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Human Resource Business Partner Model for Cheshire Medical Center

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M.S. in Health Care Management

2021

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Situation

- Cheshire Medical Center has been tasked with changing the structure of the Human Resource Department. The current structure consists of one Director, five Human Resource Generalists, one Work Force Development Consultant and two Administrators.
- Dartmouth Hitchcock has asked that we change the five Human Resource Generalists to Human Resource Business Partners.
- The focus of this project is to conduct an analysis of what it would take to change these positions and the challenges that might arise.

Background

- The current five Human Resource Generalists currently have primary focuses. Two of the HR Generalists focus solely on benefits and the other three focus on recruitment.
- By changing the positions from the HR Generalist to a HR Business Partner this would change the workload and responsibilities of each of the current HR Generalists.
- Changing the positions would widen the scope of work that can be conducted by one HR professional as well as create a more well-rounded HR Team that would redistribute the work from the top down.

Assessment

- I would encourage Cheshire Medical Center to change all the Human Resource Generalists roles to Human Resource Business Partners.
 - This would provide a more well-rounded HR Team instead of keeping the Generalists in their specialties.
 - By creating the Business Partners model this diversifies the work of each HR Professional giving them exposure to all aspects of Human Resources.
 - In recruitment one recruiter covers their section of managers, the same would be done with the HR Business Partner model. This would give managers one focal person to contact for all their HR needs.

Recommendations

- I would suggest changing the HR Generalists to the HR Business Partners role.
- This change would provide better support to Managers across the Organization as well as distribute the work more equally among the team.
- Discuss with the Generalists what this means for the team and how their work would change.
- Recognizing the individual challenges of each person transitioning into the new role.