

# Application Status and Problems of HRBP Mode in China

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**Abstract.** In recent years, human resource management has received more and more attention to business operations. Many enterprises have begun to seek human resource management transformation to achieve the purpose of promoting enterprise development. The emergence of HRBP has been sought after, but the application of HRBP is currently in the exploration stage, and the theoretical value is much higher than the practical. Based on the introduction of the HRBP concept, this paper analyzes the human resource transformation of the Huawei application HRBP and builds for the enterprise. HRBP makes recommendations that are practical.

## 1. Introduction

With the continuous expansion of the enterprise-scale, the traditional human resource management model is becoming less and less efficient. The birth of HRBP can help enterprises to operate better, improve the efficiency of business operations, and improve the role of human resources managers in the enterprise, so it is valued by more and more enterprises. Since the introduction of the HRBP concept in China in 2004, the best applications have been Huawei and Alibaba. In recent years, various domestic enterprises have followed the implementation of the HRBP model, but problems have appeared in the implementation process, resulting in little effect, and it is difficult to get rid of the dilemma of the management model. This paper studies the current situation of the implementation of the HRBP model in Chinese enterprises, and then analyzes the core skills and challenges that HRBP needs to have and puts forward specific suggestions for the problems.

## 2. HRBP related content

### 2.1 HRBP concept

The role of human resources in enterprises is very important, but traditional human resource management is to assist growing companies to achieve their stated goals, so human resources management needs to be transformed. Based on this, David Ulrich, a professor at the University of Michigan, is the first to propose HRBP (HR BUSINESS PARTNER). In general, it refers to changing the state of the enterprise's human resources department to work together and assigning human resources managers to the functional department. The human resource manager of each department should not only be familiar with the work content of human resources, but more importantly, be familiar with the business content of the docking department, listen to the needs of department managers, and carry out targeted work to assist management. It is better to find the employees needed and mobilize the enthusiasm of employees. While doing a job in administrative management content, HRBPs truly integrate the value of human resource management with the business value of each department.

### 2.2 The role of HRBP

#### 2.2.1 Strategic Partner

Being a strategic partner in the business unit is the ultimate goal of HRBPs, which is to analyze the company's business situation from a strategic perspective. Qualified HRBP can timely adjust HR strategy according to the external environment, reduce interference suffered by the company, understand the company's development needs for talents, such as establishing reasonable staffing and

organizational structure according to new business and cultivating leaders according to company needs.

**2.2.2 Operations Manager**

The development of enterprises is greatly affected by the operation of enterprises. Being an operations manager is what every HRBP wants to achieve, and what every company that implements the BP system wants to achieve. The performance of becoming an operation manager is to promote corporate culture, corporate rules, and procedures, listen to employees' opinions, evaluate and track employee attitudes, and update HR projects promptly to ensure that HR projects are in sync with corporate culture.

**2.2.3 Emergency Responder**

Most of the HRs of Chinese companies play the role of “firefighting team,” and they also have to deal with various emergencies and emergencies while handling daily work. Be able to respond quickly when they receive a complaint, provide a quick solution to the needs of the business manager, and respond to questions raised by employees.

**2.2.4 Employee Mediator**

This role is similar to the emergency responder. It is the normal state that every HRBP faces when working. It is mainly aimed at solving conflicts and disputes between employees and managers, and the problems from changes in the company's environment during business execution. HRBPs need to be sandwiched between the boss and the employee to achieve this function and strive to maintain a relative balance.

**3. Implementation status and existing problems**

**3.1 Exploration of HRBP in Huawei**

As a pioneer in the domestic application of the HRBP model, huawei has pioneered the division of the human resources department into three major functional organizations: the Human Resources Management Committee (HRMC), which functions by HRBP; Human Resources Management Department benchmarked HRSSC; cadre department (office), benchmark HRS. The clear division of labor for these three departments is as follows:

Table 1: Comparison of HRBP model and Huawei company practice

	Model		huawei
Human resources business partner (HRBP)	Help business unit managers to mine the required employees, motivate employees to work and communicate with employees, etc.	Human Resources Management Committee (HRMC)	On the basis of the establishment of the rules framework of the company's human resources department, the system is refined into a system that is closely linked to relevant departments.
Human resources shared service center (HRSSC)	Mainly responsible for employee basic work, including entry and exit, employee benefits, salary, etc.	Human Resources Management Department	The responsibilities of the human resources management module are refined, and they are mainly divided into nine departments.
Human Resources Specialist (HRS)	Provide professional solutions to issues raised by employees, such as performance and salary issues.	Cadre department	Responsible for coordinating the overall situation, making decisions on the business development of the company from a macro perspective, and managing and supervising human resources activities.

**3.2 Problems in the application**

**3.2.1 HRBP positioning blur**

Although most companies are now aware of the reform of the human resources department, they do not understand what HRBP is going to do. Even if people are stationed in the business department, most of them still do not carry out business in line with the characteristics of the business department,

and they are still engaged in traditional human resources work. There is also a part of the deviation from human resources activities, and position itself as a salesman who is obeying the department manager's arrangement.

### *3.2.2 HRBP's quality is insufficient*

A good HRBP requires both HR expertise and business knowledge. Some HRBPs have high attainments in the field of human resources, but they disdain to learn business knowledge. After entering the business department, they did not understand the customers according to the actual situation of the relevant departments and did not go deep into the project or research the market. Eventually leads to a disconnect between the practice of the business unit and the development strategy of the company. There are also HRBPs who know about the various modules in the human resources field, but they are not well versed and have insufficient professionalism, not to mention the combination of professional knowledge and business practice.

### *3.2.3 The corporate environment does not support*

The implementation of any policy in the enterprise is closely related to the attitude of the leader. When the HRBP model implements in the HRBP department, if there is no effective communication with the leaders, and the leaders are not aware of the effects that can achieve, they will not be able to gain leadership as a backing. When implementing the HRBP model, the company's business department is affected by the knowledge of the traditional human resources department's work content, and HRBPs cannot be fully trusted and increased resistance.

### *3.2.4 The company's leadership concept is outdated*

In the information age of drastic changes in the external environment, every enterprise leader must have a keen mind and the ability to keep up with the times. To be innovative and dare to change, can promote the transformation of enterprises in the HR field.

## **4. Revelation and suggestions**

### **4.1 Find the right position and clarify responsibilities**

The most important thing to do well in HRBP is to define your position. To get rid of the cognition of traditional human resources work, in addition to the work, the most important thing is to communicate with the business department and listen to the needs of business managers. To deepen the business, understand the market situation, and even understand the competitors, and then propose solutions from the perspective of professionals, reflecting the synergy advantage. Set your position and grow with the business unit instead of the commanding supervision.

### **4.2 Become a generalist**

Being a generalist means that the requirements for HR practitioners are becoming higher. As an HRBP, solid professional knowledge is the prerequisite for carrying out work, followed by business learning ability and correct attitude towards business learning. The main difference in the traditional human resources work, and the HRBP's work is the connection with the business department. It is difficult to assist the business department to carry out the work. This requires the HRBP to understand the operation mode of the business department and work with the department manager to find out the business needs. In the end, HRBPs must have the sense of innovation that keeps pace with the times. In the era of drastic changes in the information, blindly following the old will reduce work efficiency and eventually be eliminated by the market.

### **4.3 Communicate fully with the leader in advance**

Changes that are supported by leaders in the enterprise are often more successful, so when implementing the HRBP model, actively communicate with company leaders, show leaders the need for change and the benefits that change can bring to the company's development. At the same time, HRBPs must strive for the recognition of the leaders of the business departments. The main battlefield for implementing the HRBP model lies in the business department. If the business department is not able to cooperate well, the implementation effect will be reduced.

#### **4.4 Combining the situation of the company**

The HRBP model is good, but not every company is suitable for implementation. Generally speaking, it is more appropriate for large and medium-sized enterprises to implement. In particular, businesses such as Huawei which is developing rapidly, and the original structure is to meet the development needs of enterprises. Small and newly established enterprises should do a job of traditional human resources work. They do not have to rush to pursue a higher-level HRBP model. Based on doing a job of doing the work, and cooperating with the company's development strategy, if necessary, then implement the HRBP model. It is impossible to copy the model of a successful enterprise, and it is necessary to develop a promotion model that is in line with the company's situation.

#### **5. Conclusion**

At present, the human resources management in China is in the transition period, and the responsibilities of HR are changing. With the advancement of transformation, the status of HRBP will become more and more important. How to make HRBP assist the business department to complete the work better when carrying out its own work is a problem that needs to be solved. The completion of the business unit is a problem that needs to be solved. To survive and develop in the information age, we need to change, innovate, and follow the footsteps of the times to survive.

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