

How to Align Your Human Resources System



Where Do I Start?

1. What does my organization have and not have?

<p>Talent Management</p> <ul style="list-style-type: none"> Job descriptions for every position Performance-based compensation Regular reviews of compensation and benefits to maintain market parity Sourcing strategy (recruiting, university pipelines, local job market, etc.) Comprehensive on-boarding program Career paths identified 	<p>Employee Development</p> <ul style="list-style-type: none"> Career paths identified for job roles (technical and management roles in particular) Management development plans for all levels Succession plans Learning strategy for the workforce based on objectives for the business and requirements of each job
<p>Rewards and Recognition</p> <ul style="list-style-type: none"> Rewards and recognition program and associated policies Differential rewards or standard rewards Link to organizational performance measures Monetary and non-monetary rewards 	<p>Performance Management</p> <ul style="list-style-type: none"> Performance management system to monitor outcomes for every position (including validity and reliability of the assessments) Explicit guidelines for assessing performance Performance-based compensation Remediation mechanisms for underperformance Periodic assessments Links between individual, team, organization

2. Where is my organization misaligned? Where are the gaps and trouble-spots?

3. Where is the “low-hanging fruit?” What can I do now that will make progress toward alignment?

4. What is my plan to assess the gaps and take action to get better alignment?

5. My priorities for the next 6 months, 12 months, and within 2 years:

Trade-offs

Time versus Quality

Short-Term Gains versus Long-Term Objectives

Integrated HR System

Culture

Talent Management

Recruiting, Screening, Interviewing
Hiring
Compensation & Benefits
Succession / Promotion Path
Job Titles, Hierarchy
Infrastructure & processes
Aligned with ED, PM, RR

Employee Development

Learning & Growth Opportunities
(knowledge, job assignments, stretch work, guidance)
On-boarding
Career Support
Aligned with TM, PM, RR

Job Task Analysis
Competencies
Metrics
Evaluation
Communication

Rewards & Recognition

What, how, & when to reward
Fair, consistent, accurate, manageable
Linked to performance, values, compensation
Aligned with TM, ED, PM

Performance Management

What, how, who, & when to measure
Fair, consistent, accurate, manageable
Remediation & feedback
Links between individual, team, & organization
Aligned with TM, ED, & RR

Tradeoffs:

Time v. Quality

Short Term Gains v. Long Term Objectives