

# **HR Strategy Made Simple**

## **Article 3**

### **Reviewing progress**

To recap briefly the previous 2 articles dealt with developing an HR strategy that was linked to the business strategy and operationalising the strategy through an HR service delivery model providing a framework or context.

The below action plan turned paper goals into real time results. With any strategy, the execution thereof is vital for the life blood of the strategy. This means making it happen not letting it happen. For most new HR strategies it is the alignment between people and business strategy and requires implementation initiatives in the areas as itemised below in a planned, sequenced approach. People are the greatest cost of most businesses and their greatest asset.

The importance of a communication and change management plan backing up an implementation should not be underestimated. Message, media, channels and most importantly the effectiveness of the message conveyed must be taken at regular intervals.

A budget for implementation must be determined. When compiling the budget care must be taken to identify essential initiatives and the merely 'nice to haves'.

In this implementation, management conferences, branch visits, road shows, email, team meetings and EXCO meetings were used. An effective tool was choosing a different section of the company to conduct pilots in causing involvement of various pockets of staff.

EXECUTION OF THE STRATEGY: ACTION PLAN HR DELIVERABLES FY06-FY09				
Deliverables	Completion Date	Completed	Person responsible	Future Person Responsible
HR strategy	2006/07/17	Yes		
Reporting, institute monthly ER, LTO, HR summary reporting	2006/07/17	Yes		
Policies: revise grievance policy	2006/07/17	Yes		
Policies: review all policies (except CCL HR)	2006/08/31	Yes		
CCL HR Policies	2006/10/30	Yes		
Skills development Plan and ATR	2006/06/30	Yes		
EE Plan	2006/06/30	Yes		
EE Report 06	2006/10/01	Yes		
Performance Review process	2006/10/06	Yes		
Talent Index Model & Format	2006/07/17	Yes		
Complete Talent Index	2006/11/30	Yes		
Succession Plan Model and Format	2006/07/17	Yes		
Complete succession plan	2006/11/30	Yes		
Leadership Model/Leadership Questionnaires	2006/07/17	Yes		
Roll out of Talent Management and Succession Planning at branch conference 2007	2007/08/01	Yes		
Roll out of People Management Strategy at branch conference	2006/08/17	Yes		
Roll out of Leadership Model at branch conference 2007	postpone to 2008	No		
On Boarding	2006/08/31	Yes		
Orientation	2006/08/31	Yes		
Induction	2006/08/31	Yes		
Revisit and reprofile jobs after test completion	2006/11/30	Yes		
Job match profiles	2006/11/30	Yes		
Test completion and analysis	2006/10/16	Yes		
Standardise recruitment process	2006/10/16	Yes		
Revise performance documentation after test completion	2006/11/30	Yes		
Test completion and analysis	2006/10/16	Yes		
Blick Expert	2006/12/31	No		
NBC - Main agreement Expert	2006/12/31	No		
EOC campaign -Triton values, route map, branding, culture	On going	Yes		
Values card's	2006/11/30	Yes		
Triton route map	2006/11/30	Yes		
Best company to work for survey 2009		No		
ER expert 2008		No		
ER training proposal	2006/09/30	Yes		
Rollout of ER training 2007		Yes		
Organisational Perception survey 2008		No		
Structure of HR Department	2006/07/17	Yes		
Career Pathing	2006/11/30	Yes		
Career Building Blocks (ladder of learning)	2006/11/30	Yes		
Learning tracker (tracking for succes)	2006/11/30	Yes		
Process map all HR functions	2006/11/30	Yes		
Proposal CSI and Enterprise Development	2006/10/30	Yes		
Implementation of CSI	2006/12/31	Yes		
Implementation of Enterprise Development	in progress	No		
Development of inhouse technical training, material and site accreditation	in progress	No		
Soft skills training	in progress	No		
♦ all deliverables to implemented by end of financial year 09				
2006 - 2007 initiatives				
2008/2009 initiatives				

Schematic representation of the implementation plan

15 months later as they say hindsight is a wonderful thing. Would I have done anything differently? Yes I should have focused my energies initially on getting all the key stakeholders on board from day one. I can honestly say the big difference is having all the stakeholders on board from day one, because I did not have this it slowed down implementation considerably. Is it possible to scale the model down and simplify it for a smaller company? Yes it definitely is. The basic tenets of Dave Ulrich's model are easily translatable no matter what the industry or the size of the company. Its appeal is universal and timeless. It takes the guesswork out of human resourcing and unlocks the potential of the existing workforce and enables us to recruit new staff according to higher performance standards. The second most important person in an organisation today next to the CEO is the HR director in the words of Jack Welch; and organisations today would be wise to recognise and capitalise on this. Put simply it is realising the value of people.