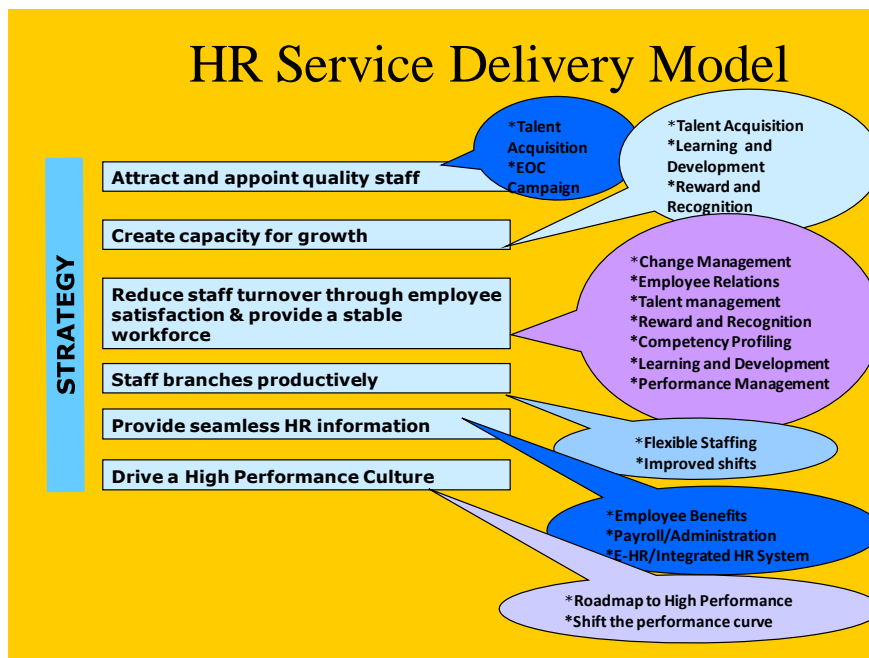


HR Strategy Made Simple

Article 2

Delivering the strategy through a HR Service Delivery Model

The next phase was to create mechanisms for delivery of the strategy. After the organisation accepted the proposal and decided on the direction of its HR strategy came the next phase implementation. How this phase is handled can make all the difference between success and failure. Paper goals need to be translated into real time results. For each of the eight spokes of the strategy wheel initiatives backed up by an implementation plan with timelines was put in place. This was accompanied by a communication programme, branch visits, emails, on-on-one meetings, and newsletters. A sequence of carefully planned, dated events that all linked to each other sequentially.



Schematic representation of the HR Service Delivery Model

Step 1 - Identify organisational competencies

Organisational competencies linked to the vision and mission statements of the organisation were developed. Every individual in the organisation would have these incorporated in their job profiles. Through a consultation process these competencies were decided upon.

Step 2 - Develop a competency framework

A competency framework specific to the organisation was developed according to the main job streams of sales operations and support functions.

Step 3 - Identify job families

Within each of the job streams job families were identified. For example in the support stream IT, Finance, HR all formed job families.

Step 4 - Profile all jobs

All jobs were correctly profiled in terms of outputs, activities and measures as well as the functional competencies required to perform these outputs.

Step 5 - Develop interview guides and select assessment batteries

Competency based job specific interview guides were set up together with competency based assessments and appropriate psychometric testing being selected where applicable.

Step 6 - Develop a performance management system

A performance management system that directly measured job outputs and performance on the organisational and functional competencies was developed. IDP's (Individual Development Plans) were instituted per individual to address the competency gaps. This also enabled the building of a meaningful work place skills plan.

Step 7 - Link rewards to performance

A monetary performance bonus based on individual performance and company performance was instituted. Incentive schemes linked to service compliance which was a key business driver was also instituted comprising a portion of monthly monetary plus non monetary bonus.

Step 8 - Develop internal job specific training inclusive of orientation and induction

A structured orientation workshop for new comers was put in place. A job specific induction programme for new comers as well as promotions and transfers was developed.

Step 9 - Institute employee relations training

A poor performance management system was developed and implemented. The grievance policy was revised and a counselling step was instituted into the disciplinary code. Comprehensive employee relations training across all levels of the business was developed and rolled out. This included training on the disciplinary policy, the grievance policy and the poor performance management process.

Step 10 - Build a talent management and succession plan

In order to ensure business continuity a succession plan was put in place with identified successors being managed as the talent of the organisation through their IDP's.

Step 11 - Start building the internal brand

An events calendar was implemented to celebrate key events for example on women's day all female staff received a gift. Family fun days were organised, for example soccer days and participation in business relays. A staff bursary scheme for the children of employees was implemented.

Step 12 - Start building the external brand (EOC – employer of choice)

A CSI programme was instituted with a focus on the communities situated in proximity to the branches. The use of recruitment agencies was drastically reduced and media advertising for positions with a focus on building brand recognition was introduced. This was immensely successful.

Step 13 - Leadership

Leadership questionnaires based on good to great were developed as one of the organisational competencies was leadership. This consisted of a peer, manager and self review.

Step 14 - Organisational Perception Survey

A critical event to manage is the development and implementation of the OPS as this really takes the pulse of the organisation.

Step 15 – Maintenance

After steps 1-14, the model goes into maintenance phase. And the focus will be on the results of the OPS (organisational perception survey).

For each of the above steps pilots were conducted in a selected area of the business and once the results were analysed and adjustments made where required it was rolled out to the rest of the business. The entire process linked into the vision statement intended to drive a high performance culture.

Next article: 15 months later reviewing progress