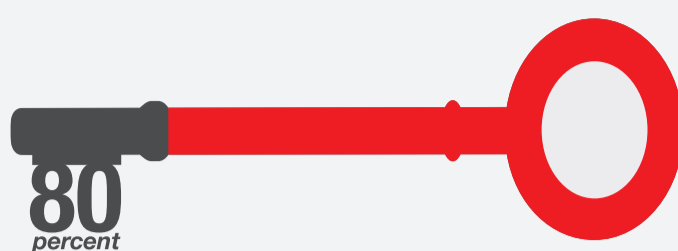




The relationship between **C-suite** and **HR**



80% of CEOs & CFOs want the **head of HR to be key** in their company's strategic planning



But only **38%** say that is currently the case



And only **1 in 10** say the head of HR is 'extremely' key at the moment



HR is **highly valued** by the **C-suite**

37% of respondents say their relationship with the head of HR is "close and trustful"



And **28%** say it's among their "most valued" professional relationships

But **CFOs** have a more difficult **relationship with HR**. They are less confident that the head of HR does a good job of...



Understanding the HR needs of the business. **66%** of CEOs say they do, compared to just **55%** of CFOs



Leading the HR function. **67%** of CEOs are confident about this, compared to only **42%** of CFOs



Evaluating employee performance. Again, **67%** of CEOs say the head of HR does a good job, against **42%** of CFOs



Identifying and recruiting key talent. **58%** of CEOs have faith in their head of HR here, compared to only **45%** of CFOs



Most heads of HR are veterans of their organisation



... have been in place for **between 3-5 years...**



... but they still get limited time with the CFO or CEO. Most (**46%**) **get 5 hours or less with the CEO/CFO per month**

This may be causing concerns that **HR** doesn't get the business they're in...



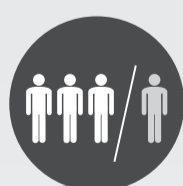
42% of CEOs and CFOs say the head of HR is **too focused on processes and rules...**



...**30%** that they're **not at the same calibre as other** C-level executives...



...**36%** that they **don't understand the business** well enough...



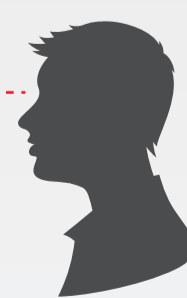
... and **25%** say the head of HR is **more like an independent advisor** than a true member of the management team



The more they see eye-to-eye with the **CEO** and **CFO**, the more credible heads of **HR** become



While **38%** of CEOs and CFOs say their **head of HR is a key player...**



... that figure rises to **81%** when **HR and the C-suite are in agreement** on the company's people strategy

Want to find out more? Please contact Oracle on +44 (0)8708 768711

Data in these infographics is drawn from three Oracle / IBM sponsored research reports produced by the Economist Intelligence Unit (EIU). In April and May 2012 the EIU conducted a global survey of 235 C-level executives, of whom 95 (40%) were based in Western Europe. Fifty-seven percent of all 235 respondents identified themselves as CEOs or the equivalent and 43% as CFOs or the equivalent.

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