**Make the following changes to the text on page 2.**

### **Activity 1 – Paragraph Formatting**

1. The paragraph headed **HR Consulting** should be the first paragraph of the article. Correct this.
2. That paragraph is actually quite important and would benefit from having a border around (**note,** the border should be around the paragraph and **not** the whole page).
3. Set the style of each paragraph-heading to **Heading 1** and use the navigation pane to quickly move between the first and last paragraph.
4. Shade the remaining paragraphs using different pastel colours.
5. Note that the last line of the paragraph **What does an HR Consultant Do?** Has a large gap beneath it. Correct the **line spacing** to remove the gap.
6. Amend the **margins** so that all of the text fits onto one page.
7. Add a **header** with your name and the date in it and add page numbers to the **footer.**

### **Activity 2 – Working with Tables**

1. Add a **page break** before the final paragraph **HR Consulting Firms.**
2. Represent the final paragraph in **a tabular** format.
3. Use the **Table Styles** to format the table.

### **Activity 3 – Pictures & Objects**

1. Insert an **Austin Quote** text box containing the phrase “HR Consultants are to Business, what sprinkles are to ice-cream.”
2. Add a suitable image using the **online pictures** tool and align it with the text box.
3. Hmmmm, delete that, we cannot be sure it is copyright free. Find an image on **pexels.com** instead.
4. **Crop** any free wasted space, **re-size** and align with the text box.
5. Use the **artistic effects** and **quick styles** to make your image pop!
6. Finally, use the **shapes** tool to insert a shape that quotes “HR is the STAR of the Show!”.

HR Consulting Services

The market for **Human Resource consulting services** consists of five main disciplines: Organisational Change, Talent Management, HR Function, Benefits & Rewards and Learning & Development. An overview of the key expertise areas per discipline:

HR Consulting

**Human resource (HR) consulting**, also referred to as HRM consulting, encompasses advisory and implementation activities related to the management of an organisation’s human capital and the HR function. The scope of services range from overarching work on human capital strategy, the design and deployment of a compensation & benefits framework down to the transformation of the HR function.

Human Resource Consulting Market

The market for human resource consulting services is estimated to be worth $28.7 billion, representing approximately 12% of the total [global consulting market](https://www.consultancy.uk/consulting-industry/global). In 2011 and 2012 the HR consulting market grew with more than 5% per year, as a result of the aftermath of the economic crisis growth rates have since slowed to between 3% and 4%. For 2015 the outlook remains positive.

What does an HR Consultant Do?

Human resource consultants are generally hired by three types of clients. Firstly, HR advisors support HR Directors and Managers of client organisations with improving the performance of the HR function - examples include implementing a HR Business Partner Delivery Model, redesigning HR processes or implementing a HRIS system. Secondly, HR consultants are hired by clients – business, HR or works councils – to support broader human capital issues, this can range from providing HR support on M&A programs to managing a cultural transformation or developing a new talent management strategy for critical business functions.

Lastly, HR consultants are typically staffed on large transformations to ensure that the necessary people and human capital expertise is on board, complementing the traditional 'hard' functional skills that already are part of the project. In this case, the client is often an internal consulting department that leads the engagement delivery. For example: a Finance Transformation program at a client will be led by the Finance service line, which subsequently will call upon human capital consultants to covers areas such as Leadership Alignment, Change Management, Learning and Communication.

HR Consulting Firms

Analysts typically distinguish between three types of HR firms: the large global players that specialise in Human Resources (e.g. Aon Hewitt, Hay Group, Mercer, Towers Watson), consulting firms that have a separate HR consulting unit and niche players - local players that focus on a specific discipline/market.