

**Discussion questions for Podcast 10**

**Scott Hansen**

**Changing role of HR: Partnering with the business to identify, develop and execute workforce strategies**

1. Scott describes how valuable it is to have HR business partners present at every executive meeting to ensure they are close to the business so they can see and experience what the business is going through over time. This then allows HR business partners to genuinely understand the business and then be able to provide strategic advice to senior leaders on how to best support the workforce.

How close to the business is your HR business partner/HR lead? Can you give an example of how HR’s understanding of the business/broader community in your agency enabled effective decision making at the executive level?

1. Scott states that being open and empathetic to staff and understanding why they do what they do and what they do builds trust, which in turn facilitates open and honest conversations between staff and HR. Scott believes that these conversations and relationships make HR the “go to” for questions about the workforce, and as a result HR becomes invaluable to the executive team.

How can you start tailoring HR services to individuals to demonstrate more empathy and build staff trust? What can you do to learn and understand more about the business and the workforce, to help build relationships with staff?

1. To effectively manage staff in a dispersed and agile environment, it is crucial to set clear expectations about what you’re trying to achieve and in what time frame, with what operating procedures, and what the expectation is when reporting back on milestones. How is HR supporting managers and staff to manage the performance of remote workers?
2. Scott recommends flipping the performance management conversation around to start with talking about professional development, as it emphasises the importance of continuous learning. Is this something that your HR team is encouraging at your agency? What advice are you giving managers and staff to have effective performance management discussions?