

# IS YOUR EUROPEAN HR OPERATING MODEL SUSTAINABLE?

---



**A structural assessment for companies  
operating across multiple EU countries**

# TABLE OF CONTENTS

→	01	<b>CONFIDENTIAL - EXECUTIVE SELF-ASSESSMENT</b>
→	02	<b>WHEN AD HOC HR STOPS WORKING</b>
→	03	<b>EUROPEAN HR SUSTAINABILITY ASSESSMENT</b>
→	05	<b>SCORING YOUR RESULT</b>
→	06	<b>WHAT A SUSTAINABLE EUROPEAN HR MODEL LOOKS LIKE</b>
→	07	<b>WHEN COMPANIES TYPICALLY MOVE TO RETAINED HR SUPPORT</b>
→	08	<b>WHAT THIS ASSESSMENT DOES AND DOES NOT DO</b>
→	09	<b>NEXT STEP</b>

# CONFIDENTIAL - EXECUTIVE SELF-ASSESSMENT



This document helps organisations determine whether their current European HR structure is sustainable, scalable, and resilient.

It is designed for CEOs, CFOs, HR Directors, and operational leaders responsible for multi-country European operations.

## HOW TO USE THIS ASSESSMENT

This is a readiness check, not a compliance confirmation.

For each question, answer:

- Yes
- No
- Unsure

This assessment evaluates structural maturity, not technical compliance.

 If the honest answer is “it depends” or “we assume so,” select *Unsure*.

# 1. WHEN AD HOC HR STOPS WORKING



---

In early expansion phases, HR is often handled reactively:

- ✓ Local managers solve issues case by case
- ✓ External advisors are consulted only when problems arise
- ✓ Policies evolve inconsistently across countries

**This model can work temporarily.**

However, once complexity increases, reactive HR creates:

- ✓ Governance gaps
- ✓ Inconsistent employee experience
- ✓ Increased legal and operational exposure
- ✓ Executive time drain

**The question is not whether issues exist.**

**The question is whether your structure can sustainably manage them.**

## **2. EUROPEAN HR SUSTAINABILITY ASSESSMENT**

### **A. STRUCTURAL COMPLEXITY**

1. Do you operate in more than two European jurisdictions?
2. Has your European headcount increased significantly in the past 24–36 months?
3. Have you entered new countries without formally redesigning your HR oversight model?
4. Do local managers make employment decisions with limited central coordination?
5. Have you expanded through acquisition or rapid scaling in Europe?

### **B. GOVERNANCE & VISIBILITY**

1. Do you have central visibility of HR risk across all European countries?
2. Is there a clearly defined owner of European HR compliance at group level?
3. Are HR policies aligned across countries while respecting local deviations?
4. Does leadership receive structured reporting on workforce risk and exposure?
5. Can you quickly assess HR implications before making operational or restructuring decisions?

## **C. CONTINUITY & EXPERTISE**

1. Does your European HR knowledge depend heavily on one or two individuals?
2. Would HR operations continue smoothly if a key HR contact left tomorrow?
3. Is local labor law expertise sourced differently in each country?
4. Are complex employment issues escalated only when they become urgent?
5. Do managers lack consistent guidance when handling employee relations matters?

## **D. STRATEGIC ALIGNMENT**

1. Is HR involved early in expansion, restructuring, or workforce planning decisions?
2. Do you have a defined European HR roadmap for the next 12–24 months?
3. Are workforce risks considered at executive or board level?
4. Is there a proactive plan to monitor legislative changes across jurisdictions?
5. Do you view HR primarily as operational support rather than strategic infrastructure?

# 3. SCORING YOUR RESULT

Count the number of **Yes** answers.

**0–5 YES** 

Your current model may be sustainable at present scale.  
Continue monitoring complexity as you grow.

**6–10 YES** 

Your HR structure is under strain.

Risk exposure, inconsistency, and executive burden are likely increasing.

A structured, retained HR support model should be considered.

**13+ YES** 

Your European HR operating model is structurally fragile.

Governance gaps, continuity risk, and reactive management are likely affecting operational stability.

Ongoing retained HR support is strongly recommended.

# 4. WHAT A SUSTAINABLE EUROPEAN HR MODEL LOOKS LIKE

Sustainable European HR structures typically include:

- ✓ Central coordination with local expertise
- ✓ Clear ownership of compliance and escalation pathways
- ✓ Consistent documentation and audit trails
- ✓ Regular legislative monitoring across jurisdictions
- ✓ Predictable advisory access rather than reactive consultation
- ✓ Strategic HR involvement in expansion and restructuring decisions

**This does not require building a large internal HR department.**

**It requires structural continuity and coordinated oversight.**



# 5. WHEN COMPANIES TYPICALLY MOVE TO RETAINED HR SUPPORT



**Organisations usually adopt retained HR models when:**

- ✔ Expansion outpaces internal HR capacity
- ✔ Complexity creates inconsistent practices
- ✔ Leadership requires stable, ongoing advisory input
- ✔ Workforce risk needs continuous monitoring
- ✔ Reactive legal advice becomes inefficient and costly

**Retained HR services are most effective when implemented before instability escalates.**

# 6. WHAT THIS ASSESSMENT DOES AND DOES NOT DO

## THIS ASSESSMENT:



- ✓ Identifies structural strain
- ✓ Highlights governance fragility
- ✓ Supports executive decision-making

## THIS ASSESSMENT DOES NOT:



- ✗ Confirm legal compliance
- ✗ Replace an HR audit
- ✗ Identify country-specific risks
- ✗ Reduce exposure on its own

**Sustainable HR infrastructure requires deliberate structural design.**



## 6. NEXT STEP



If this assessment indicates structural strain or fragility, the next step is typically to evaluate a Retained European HR Support model, tailored to:

- Your country footprint
- Workforce size and structure
- Risk profile
- Growth and transaction plans

**A confidential discussion can clarify whether ongoing retained HR services would stabilise and strengthen**

# GET YOUR FREE CONSULTATION NOW



## Do you feel behind regarding your HR ?

If you are a small to mid-size company, in need of a partner that can help you expand in Europe or solve your recruitment, selection, retention or improve your business performance, or to which you can fully outsourced HR & Payroll for Europe, we are the right agency for you.

We invite you to get in touch with us, you will receive an answer from our experts within 24 hours.

[FREE CONSULTATION](#)



If you already know precisely your specific HR needs and you want to discuss it with us, we invite you to get in touch:

[book your call with us by clicking](#)



[hr@europe-hr-solutions.com](mailto:hr@europe-hr-solutions.com)



[euro-hr-solutions.com](http://euro-hr-solutions.com)

