

# Consolidated Widgets

## HR Operating Model

### 1. What do we do and why do we do it

CW HR creates the culture and capabilities that deliver superior aeronautical engineering products.

### 2. Our guiding principles to operationalize HR

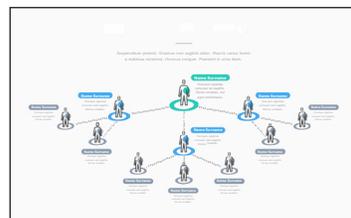
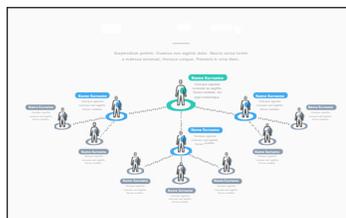
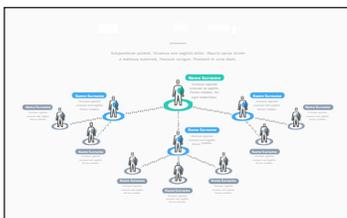
We will organize HR so that we:

- Design centrally and deliver locally
- Retain the highest value work. Outsource or eliminate the remainder
- Deliver work in the most efficient manner possible
- Have a single point of accountability for every process
- Have the HRBP direct client-facing HR work, leading HR team members to produce superior outcomes
- ... *additional items* ...

### 3. Our design of HR

Our design principles include:

- A classic Ulrich structure with HRBPs who own the client, COEs who own process and program design and Shared Services who drive efficiency throughout people practices, enabled by technology
- Flat organizations to drive faster decision making and higher accountability. There should be no more than 5 layers between the CHRO and the front-line HR team member
- Job design that creates fewer, larger roles with significant growth opportunities, autonomy and the ability to have meaningful impact on the business
- Spans of control are ideally 6 - 10 to reinforce flat structure and the people manager responsibilities of the role
- Managers should be no less than 80% coach/20% player
- We will outsource \_\_\_\_\_
- (Job descriptions that include key deliverables for each role and value add)
- (Organization charts for every CHRO direct report)



This example shows portions of an HR Operating Model document. An actual HR Operating Model includes much greater detail in each of the sections shown.

#### 4. How work will get done

To create specific accountabilities, we have mapped how work will be executed between the HRBP structure, COEs and Shared Services.

#### EXAMPLE

#### Goal Setting Process

Talent COE	Regional Talent Lead	HRBP or Assignee	Service Delivery
<ul style="list-style-type: none"> <li>Determines design of goal setting process including number of goals, goal structure, cascade process, etc.</li> <li>Creates all templates for goal setting, working with HRIS to ensure fit with Workday</li> <li>Determines goal-setting calendar in consultation with HRLT</li> <li>Designs all training material for goal setting</li> <li>(Continued)</li> </ul>	<ul style="list-style-type: none"> <li>Coaches BU on goal setting using material prepared by the Talent COE</li> <li>Advises HRBP on meeting unique needs of the BU</li> <li>Reviews select leaders' goals for quality; coaches to improve where needed</li> <li>Coordinates with BU HR to get goals into Workday</li> <li>Designs any BU-specific training or communication needed</li> <li>(Continued)</li> </ul>	<ul style="list-style-type: none"> <li>Owns the success of goal setting in their BU</li> <li>Consistent with COE timing, communicates the process within the BU</li> <li>Serves as first line of service for questions about goal setting (cascaded to HR specialists as appropriate)</li> <li>Monitors system entry rate and follows up with BU leaders</li> <li>Audits 20% of goals and provides feedback</li> <li>(Continued)</li> </ul>	<ul style="list-style-type: none"> <li>Works with Talent COE to design materials storage and access, including inclusion in apps</li> <li>Provide Tier 0 support through placement of resources in HR app and on-line</li> <li>Provides Tier 1 service on basic goal setting questions</li> <li>Provide Tier 2 service on specific goal quality construction</li> <li>(Continued)</li> </ul>

#### 5. How we will assess the execution of the HR Operating Model

- Annual 5-question survey of ELT + directs asking about culture creation and capability creation (target 90% agree/strongly agree)
- Use existing items in employee engagement survey on culture and capability development (target 80% agree/strongly agree)