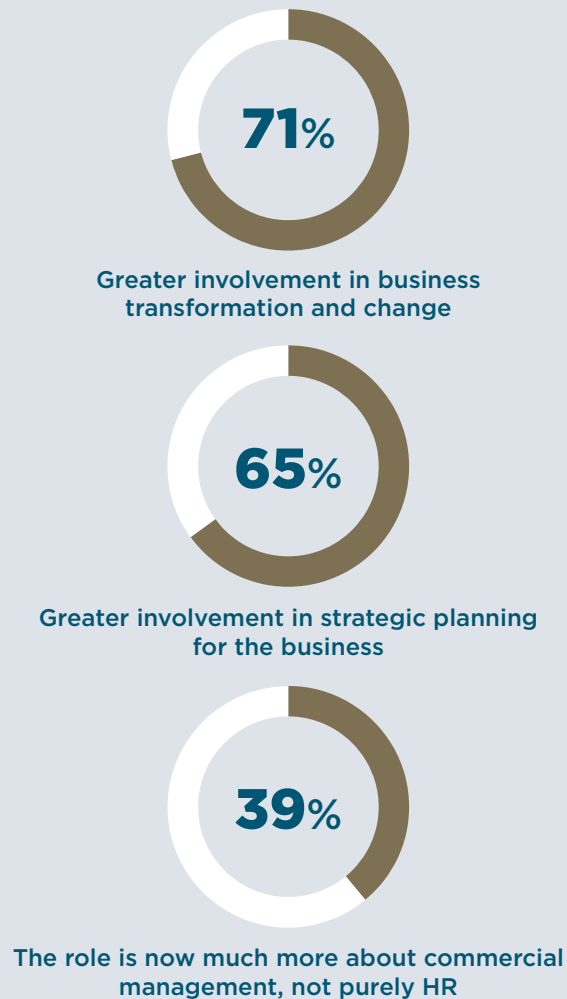
Responses:



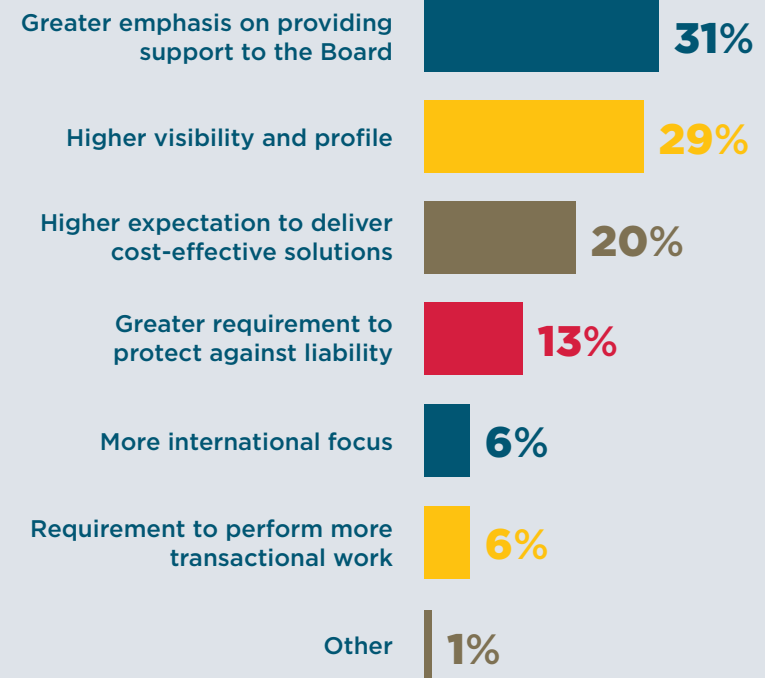
RESEARCH FINDINGS

Q18. In which ways has the role of HR Director changed most over the past 3 years?

Top 3 Responses:



Other Findings:



RESEARCH FINDINGS

Q19. What are your CEO's top expectations from you as HR Director?

Top 3 Responses:



Other Findings:



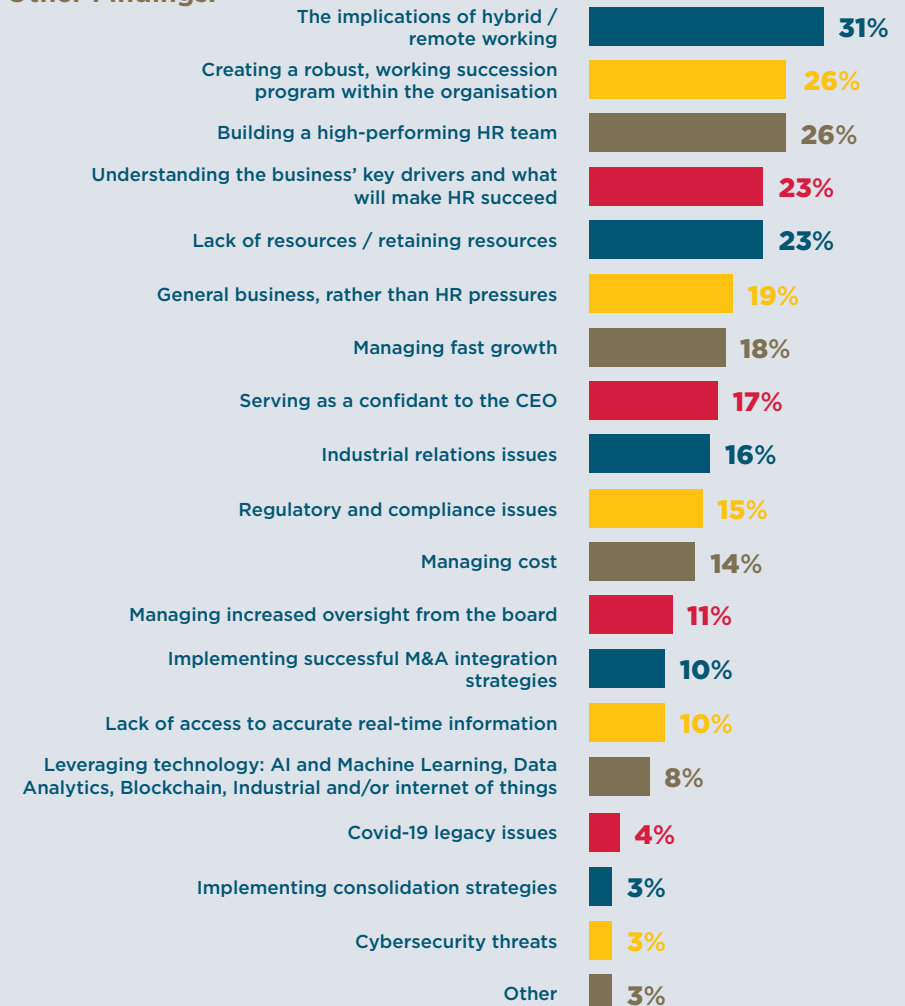
RESEARCH FINDINGS

Q20. What are the business issues most likely to keep you awake at night?

Top 3 Responses:



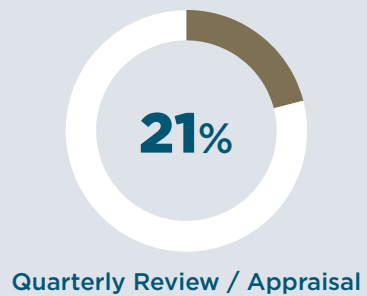
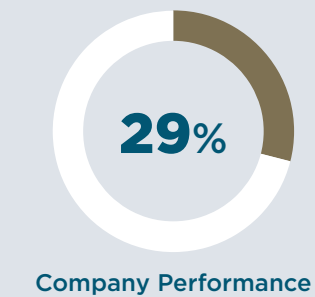
Other Findings:



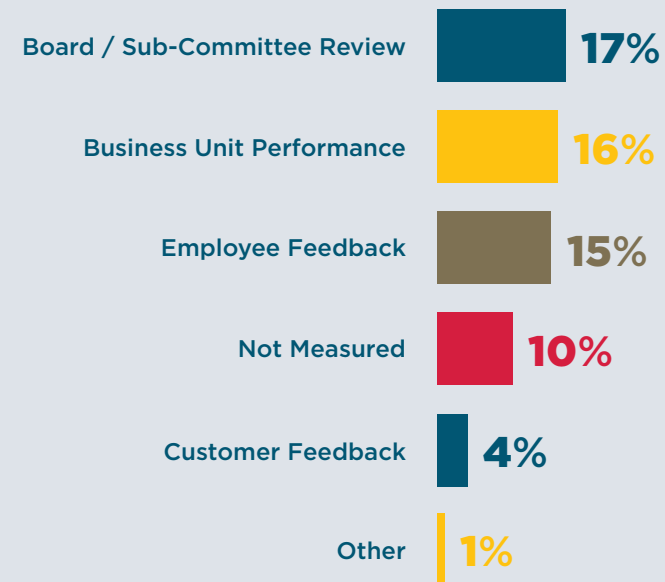
RESEARCH FINDINGS

Q21. How is your performance measured?

Top 3 Responses:



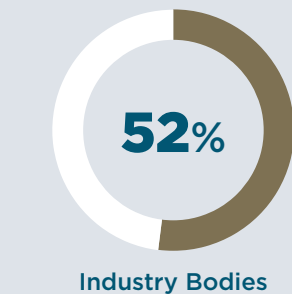
Other Findings:



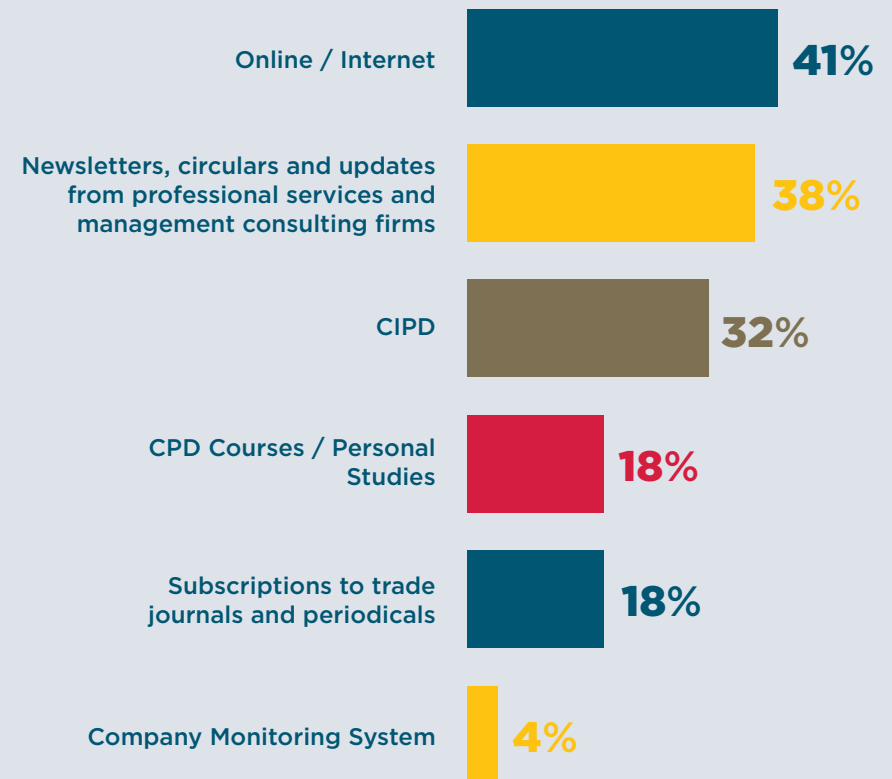
RESEARCH FINDINGS

Q22. How do you keep informed about developing trends?

Top 3 Responses:



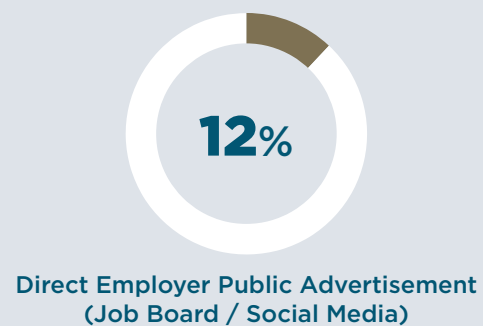
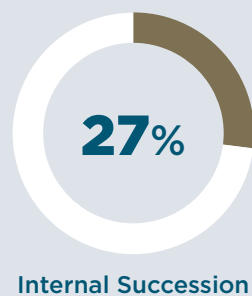
Other Findings:



RESEARCH FINDINGS

Q23. How did you secure your current HR Director position?

Top 3 Responses:



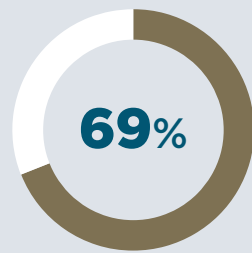
Other Findings:



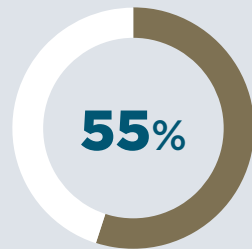
RESEARCH FINDINGS

Q24. Which of the following do you feel will be of most importance to you when considering your next HR role?

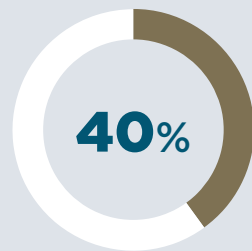
Top 3 Responses:



Culture & Values

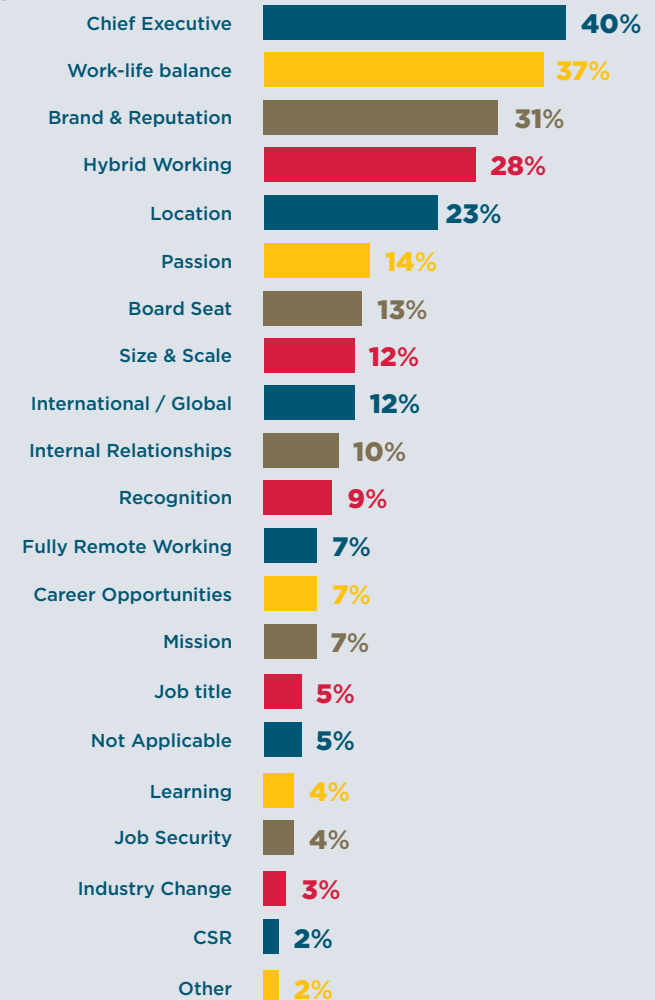


Opportunity to Impact



Remuneration

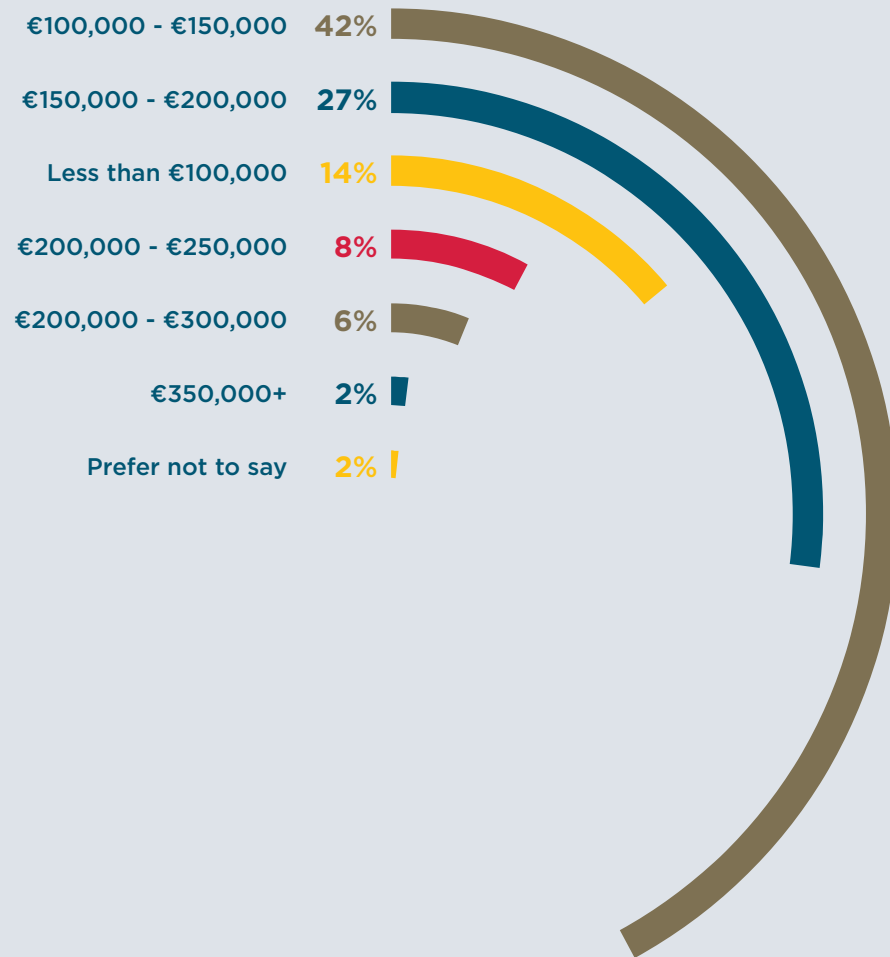
Other Findings:



RESEARCH FINDINGS

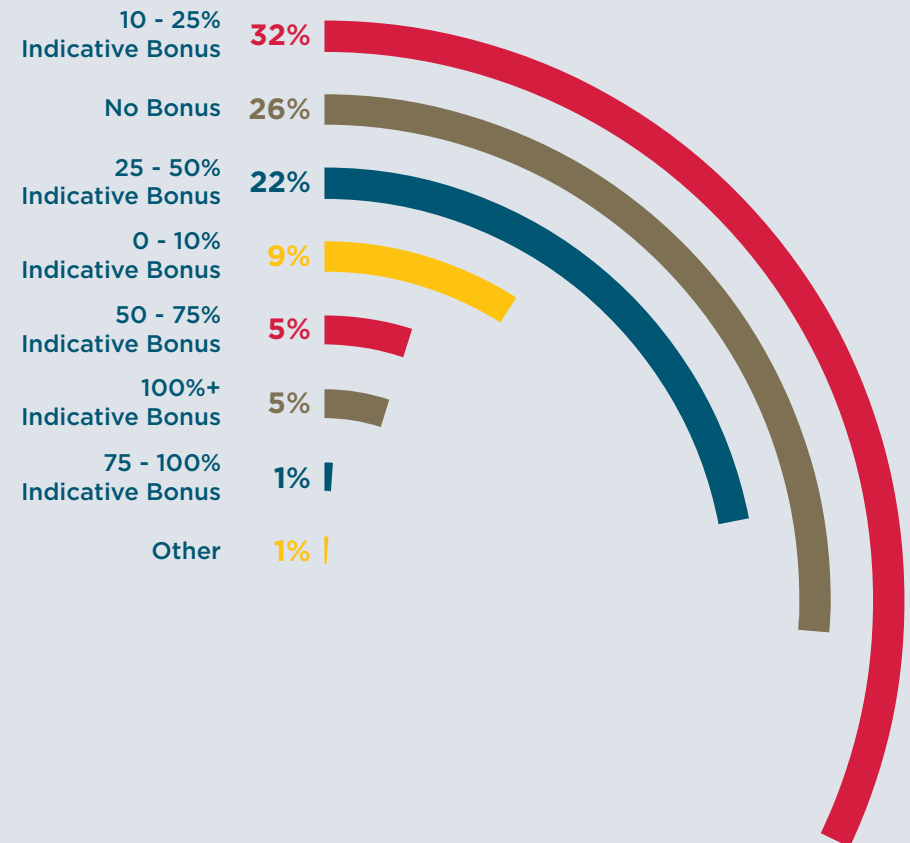
Q25. Which of the following best describes your fixed remuneration package?

Responses:



Q26. Which of the following most closely represents your actual / indicative bonus for 2022?

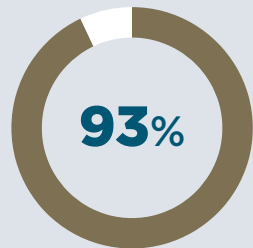
Responses:



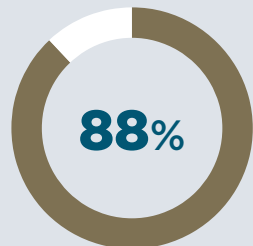
RESEARCH FINDINGS

Q27. Please select which of the below form part of your terms of employment?

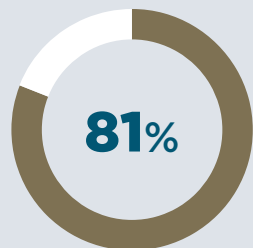
Top Benefit Responses:



Pension

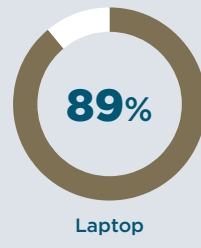


Death in Service Benefit

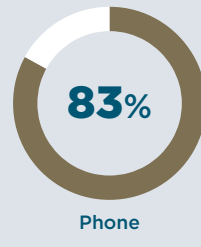


Illness / Sick Leave Benefit

Tools of the Job:

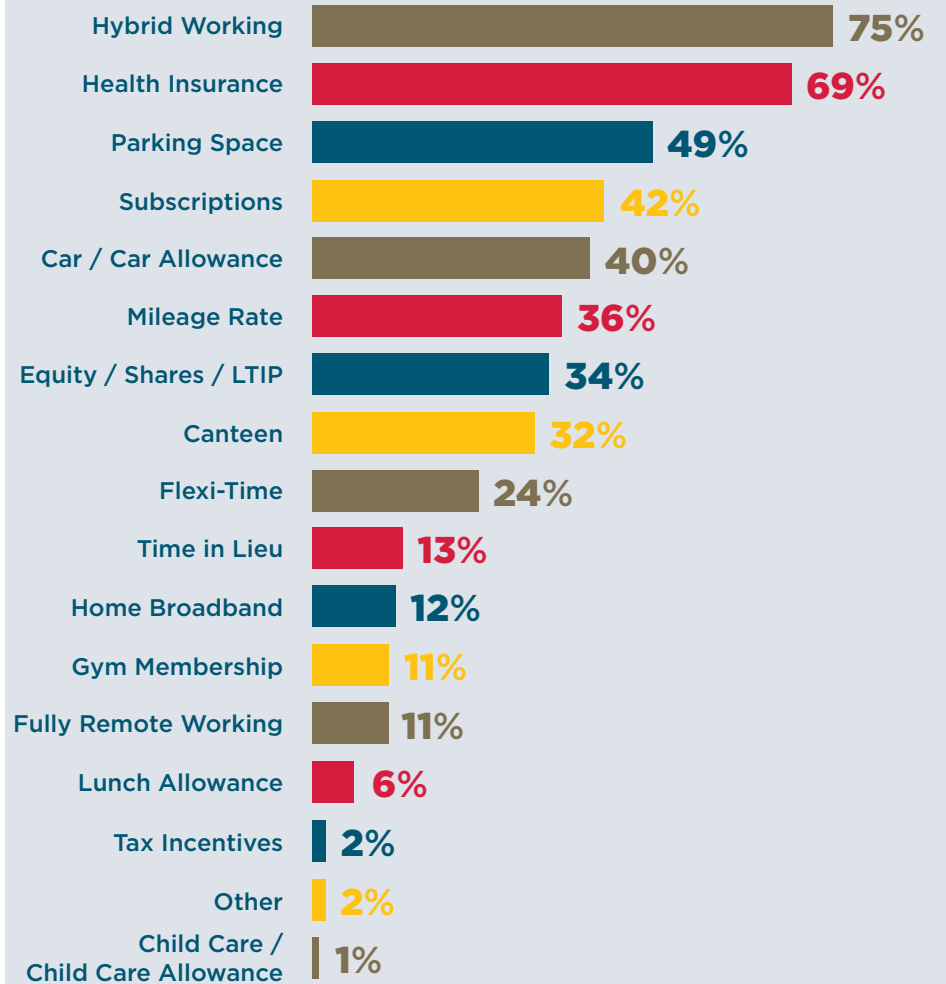


Laptop



Phone

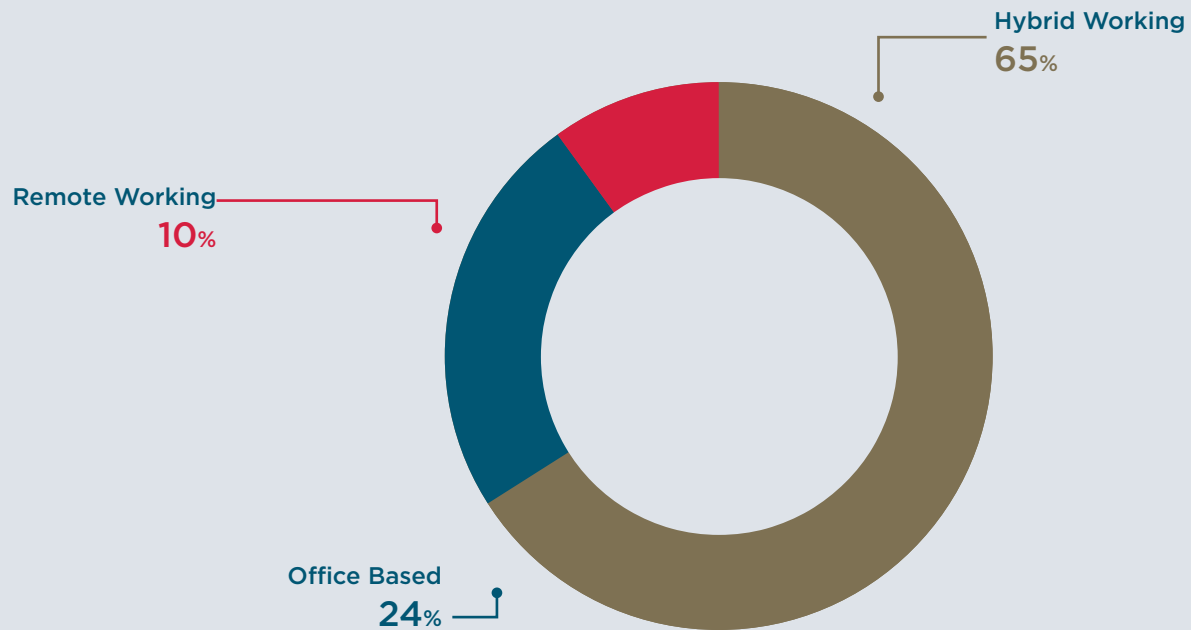
Other Findings:



RESEARCH FINDINGS

Q28. The following best represents my current working arrangement?

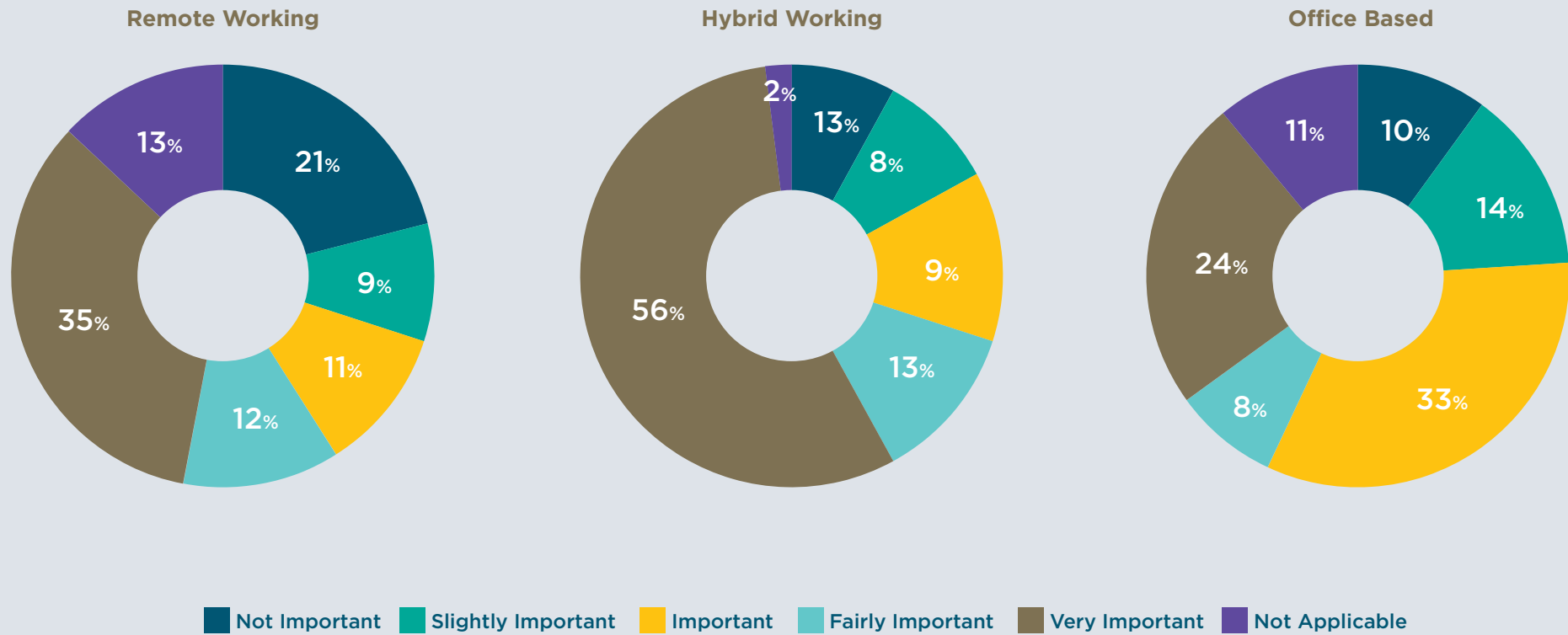
Responses:



RESEARCH FINDINGS

Q29. How important is your current working arrangements to you?

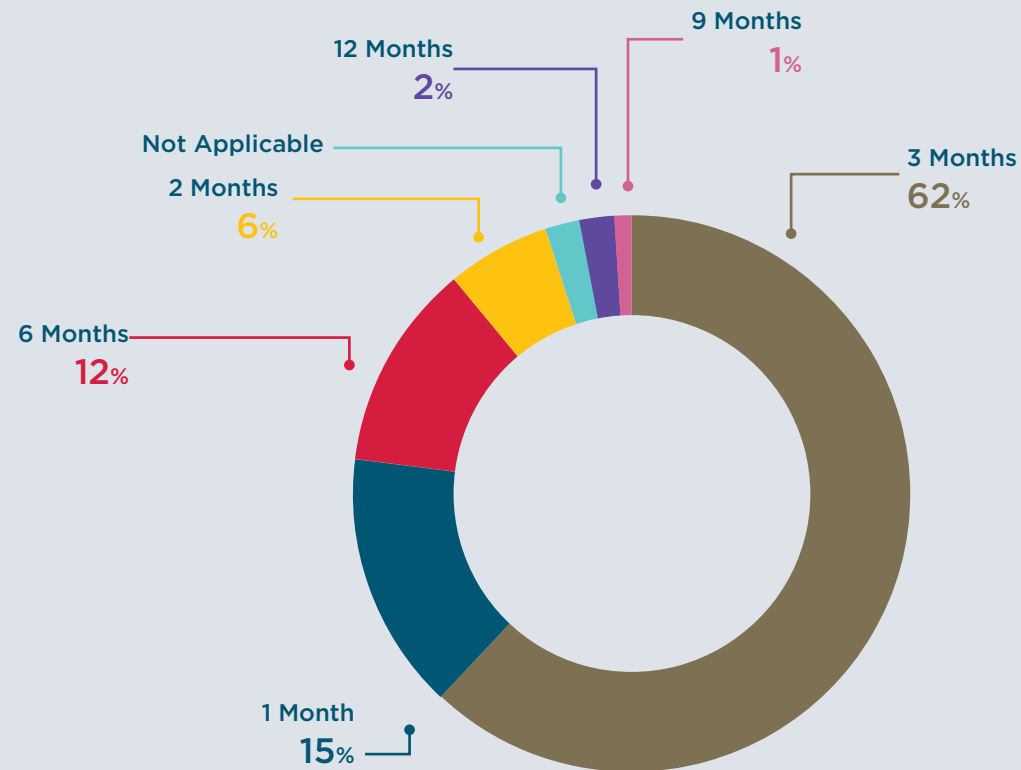
Responses:



RESEARCH FINDINGS

Q30. Please select which of the following reflects your notice period?

Responses:



IN SUMMARY

According to the findings of our study, the following conclusions can be drawn....

- **4 in 5** feel valued in their current role...
- **9 in 10** work more than an average of 39 hours each week...
- **3 in 10** are formal members of the board...
- **Transformation and change experience** is the most valuable career experience...
- **Leadership, Strategic Vision and Emotional Intelligence** are today's top competencies ...
- **1 in 4** feel there is a 'ready now' successor to assume their role...
- **To be a Group CHRO** represents the long-term career ambition of 1 in 4...
- **Greater involvement in business transformation and change** is how the role has changed most...
- **To act as a trusted advisor and strategic business partner** is a CEO's top expectation...
- **Employee engagement and retention** is most likely to keep one awake at night...
- **Annual Review** is the top method of measuring performance...
- **HR network / Peer groups** are the top method to keep informed about developing trends...
- **1 in 4** secured their current position through an executive search firm...
- **Culture and Values** is the foremost consideration when considering a new role...
- **2 in 5** have a fixed remuneration in excess of €150k...
- **3 in 10** expect to receive a bonus of between 10 - 25% for 2022...
- **Pension, Death in Service and Sick Leave** are the most common benefits received...
- **Hybrid Working** represents the working arrangement of 3 in 5...
- **Hybrid Working** is deemed very important by 1 in 2...
- **4 in 5** have a notice period of 3 months or longer...

CONTACT US

Principal Connections has the most successful team of management consultants in the executive search industry in Ireland. Over the years, our highly committed team has helped some of Ireland's biggest and best organisations find elite leaders to drive their agendas.

Our firm is uniquely configured to deliver informed advice as well as foresightful and practical solutions while adopting the most efficient and effective methodologies to achieve optimum outcomes for our clients.

We deliver solutions to organisations varying in size, structure and maturity. We do this across each of our distinct practice areas, whether private, public or not-for-profit, and draw on the deep expertise of more than 250 Consultants in 55 Cities and 30 Countries globally as Part of Agilium Worldwide LLC.



Pat O'Donnell
Managing Partner
pat@principalconnections.ie



Hilarie Geary
Chair
hilarie@principalconnections.ie



Paul Marshall
Practice Leader
paul@principalconnections.ie



Darren McCabe
Partner
darren@principalconnections.ie



Mark Middleton
Partner
mark@principalconnections.ie



Eilish Devine
Practice Leader
eilish@principalconnections.ie

VENTURE CAPITAL
BUSINESS SERVICES
TELECOMMUNICATIONS
INSURANCE
LIFE SCIENCES
CONSTRUCTION
INDUSTRIAL
PUBLIC SECTOR
CONSUMER
FINANCIAL SERVICES
MEDIA
NOT-FOR-PROFIT
TECHNOLOGY
EDUCATION
ENERGY
PRIVATE EQUITY
HEALTHCARE
TRANSPORTATION
AIRCRAFT LEASING
PROFESSIONAL SERVICES



Principal Connections – executive search
Part of Agilium Worldwide LLC

8 Claremont Road
Sandymount, Dublin 4
Ireland
+353 (0)1 703 88 88

Bridge Street
Headford, Galway
Ireland
+353 (0)93 34 440

85 Great Portland Street,
First Floor,
London, England
+44 208 089 7991

info@principalconnections.ie
www.principalconnections.ie
www.agiliumworldwide.com



Part of
 **AGILIUM
WORLDWIDE**
EXECUTIVE SEARCH GROUP

