

Modern HR Function

Recruitment	Training & Development	Performance Management	Compensation and Benefits	Management Development & Succession Pl.	Employee Relations & Communications	Organizational Effectiveness
Identifying Staffing Requirements	Needs Assessment	Goal Setting	Salary/Merit Plans	Individual Assessment	Employee Counseling And Coaching	Strategic HR Planning
Internal Recruiting	Training Design & Development	Performance Appraisal	Executive Compensation	Succession Analysis/ Bench Strength Pl.	Diversity Activities	Organizational Structure Design
External Recruiting	Supervisory/ Management Training Curr.	Career and Individual Development Planning	Expatriate/ International Compensation	Executive Education	Work/Life Balance Programs	Organization Development
Selection Process	Technical Training Curr.	Termination Management	Benefits (Statutory & Non-Statutory)	Executive Coaching	Progressive Disciplinary Actions	Internal Consulting
Diversity Recruiting	Training Delivery		Relocation	High Potential Programs	Employee/Labor Relations	Cultural Alignment
Candidate Relations	Training Administration		Employee Severance/ Outplacement		Safety Programs	Outsourcing Management
Orientation	On-The-Job Development		Retirement Planning and Pensions		Recognition Programs	Talent Management
Assimilation	Communication of Training/Dev. Opportunities		HRIS		Employee Communications	HR Due Diligence

HR Impact Guide

The HR Impact Guide (HRIG) is a valuable tool intended to focus on a comprehensive approach to modern human resource management. It can be used in multiple scenarios utilizing a strategic, operational or transactional mindset.

Such applications may include:

- An individual assessment by leadership in aligning HR operations to organizational strategy.
- A simple audit of the work processes within the HR function.
- A group/team planning tool for creating alignment of HR work within the function.
- A leadership/team tool for guiding integration efforts between HR and other business functions.
- A 360-degree audit of the HR function and other business functions.
- An assessment and tracking tool used in conducting HR due-diligence efforts during M&A endeavors.

Overall, this valuable tool is a guide for those who want to create maximum value for the organization. Use of this tool ensures a total approach to HR plans, practices and actions.

HR Impact Guide

Given a particular business focus, the HR Impact Guide (HRIG) helps identify and/or confirm the most important aspects within each of the functions of HR and then assesses how well HR is performing in carrying out these activities. Comments for improvement are then captured. From this assessment a comprehensive prioritization of work to be accomplished can be completed.

Please complete the guide using the instructions below. Read each activity, and then, *place your rating in the corresponding column on the guide.*

1 IMPORTANCE RATING: Rate the importance of each activity using the following scale.

5=Very High 4=High 3=Moderate 2=Low 1=Very Low

2 PERFORMANCE RATING: For the activities that were just rated now assess HR's performance using the following scale.

5=Excellent 4=Good 3=Mediocre 2=Poor 1=Very Poor

3 COMMENTS COLUMN: Enter comments or suggestions that will help HR improve its performance. Comment on all those activities that were judged to be important (rated a 4 or 5) and that were also judged to be mediocre or poor (3 or below). Then, sort each of your findings into one of three actionable categories – priority, maintenance, or low.

HR Impact Guide

Function: <i>Recruitment</i>	Importance	Performance	Comments
Identifying Staffing Requirements: Determining the number of new and replacement positions needed and the status (full time, part-time, etc.)			
Internal Recruiting: All activities performed in obtaining people via internal sources, including job postings, mobility pools, etc.			
External Recruiting: Sourcing, screening, utilizing advertising, internet, college and professional recruiting opportunities, employee referrals, recruiters, search firms. Developing and tracking applicant pools.			
Selection Process: Systematic screening and interviewing, testing process. May include assessment centers, behavioral based interviews, reference and background checking.			
Diversity Recruiting: Sourcing a diverse pool of top quality talent. Establishing a presence in organizations, schools, associations who have a focus/emphasis on diversity.			
Candidate Relations: Providing timely and accurate feedback to candidates, building relationships with candidates, marketing the "company's story, value proposition. Providing information on benefits.			
Orientation: Welcoming new hires and providing information on company culture, history, vision, values, work rules, products, services, customers, Enrolling new hires into benefits, payroll and other systems.			

HR Impact Guide

Function: <i>Recruitment</i> <i>(continued)</i>	Importance	Performance	Comments
<p>Assimilation: Longer-term follow-up program for new hires or newly promoted employees that "soft lands" them into a new position, new responsibilities, new job, new company. Includes specific key individuals to meet, projects to complete and networking sessions. Promotes company cultural awareness. Includes feedback and can prevent derailment.</p>			
<p>Headcount Reporting & Control: Tracking headcount against budget and staffing projections, tracking salary and other employee costs, new job requisitions, job offers, actual hires.</p>			

HR Impact Guide

Function: <i>Training & Development</i>	Importance	Performance	Comments
Needs Assessment: Identifying and prioritizing individual and organizational needs (development, skills, knowledge.			
Training Design and Development: Design, development (often includes piloting) of training programs; management of consultants. Selection of learning methods. Ensuring effectiveness of programs.			
Supervisory/Management Training Curriculum: Creation of a set of instructional individual training programs with learning objectives centered on improving supervisory and management skills, abilities and effectiveness. Can include diverse number of learning approaches (classroom, distance, electronic, etc.)			
Technical Training Curriculum: Creation of a set of instructional training programs with learning objectives centered on improving current or future job-related technical skills and abilities (related to job knowledge, skills, technology, content or domain knowledge, etc.)			
Training Delivery: Delivery of functional, supervisory, management, administrative and technical training (other than executive education). Includes classroom and on-line training.			
Training Administration: Individual course/program registration, facility preparation/administration, training program evaluation and records keeping.			
On-the-Job Development: Opportunities outside of the traditional classroom setting designed to achieve specific learning and development objectives. Can include special task force assignments, job-rotations, special projects, mentors, external community assignments/memberships.			

HR Impact Guide

Function: <i>Training & Development</i> (continued)	Importance	Performance	Comments
Communication of Training Opportunities: Publicizing training offerings, meetings with supervisors/managers to identify appropriate candidates for training.			

HR Impact Guide

Function: <i>Performance Management</i>	Importance	Performance	Comments
<p>Goal Setting: Process to determine and record specific individual performance targets. Can include any number of areas including: goals, objectives, key results areas, performance measures. Goal setting is usually the first step in a performance management system. Also can be part of management by objectives approach.</p>			
<p>Performance Appraisal: Assessment of individual performance. Should include both written and verbal feedback to employee. Can also include identified individual performance improvement areas and development planning goals, actions and activities. Strategies for improvement can include training, coaching, mentoring and other on-the-job development. Should be culmination of an on-going performance feedback process that takes place throughout the performance period.</p>			
<p>Career and Individual Development Planning: Individual competency assessment, career tracking, career pathing, career planning workshops. Completion of an individual development plan and the associated career discussions. Can be longer term in focus. Can include discussion and planning for lateral movement as well as upward movement or career change.</p>			
<p>Termination Management: A process and set of procedures meeting legal and company policy criteria that allows for the termination of an employee from the company based on poor performance or violation of other ethical, legal proprietary requirements, regulations or policies. Termination for poor performance should be consistent with the stated performance management policy and should include a progressive discipline/warning process.</p>			

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Function: <i>Compensation and Benefits</i>	Importance	Performance	Comments
<p>Salary/Merit Plans: Salary structures, salary surveys, competitive analysis, job/position evaluation, establishing salary policy including competitive positioning, merit planning, budgeting, presentations, communications, administration, etc. Can also include policies regarding salary action connected to promotion or demotion.</p>			
<p>Executive Compensation: Administration and management of salary, incentive, bonus and stock based plans for senior leadership/executive population. May also include plan design and management of executive perquisites.</p>			
<p>Expatriate/International Compensation: Managing international assignment policy and program, third country nationals and expatriates. Includes salary/cost of living adjustments, tax equalization, benefits, expatriate allowances and reimbursements.</p>			
<p>Benefits: Design and management of "health and welfare" programs. Can include medical, dental, vision, legal, Employee Assistance Programs. Includes administration of legally mandated benefit plans (Workers Compensation, Short Term Disability (in some states) etc. Interfacing, /negotiating, managing vendors, providers, outsourcers. Providing timely information on benefits and benefit changes to employees; responding to questions and inquiries.</p>			
<p>Relocation: Designing and managing programs to move employees from one company location to another, or to a client site. Can include temporary living expenses, housing allowance or home sales assistance, packing and moving of home furniture, transport of personal vehicles, per diem for food, tax gross-up. Can be for temporary or for long term move, can be round trip or one-way ("permanent"). © Dr. Robert K Prescott</p>			

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Function: <i>Compensation and Benefits (continued)</i>	Importance	Performance	Comments
<p>Employee Severance/Outplacement: Managing downsizing, severance and outplacement. May include internal or external career transition programs, resume writing and interviewing skills workshops.</p>			
<p>Retirement Planning and Pensions: Designing and managing retirement planning process and programs. Can include pre-retirement planning and workshops, company pension plans, 401k plans, company matching formulas. Includes vendor selection and management. Timely communication to employees of current plans and programs and any changes.</p>			
<p>HRIS: All activities related to employee information collection, analysis and reporting, including automated and computerized systems. May include workforce information, payroll and benefits information. Selection and management of vendors and consultants.</p>			

HR Impact Guide

Function: <i>Management Development & Succession Planning</i>	Importance	Performance	Comments
<p>Individual Assessment: Assessment using systematic process of individual's current effectiveness and/or future advancement potential or promotability. May include behavioral based interviewing, assessment center approach, testing, etc. Can include identification of strengths and needed improvement areas. May include assessment of what it will take to retain a key individual.</p>			
<p>Succession Analysis/Bench Strength Planning: Developing plans for the orderly replacement/staffing of key positions and/or senior levels of management. Includes identifying, developing and placing high potential individuals, coordinating cross-functional assignments and creating and maintaining a data base of individuals who are within the "plan". Can include identification of gaps; positions where openings will have to be filled via external recruiting. Organizational view of current management strength, near-term replacements and identified actions needed.</p>			
<p>Executive Education: Programs that focus on developing executives for current and/or future challenges as leaders and managers. Can include internal developed and presented programs, university designed public programs or customized programs. Usually multi-day in length and often include recognized leaders/experts from consulting companies, academia, executives from other companies to speak on business and/or leadership related topics. Programs often include use of 360 feedback with executive coaching.</p>			

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Function: <i>Management Development & Succession Planning (continued)</i>	Importance	Performance	Comments
<p>Executive Coaching: Use of either an internal or external coach assigned to an executive to focus on increasing executive effectiveness in a specific area (communications, managing subordinates, executing strategy). Should include clear developmental objectives, measurement criteria, clarity around issues of confidentiality, duration of coaching relationship.</p>			
<p>High Potential Programs: Identification of current employees who have either significant advancement potential or future promotability, usually to key positions or senior levels of management. Includes identifying these individuals and creating and managing special development plans and programs. Development activities often include special classroom programs, mentoring, coaching, rotations, task force leadership or membership, directed placements, 360 feedback.</p>			

HR Impact Guide

Function: <i>Employee Relations & Communications</i>	Importance	Performance	Comments
<p>Employee Counseling and Coaching: Responding to employee questions and concerns in the appropriate manner. Resolving issues between employees and supervisors. Can include referral to employee assistance service.</p>			
<p>Diversity Activities: Programs aimed at encouraging and developing a diverse workforce and management team in terms of race, religion, gender, sexual orientation and physical limitations/challenges. Often presented as part of business case; diversity of customers and benefits of having diverse employees who can bring in varied perspectives to solve business challenges.</p>			
<p>Work/Life Balance Programs: Programs, policies, activities related to managing work and family life issues. May include fitness programs, on-site child care, elder care, flexible work schedules, job sharing and telecommuting.</p>			
<p>Progressive Disciplinary Actions: Policies and actions that are related to disciplinary procedures and processes. Written policies which usually include graduated escalating steps and sanctions.</p>			
<p>Labor Relations: Plans in place for proactive labor negotiations including assessments of labor demands and tactics to address each. Advance planning and labor negotiation team identified.</p>			
<p>Recognition Programs: Programs that recognize and appreciate employees via non-monetary rewards/awards. Can include company service awards, perfect attendance record and individual and team accomplishment recognition.</p>			

HR Impact Guide

Function: <i>Employee Relations & Communications</i> <i>(continued)</i>	Importance	Performance	Comments
<p>Employee Communications: Planned communications to employees on business results, leadership changes, acquisitions, structural changes, benefit changes, etc. Can include paper newsletters, company web postings/broadcasts, emails, broadcast voicemails, town hall meetings. Sometimes are two-way in nature and may include focus groups, "skip-level" sessions, etc.</p>			

HR Impact Guide

Function: <i>Organizational Effectiveness</i>	Importance	Performance	Comments
<p>Strategic HR Planning: Proactively linking HR plans to business strategy and objectives, including prioritization and resource allocation for HR programs to maximize impact and return for business. Usually includes identifying HR issues/implications/challenges created by business strategies/objectives and then having a well-thought out HR response.</p>			
<p>Organizational Structure Design: Creating the organization's structure (reporting relationships, span of control, levels of management, groupings of units and numbers of employees) to most effectively support the achievement of desired business objectives and performance. Usually represented by organization charts (lines and boxes) with various information on the chart. Factors in where the planning, leading and doing should be done.</p>			
<p>Organization Development: The key work processes and behaviors necessary to successfully carry out all stages of the work from design to service/product delivery and the developmental requirements for each step..</p>			
<p>Internal Consulting: HR professionals trained and assigned to work proactively with line managers in addressing people management issues in line units.</p>			
<p>Cultural Alignment: Assessing the culture against the business goals and objectives and then if necessary strengthening the alignment. For example: is the culture very adverse to risk taking while the business strategy calls for bolder moves and more risky decisions. Includes looking at company hiring, promotion, reward and recognition programs and required leadership and employee behavior.</p>			

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Function: <i>Organizational Effectiveness</i>	Importance	Performance	Comments
<p>Talent Management: Managing the overall process of attracting, developing, retaining and focusing the people asset of the organization. Ensuring both current and future needs of the business are met with a competent, prepared and action-oriented set of talent rich people.</p>			
<p>HR Due Diligence: HR due diligence is typically used in merger and acquisition settings. This people focused set of questions and subsequent plan of action is the process that will highlight and affirm the priority of the people issues in the merger process. During such a due diligence initiative, HR professionals can provide business guidance at all levels of potential organizational impact of people – strategic, operational and front line efforts. This process may also be used in conducting an internal HR Audit.</p>			