

HR DIRECTORS CONSENSUS

THE SHAPE OF THE HR DIRECTOR ROLE

2024 EDITION



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Part of Agilium Worldwide LLC

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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 Executive Search | 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. In addition, we also regularly advise such HR Executives when striving to achieve their own individual career goals.

The HR Director has had a lot to contend with in recent years. Most notably, talent acquisition and management, managing diversity, supporting evolving working arrangements, embracing AI innovations and new legislation, all in the face of an ongoing parade of crises, from the COVID pandemic to social upheaval.

Building on the foundations of earlier studies conducted by Principal Connections, we decided to undertake a research programme in April 2024, to explore the current disposition of the HR Director functional role in Ireland. The objective was to develop and provide a comprehensive understanding of what the role of the HR Director now means through capturing the views of those who understand it best.

Our research explored a diverse range of topics including CEO expectations, functional challenges, succession, core competencies, HR sentiment and more. We also endeavoured to focus on remuneration including fixed pay, benefits and bonus entitlements together with notice periods on resignation.

We would like to thank the HR Director group who took the time to participate in this consensus. Such important studies are only possible when individuals like you willingly contribute.

We invite you to share this report with your colleagues and connections. 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 signature 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 Cork, 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 in recent years. 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 EXECUTIVE SEARCH

Principal Connections 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.

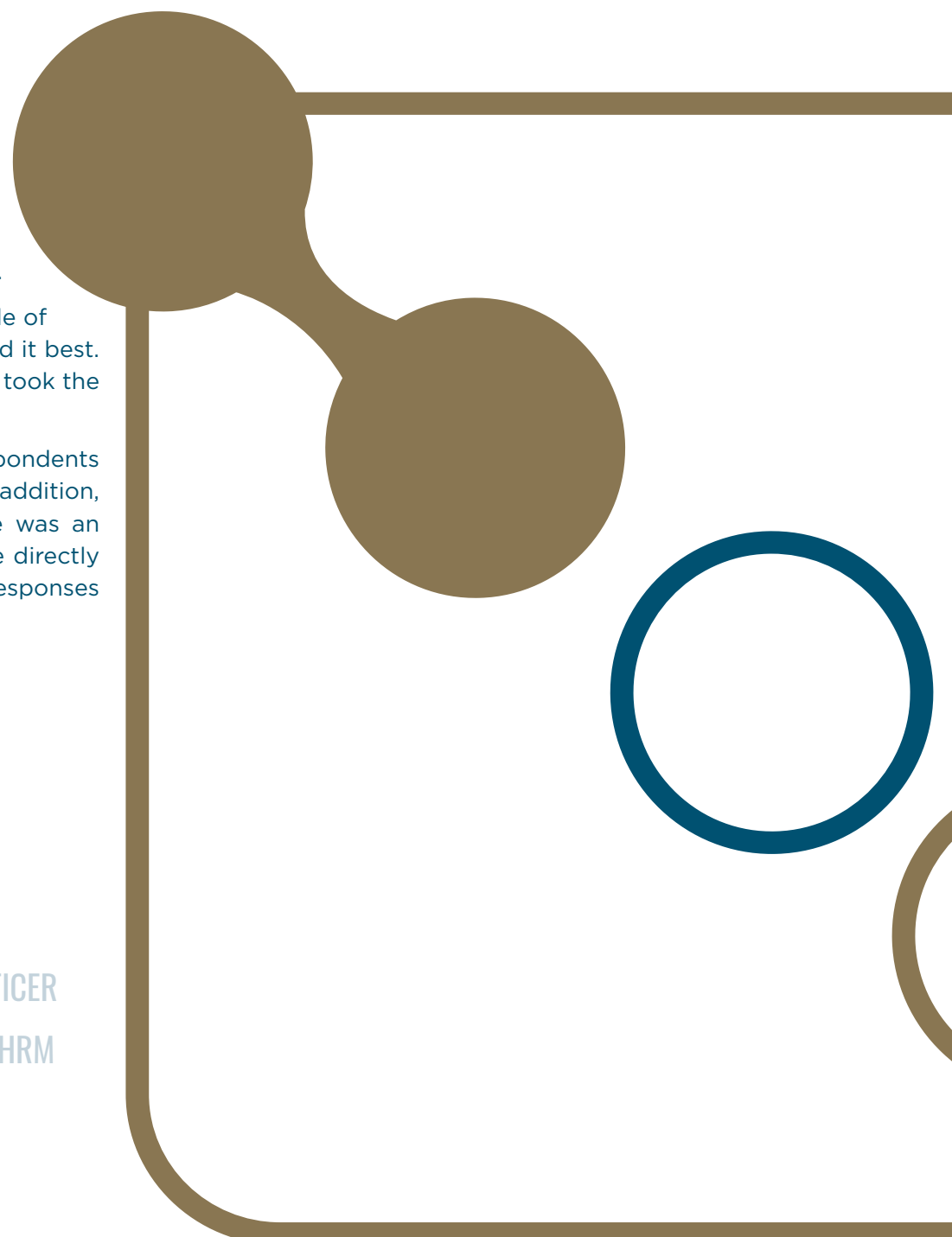
METHODOLOGY

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 19th April and 13th of May 2024, to investigate the current disposition of the HR Director functional role in Ireland.

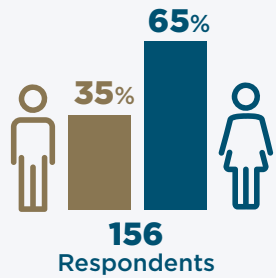
Our objective was to facilitate a comprehensive understanding of what the role of HR Director now means, through capturing the views of those who understand it best. Thank you to each of the 156 CHRO's, CPO's, HRD's, HR VP's and HoHR's who took the time to respond and inform this important research study.

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 message was an embedded survey link which brought respondents who agreed to participate directly to the survey. 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



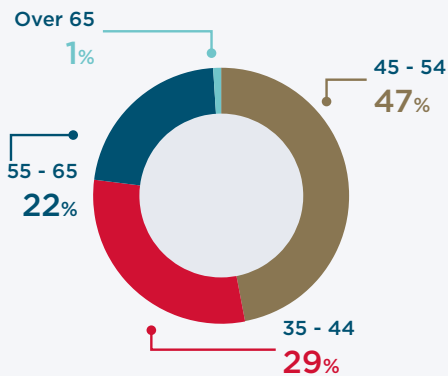
DEMOGRAPHICS



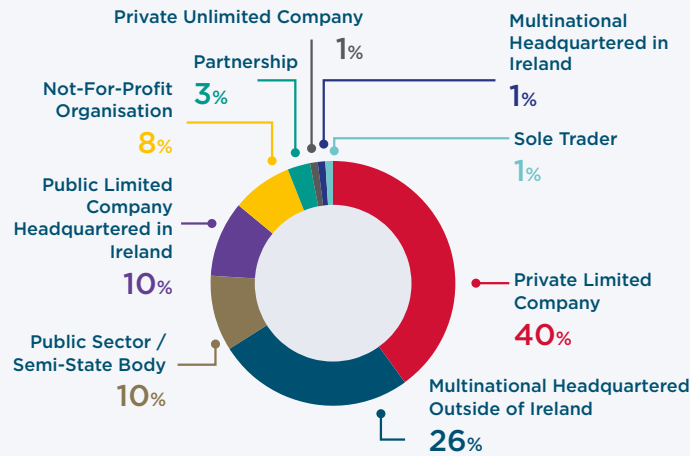
Q1. What is your gender?



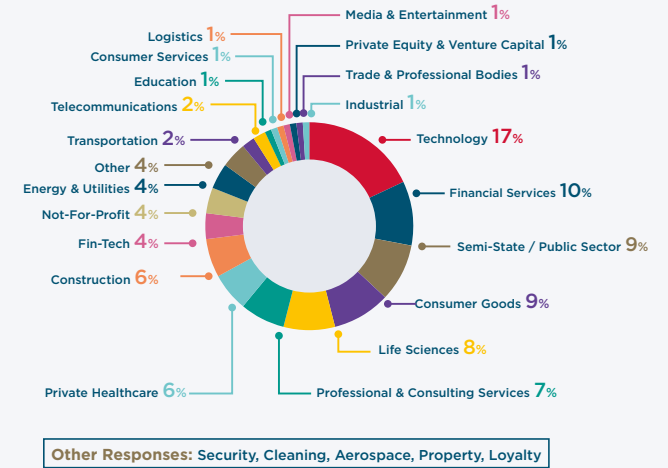
Q2. Where do you reside?



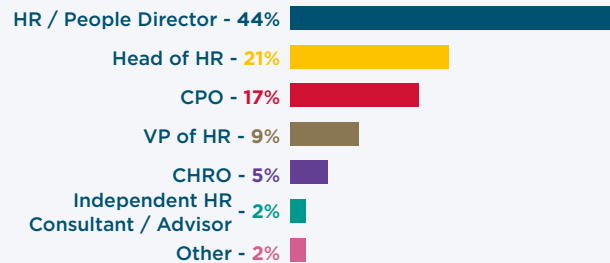
Q3. What is your age profile?



Q4. What is the legal structure of your organisation?

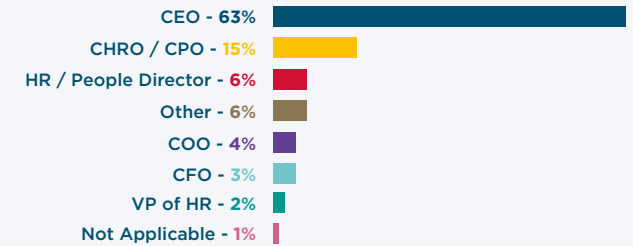


Q5. Which of the following best describes the industry your organisation belongs to?



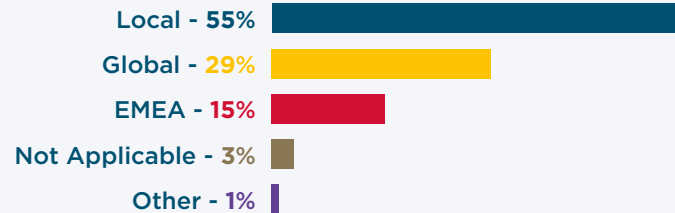
Other Responses: COO, Group Head of, Head of Executive TA

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



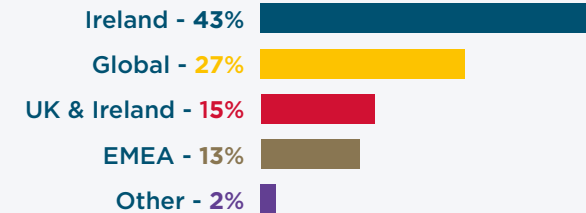
Other Responses: Local Organisational President and Global VP HR, VP HR BP's, Partner, Director of Services, Chair, Plant Manager, dotted line to Global VP HR US, President of the Division, Managing Partner, CCO

Q7. Who do you formally report to?



Other Responses: Local & Global, Global, EMEA & APAC

Q8. What is the reporting line of your role?



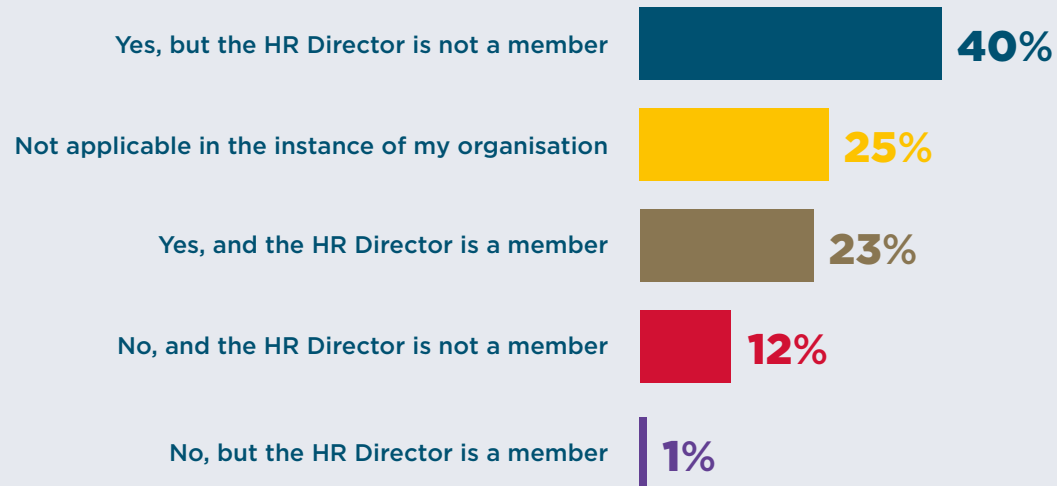
Other Responses: Ireland & Lead of Global HR Leadership Council, EMEA & APAC, Ireland, United Kingdom & United States

Q9. What is the geographical coverage of your role?

RESEARCH FINDINGS

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

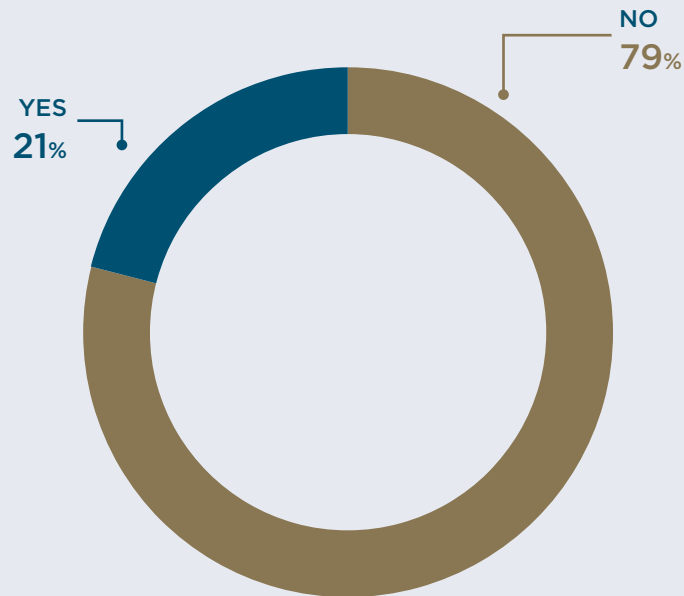
Responses:



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?

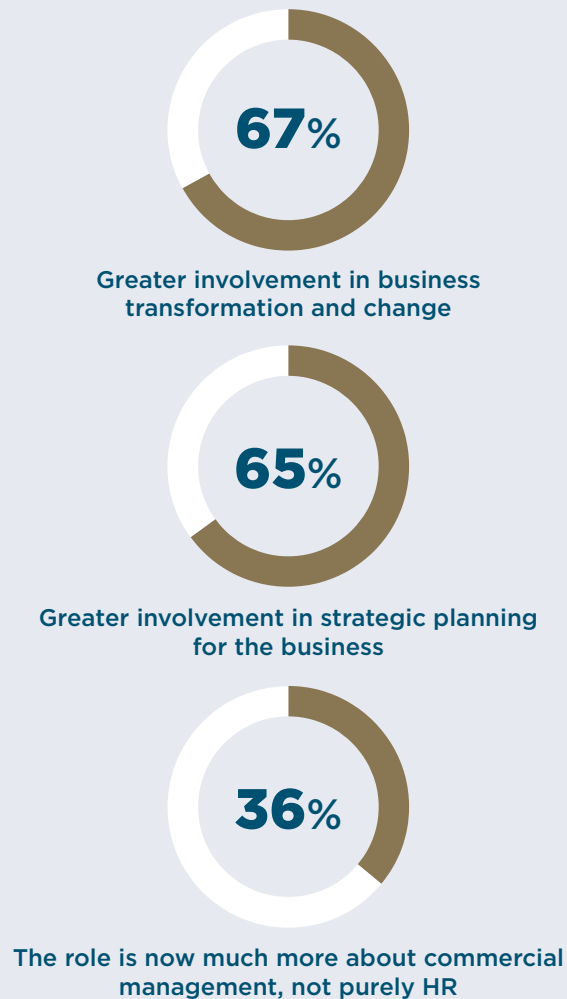
Responses:



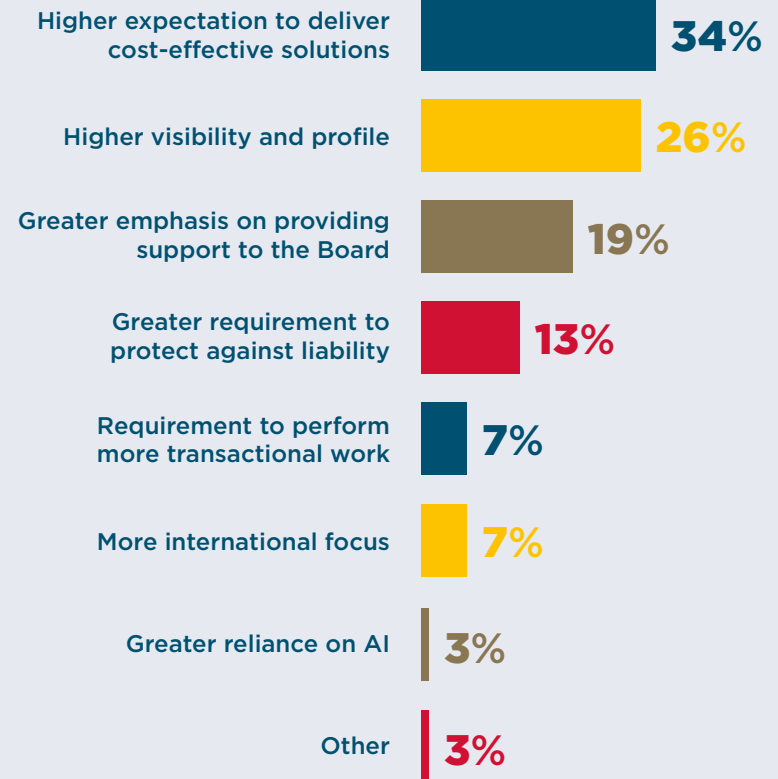
RESEARCH FINDINGS

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

Top 3 Responses:



Other Findings:



Other Responses:

- The role now has a wider remit, Adapt to all the legal and compliance changes, Recruitment, Managing crisis

RESEARCH FINDINGS

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

Top 3 Responses:



Other Findings:



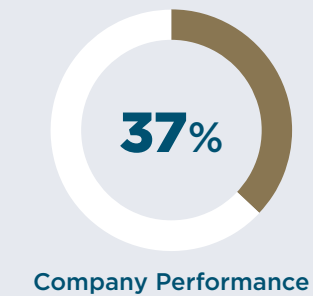
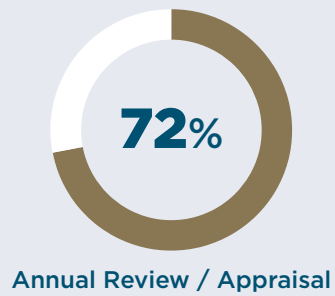
Other Responses:

- Building a high performing executive and next level team, Lack of involvement at early stages of business decisions in which HR can and should assist, Future Workforce Planning

RESEARCH FINDINGS

Q21. How is your performance measured?

Top 3 Responses:



Other Findings:



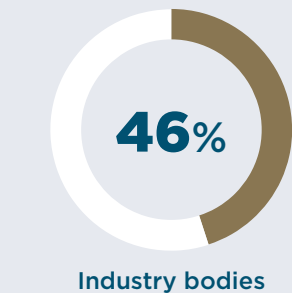
Other Responses:

- Bi-Annual Review / Appraisal, Monthly one-to-one meetings with the CEO

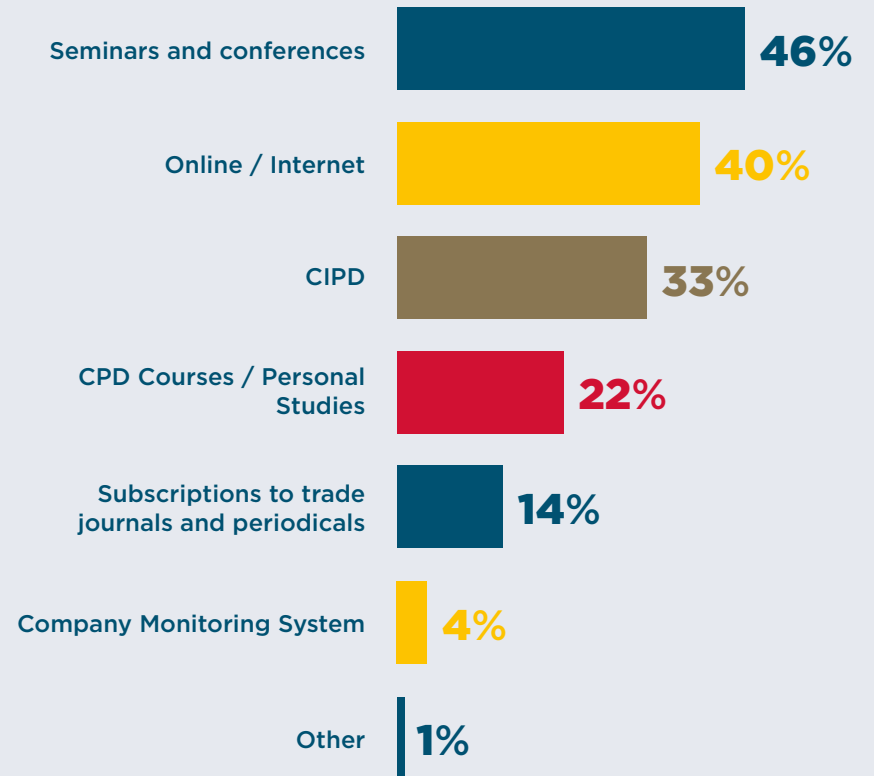
RESEARCH FINDINGS

Q22. How do you keep informed about developing trends?

Top 3 Responses:



Other Findings:



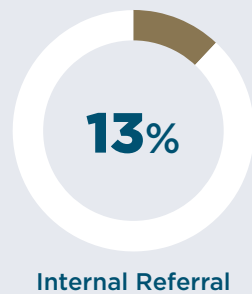
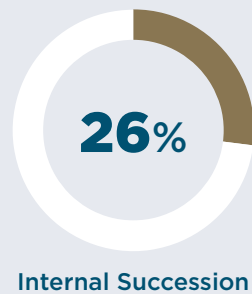
Other Responses:

- Podcasts are also a good source

RESEARCH FINDINGS

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

Top 3 Responses:



Other Findings:



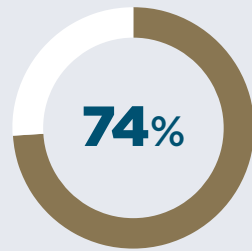
Other Responses:

- Consultant to Employee, Involved in the acquisition and asked to stay on

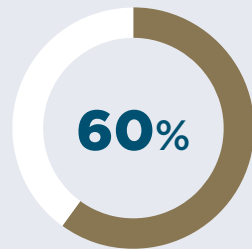
RESEARCH FINDINGS

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

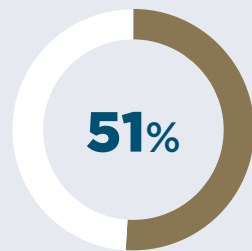
Top 3 Responses:



Culture & Values

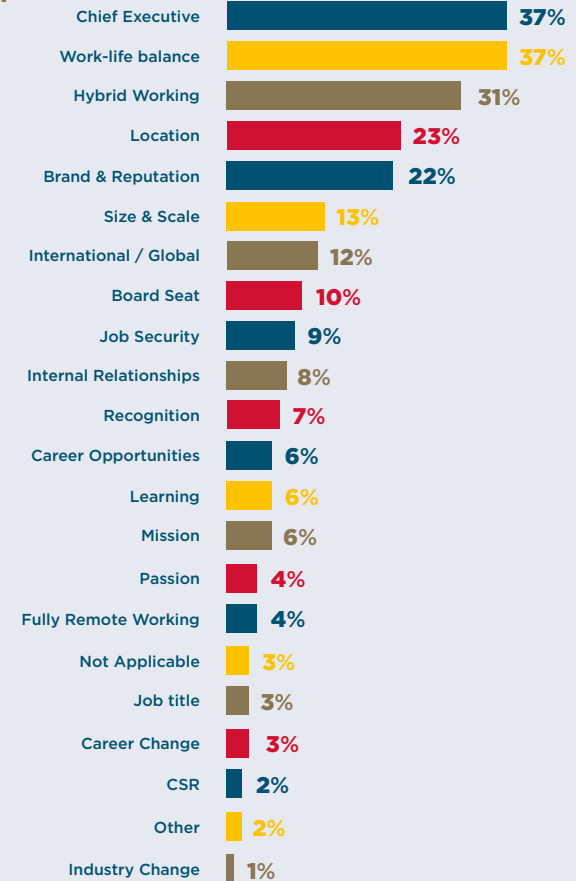


Opportunity to Impact



Remuneration

Other Findings:



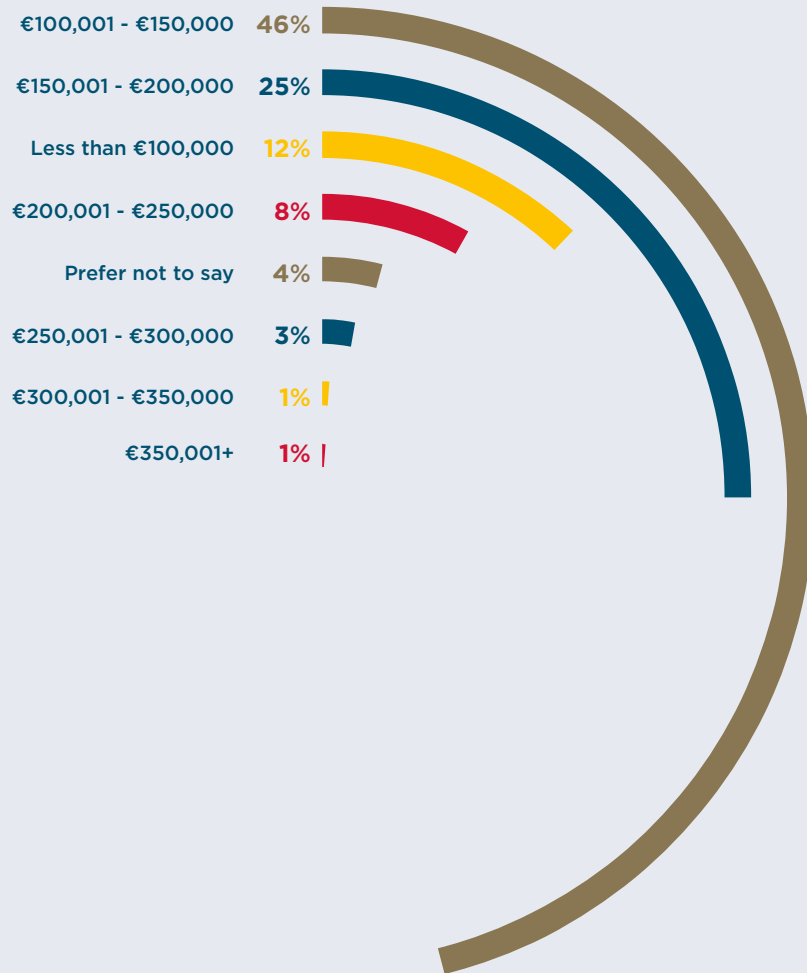
Other Responses:

- Financial stability and strength of business growth plans of company, Leadership Capability, Report to the CEO

RESEARCH FINDINGS

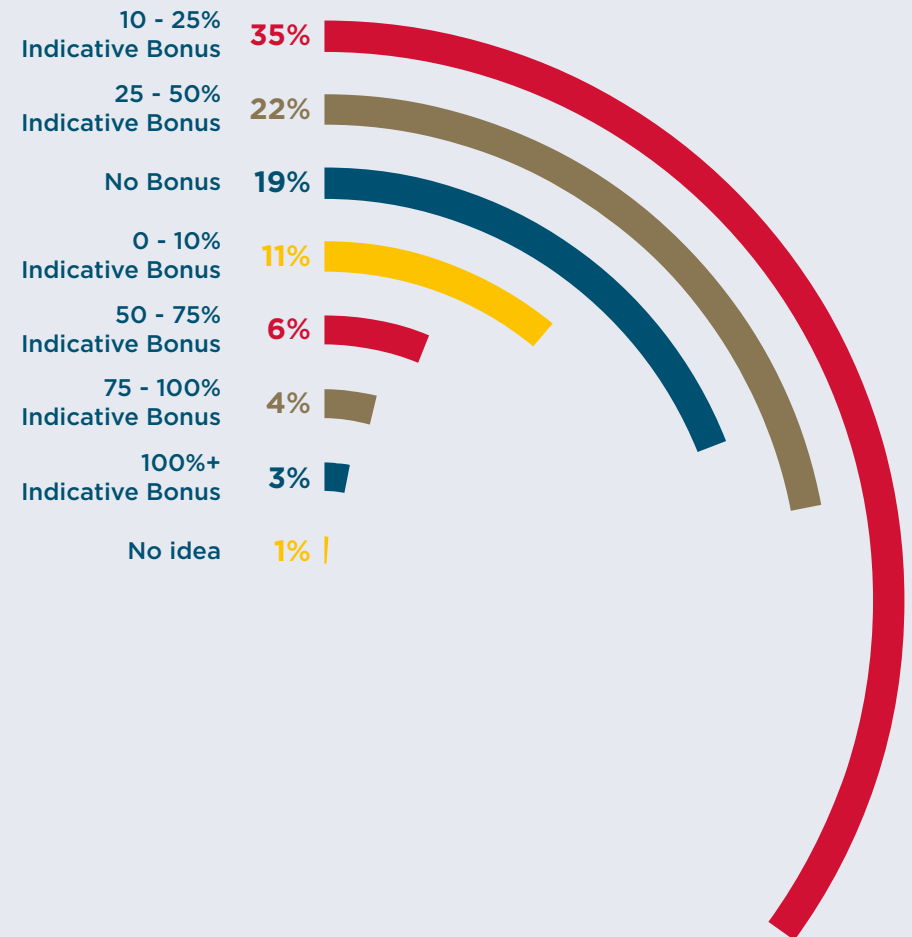
Q25. Which of the following best describes your fixed remuneration package?

Responses:



Q26. Which of the following most closely represents your actual / indicative bonus for 2024?

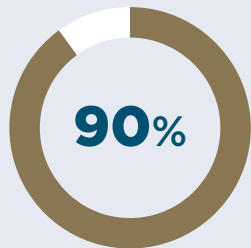
Responses:



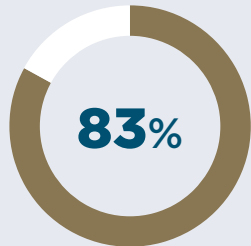
RESEARCH FINDINGS

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

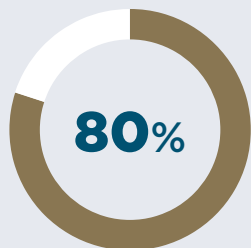
Top Benefit Responses:



Pension

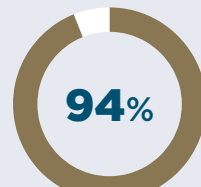


Death in Service Benefit

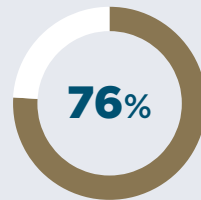


Illness / Sick Leave Benefit

Tools of the Job:

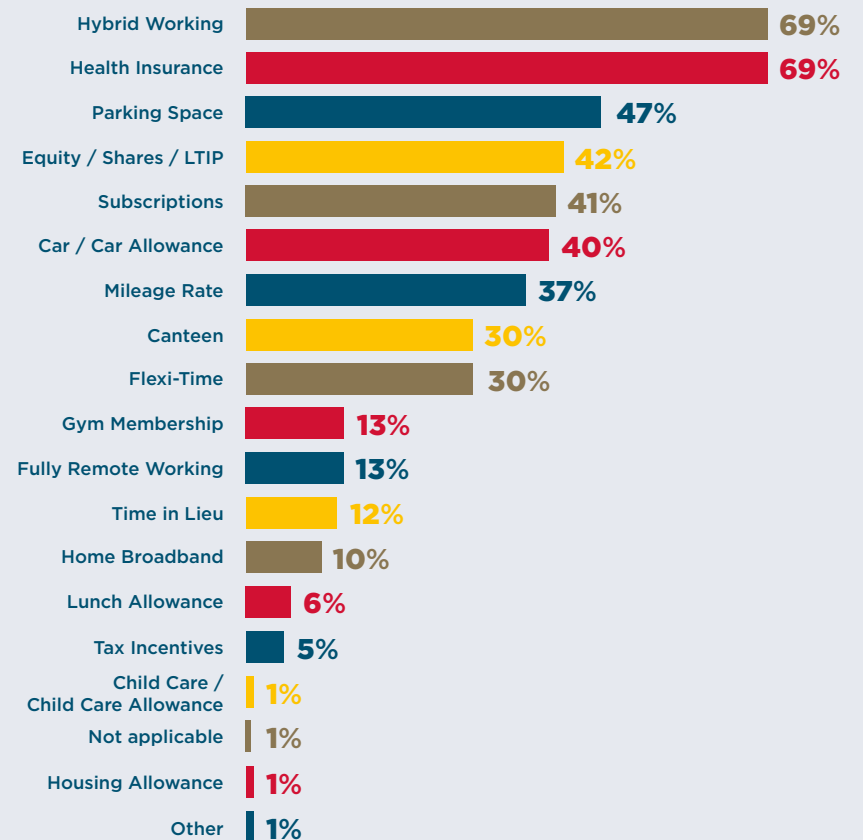


Laptop



Phone

Other Findings:



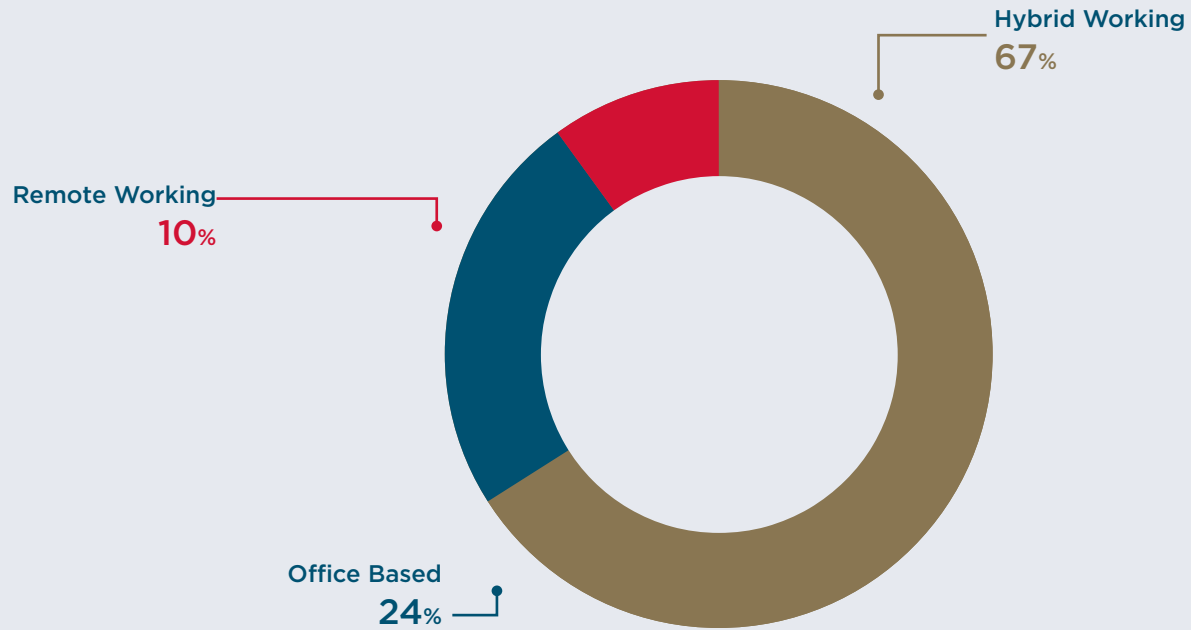
Other Responses:

- Reduced Working Week

RESEARCH FINDINGS

Q28. The following best represents my current working arrangement?

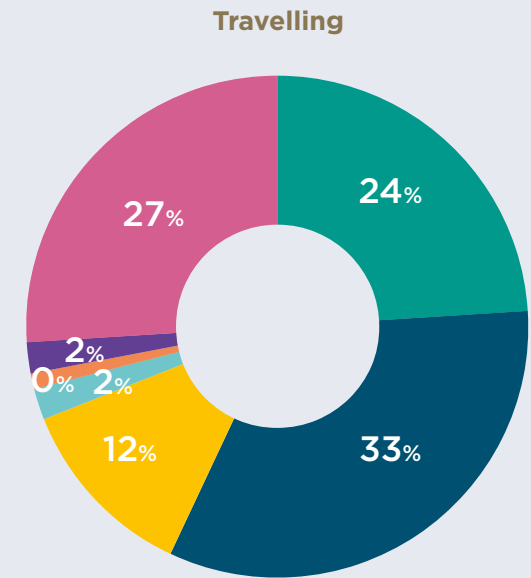
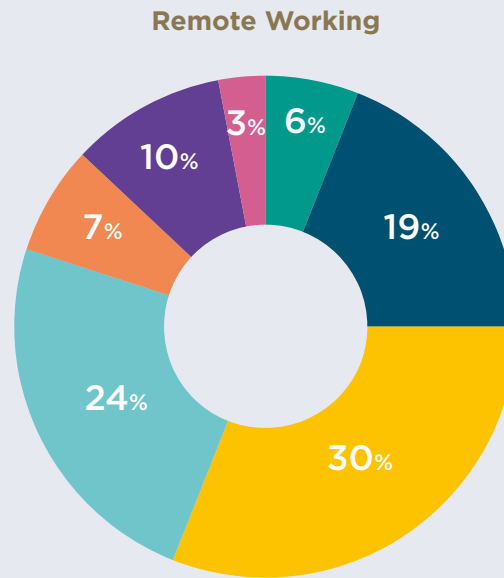
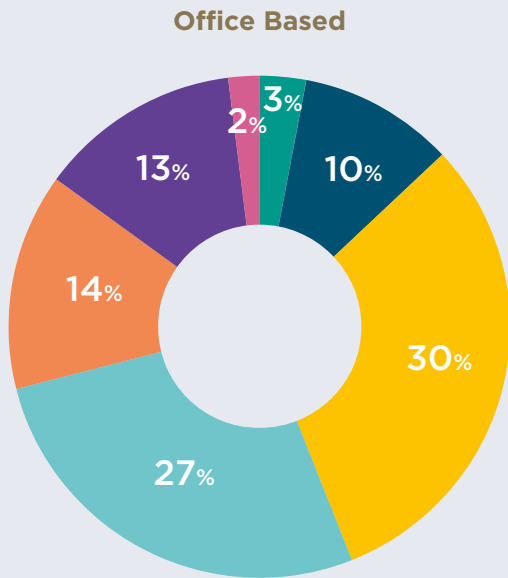
Responses:



RESEARCH FINDINGS

Q29. Please select the number of days per week for each of the below which relates most to your working arrangements?

Responses:

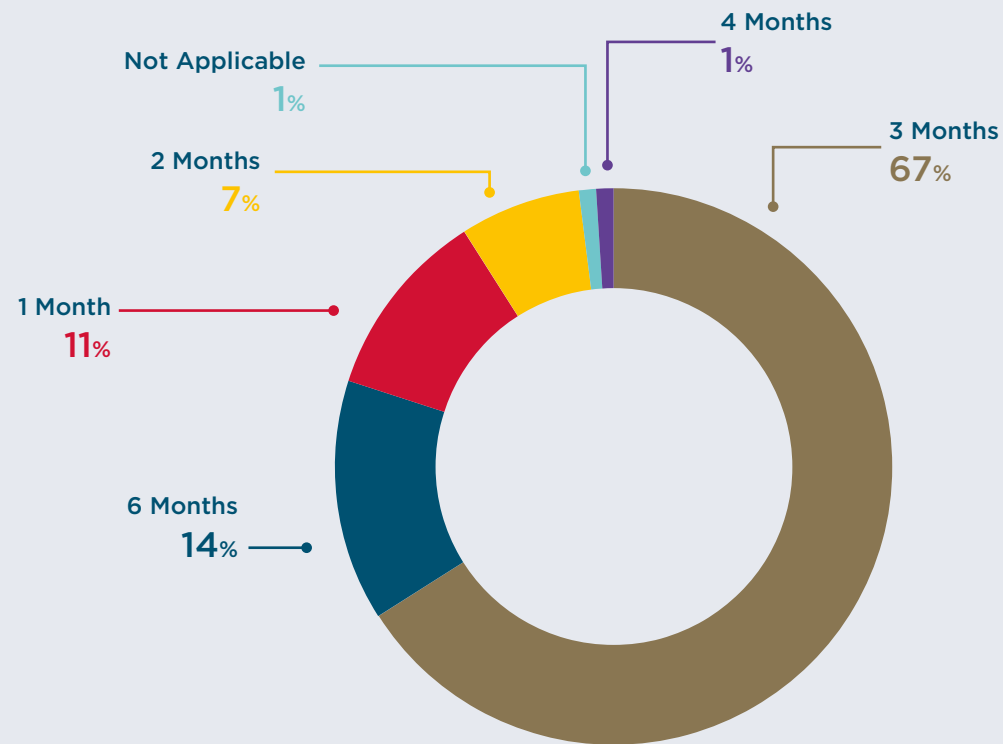


■ 0 Day
 ■ 1 Day
 ■ 2 Days
 ■ 3 Days
 ■ 4 Days
 ■ 5 Days
 ■ Not Applicable

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....

- **Transformation and Change Experience** is the most valuable career experience...
- **Leadership, Strategic Vision and Change Management / Transformation** are today's top competencies...
- **HR Network / Peer Groups** is the top method of keeping informed about developing trends...
- **71%** feel valued in their current role...
- **90%** work more than an average of 39 hours each week...
- **63%** believe the post of HR Director should be a formal member of the Board...
- **79%** feel there is no 'ready now' successor to assume their role...
- **Continued growth** while in post represents the long-term career ambition of 19%...
- **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...
- **Volume of work and prioritisation** is most likely to keep one awake at night...
- **Annual Review** is the top method of measuring performance...
- **A retained executive search firm** is how the majority secured their current position...
- **Culture and Values** is the foremost consideration when considering a new role...
- **38%** have a fixed remuneration in excess of €150k...
- **35%** expect to receive a bonus of between 10 - 25%...
- **Pension, Death in Service and Sick Leave** are the most common benefits received...
- **Hybrid Working** represents the working arrangement of 67%...
- **30%** work 2 days remotely...
- **67%** have a notice period of 3 months...

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.



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A large, glowing blue network graphic on the right side of the page, consisting of interconnected nodes and lines, resembling a molecular or digital structure.

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



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