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Corporate renewal

To address performance problems as a result of internal issues, an organisation may implement a range of corporate renewal strategies that usually result in significant change to organisational structure, people and processes. A retrenchment strategy is one where an organisation reduces the size of operations to overcome weaknesses and improve cashflow. An organisation may also try to restructure or streamline operations to focus on its primary reason for being in business. A turnaround strategy may be pursued to arrest declining performance, and often involves some form of initial retrenchment, followed by restructuring to ensure effective leadership and achieve operational efficiencies.

Generic competitive

In developing a competitive strategy to increase competitive advantage, managers can select a generic competitive strategy. Leading economist and strategy specialist Michael Porter has identified three generic strategies:

- A cost leadership strategy where organisations compete with others in the industry on the basis of having the lowest cost.
- A differentiation strategy where an organisation offers unique and valued products.
- A focus strategy when an organisation implements a cost or differentiation advantage strategy in an industry segment. The selection of one or a combination of strategies depends on the organisation's strengths and the competition's weaknesses.

Competitive advantage

To support your learning, you might like to watch the Harvard Business Review video in which Michael Porter discusses development of the concept of competitive advantage: 'The five competitive forces that shape strategy' which can be found at: www.youtube.com/watch?v=mYF2_FBCvXw.

In this video, Porter discusses his model for assessing strength within an industry to develop a strategy to achieve competitive advantage over other organisations. The five industry forces are explained here.

1

Rivalry

Existing organisations within an industry will often experience an ongoing battle for market share. The goal to be the market leader causes rivalry among competitors in an industry. The greater the number of competitors, the higher the rivalry. This can be seen in the ongoing price wars between major supermarket chains in Australia, often at the expense of the smaller players.

Quality

- Strong employee participation in decision-making
- Clear job analysis and design
- Some external sources
- Narrow career paths
- Focused on short-term results
- Some employment security
- Limited incentives
- Pay structures reflect skills and knowledge
- Strong focus on training and career development
- Cooperative employee/employer relations

Cost reduction

- Limited participation of employees in decision-making
- Clear job analysis and design
- Mostly external sources
- Focus is on results and outcomes
- Short-term criteria to measure performance
- Limited employment security
- Limited reward and recognition
- Pay structures based on responsibility
- Limited training and development
- Traditional employee/employer relations

Strategic HRM functions and practices

Most HRM authors agree that the philosophy of strategic HRM centres on gaining competitive advantage for the organisation by managing people – its critical asset – through an integrated, shared set of practices that balances and promotes the organisation's strategy. Strategic HRM is focused on the integration and adaptation of human resources to ensure that HRM is aligned with strategy, that policies are consistent, and that practices that build employee skill sets are embraced and utilised by line managers. At its core, strategic HRM is about the functions of planning, foresight and analytical decision-making to support organisational strategy and some activities.

Strategic HRM core functions and activities can include:

- determining the numbers of employees
- determining the required skills and knowledge for positions to meet organisational objectives
- identifying effective methods for recruiting new staff
- determining how to best use employee skill sets

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Pursue quality performance

Strategic directions:

To develop an effective and comprehensive organisation-wide communication strategy.

To enhance a coordinated range of staff health and wellbeing activities that promotes health self-management.

Strategies:

- Develop and implement a range of communication methods relevant to specific issues, sites and staff needs.
- Ensure all communication is inclusive and effective.
- Enhance the range of activities and opportunities that address the needs of specific staff groups.
- Assist staff to develop the knowledge and skills to identify and manage their own individual health and wellbeing needs.
- Ensure all staff are able to access the range of support services available

Attain sustainability

Strategic direction:

To manage workforce planning ensuring associated risks are reduced so that the organisation continues to meet its goals and delivers services within contemporary best practice standards.

Strategies:

- Systematically monitor and respond to workforce needs/trends.
- Establish clear guidelines for staff that define various responsibilities and decision-making authority.
- Ensure accurate and timely data related to workforce planning is available to support senior clinical managers.

Create an educational culture

Strategic directions:

- To create a learning/teaching/research culture.
- To build business management acumen and skills in senior clinical management staff.

Strategies:

- Ensure clinical management staff possess the required knowledge and skills that enable them to effectively respond to changing needs and demands.
- Utilise integrated information technology systems to manage budgets, performance and accountability.
- Establish a multidisciplinary/inter-professional teaching and research unit.
- Ensure a coordinated approach to student placements.

An internal review of HR practices might cover:

- the impact of changes in legislation, enterprise bargaining agreements
- funding for programs
- changes in leadership
- changes in strategic direction
- health and safety programs
- organisational culture
- employee commitment and engagement
- organisational restructuring
- leadership styles and management practices
- internal policies and procedures, such as diversity and equal opportunity policies.

Gap analysis

It is useful for HR to analyse the information gathered to determine how to proceed. The following is an example of a gap analysis for an organisation wanting to address a new business objective. The information will allow the HR department to identify and implement strategies to meet this objective.

Business objectives	HR requirements to meet objectives	Gap – does the organisation have what it needs?	Outcome of not addressing the gap	Potential solutions to address the gap
Implement a sustainability plan	Employees with specialised training and experience in sustainability	No	<ul style="list-style-type: none"> • Plan not effectively implemented • High impact on development of corporate responsibility 	<ul style="list-style-type: none"> • Explore graduate programs and develop internships • Build relationships with TAFEs, universities and other organisations to source graduates • Improve the working environment • Restructure business units • Redesign processes • Develop new job descriptions to incorporate social responsibilities • Introduce a rewards and recognition system

Moving into new markets

Does your current workforce have the capacity and skills to meet production demands? Does the new market require dedicated sales staff, or sales staff with specific skills? What retraining requirements exist for the production chain?

Improving distribution networks

Do the new initiatives, systems, processes and practices require new skill sets?

Labour supply forecasting

Forecasting labour supply involves projecting the present workforce profile into the future. The purposes of supply forecasting, some questions to help the process, and the status of individual positions all need to be considered as follows.

Purposes

Supply forecasting helps your organisation to:

- quantify numbers of people and positions expected to be available in the future to enable plans and objectives to be met
- clarify likely staff mixes that will exist in the future
- prevent personnel shortages
- monitor expected EEO and diversity goal compliance
- identify necessary and potentially advantageous skill sets
- identify potential training and development needs.

Questions to help

- Which roles or skill sets have the highest strategic impact on the goals of the organisation?
- Given the scenarios, which roles may become part of the organisation's core business in the future?
- Which roles have had a number of vacancies in the past 12 months?
- Which roles have been difficult to fill?
- Which roles require a long training time to develop the skills for the position?
- Which roles are most numerous?
- Which roles may become redundant in the future?

Training

Since entry level, low-skill jobs are usually easier to fill than positions for skilled employees, training existing staff to meet future needs is a valuable strategy. These employees can then be monitored to identify suitable candidates for training and development to move into more skilled positions. These individuals may be identified at the initial recruitment phase or through their work appraisals. This process of identifying and training internal personnel to fill vacancies is also called succession planning.

Recruiting

You need to predict when your organisation will have increased demand for skilled labour. This may involve analysing the business plan or maintaining contact with operational managers about their requirements.

Recruitment activities need to be timed to allow for the recruitment process and any training activities required to make the personnel 'job ready' when needed.

Internships

The strategy of setting up recruitment centres at universities and other training organisations is very similar to the way national sporting associations recruit; they source the best candidates before anyone else has the chance to do so. Usually the organisation first in with the best offer gets the recruit.

Selecting the candidate with the best potential and signing them up for an internship allows the organisation to prepare them for a graduate role while they are assisted through their studies.

Outsourcing

Outsourcing strategies can be twofold. First, you can outsource the recruitment process to a specialised recruitment agency. An agency can conduct the whole recruitment process from advertising through to selecting the best candidate, which frees up your workforce to concentrate on its main tasks. They also offer a degree of anonymity to the potential candidate. This means an employee of another firm may be more inclined to apply, since there is less chance of their current employer finding out.

Second, you can outsource the function that you require the employee for, such as those tasks that may be considered non-core; for example, facilities maintenance staff, canteen staff, cleaners and transport or delivery roles. In some cases this can be a more economical strategy, especially for short-term projects; however, you do lose a degree of control over the day-to-day tasks.

Offshoring

Offshoring involves moving an area of operations to another country to take advantage of lower operational costs or expertise in areas. Examples of offshoring are common for information technology and call centre operations. Ireland has become renowned for software development and India has become popular for organisational call centre work.

Anti-discrimination

Commonwealth and state laws cover EEO and anti-discrimination in the workplace. All employees should be able to participate in and comply with a workplace free from discrimination and harassment. It is important that as a leader, you understand your rights and responsibilities under human rights and anti-discrimination law. By putting effective anti-discrimination and anti-harassment procedures in place in your team, you can ensure compliance with the law.

The Australian Human Rights Commission can provide information and advice for workplaces and the Fair Work Ombudsman provides resources about how to prevent discrimination in the workplace.

Relevant legislation can be accessed by following the links at: www.business.gov.au/business-topics/employing-people/Pages/equal-employment-opportunity-and-anti-discrimination.aspx.

Privacy legislation

The Privacy Act 1988 (Cth) is an Australian law that regulates the handling of personal information about individuals. There are 13 Australian Privacy Principles:

- APP 1 – Open and transparent management of personal information
- APP 2 – Anonymity and pseudonymity
- APP 3 – Collection of solicited personal information
- APP 4 – Dealing with unsolicited personal information
- APP 5 – Notification of the collection of personal information
- APP 6 – Use or disclosure of personal information
- APP 7 – Direct marketing
- APP 8 – Cross-border disclosure of personal information
- APP 9 – Adoption, use or disclosure of government related identifiers
- APP 10 – Quality of personal information
- APP 11 – Security of personal information
- APP 12 – Access to personal information
- APP 13 – Correction of personal information

Further information is available at: www.oaic.gov.au/privacy/privacy-act/australian-privacy-principles.

Keep up-to-date

It is paramount that you stay up-to-date with legislation and workplace regulations. You can do this by subscribing to a variety of platforms. The following websites offer access to social media, such as Twitter, as a means to remain aware of changes that the organisation may need to address in the workplace.

To remain aware of legislative change you might access the following:



2A

Consult relevant managers about their human resource preferences

Continuing consultation and communication with individual managers, employees and teams in an organisation is essential if relevant HR services are to be established and maintained. Consultation is the key means available to an HR team to enable the development of cooperative and productive partnerships in operational areas. Undertaking consultation with managers throughout the organisation will establish how HR responsibilities can be distributed. Consultation and communication will enable HR to identify customer needs and to promote what HR can do to support the business in achieving its objectives.

To build effective relationships that encourage and promote partnerships with line managers, HR managers need to ensure that line managers have appropriate training and development options, the tools they need to manage their teams, and the support and respect of HR in listening and acting on their feedback and ideas.



Human resource preferences or requirements

The involvement and commitment of line managers in identifying the HR services they require is essential to the effectiveness of an organisation's HR strategy.

Consultation with line managers will establish how HR responsibilities can be divided; for example, the development of a job description and person specification could be the responsibility of a line manager with the final product reviewed and any amendments undertaken by an HR specialist. Alternatively, the HR specialist might develop the job description and person specification by observing the job and interviewing the job holder and line manager and then having the associated documentation signed off by the line manager.

Consultation will also determine what the parties are capable of and what constitutes a realistic basis for defining responsibilities for HR tasks. To be effective, HR initiatives need to be owned by managers and aligned with the organisation's needs. HR professionals need to encourage the involvement of line managers in the planning and design of HR initiatives intended to change the way they manage their teams in the organisation.

Best practice consultation

The Australian Government Fair Work Ombudsman offers an excellent best practice guide to consultation and cooperation in the workplace. To support your learning, you might like to review the guide for a comprehensive discussion on consultation. The site also includes a useful flow chart that can be used as a job aid in the workplace. The information is available at: www.fairwork.gov.au/about-us/policies-and-guides/best-practice-guides/consultation-and-cooperation-in-the-workplace.



2C

Develop strategic objectives and targets for human resource services

An organisation needs to implement HR services that integrate with and support the organisation's strategic and business plans. The HR services that are developed must reflect the vision, mission and culture/values of the organisation and should benefit all stakeholders, including management and employees. To ensure these services can be measured to determine their effectiveness, SMART objectives with clearly identified targets need to be developed.



Factors to consider

HR services, including policies and procedures, must complement the organisation's business strategy so that it can more easily achieve its strategic objectives. It is also paramount that HR services support other functional areas such as finance and production. Some other factors are outlined below.

Some other factors to consider

- Asking managers, team leaders, supervisors and employees about the extent and range of their HR requirements
- Comparing current HR systems and services with the system/service requirements and demands of internal and external users
- Determining how jobs are to be designed to achieve the organisation's business outcomes
- The establishment of appropriate recruitment and selection programs that build the organisation's capability
- Introducing appropriate performance management and reward systems that will motivate employees to work towards the organisation's objectives

Performance measures

It is crucial to align the objectives of the HR services with the organisation's vision and strategy. It is also critical that HR services have clearly articulated performance measures. Without these performance measures, it will be difficult for HR to demonstrate how it contributes positively to business performance.

Here is a comparison of HR scorecards and HR metrics.

Compare costs and benefits

The total costs need to be compared with the predicted benefits. Calculate total costs and total benefits for comparison and compare them by dividing the total costs by the benefits. Use your analysis to determine what strategies can be applied to manage the costs and realise the benefits.

Determine break-even point

The cost-benefit analysis findings are used to calculate how long it will take to repay the costs and achieve a break-even point. This is calculated by dividing total costs by the total, quantified benefits.

Example: service delivery and services

Consider the service delivery within your organisation and/or that provided by your training organisation. To support your learning you might like to visit the following websites to see examples of service delivery models and service options.

Websites with additional information

- Victorian Department of Education and Training, www.education.vic.gov.au/hrweb/Pages/default.aspx
- Southern Cross University, <http://scu.edu.au/admin/hr/>
- Queensland's Corporate Administration Agency, www.caa.qld.gov.au/our_services_hr.html

Practice task 9

1. What analyses should be undertaken to determine the HR service options that need to be implemented in an organisation?

continued ...

2G

Develop risk management plans to support the strategic human resource plan

When making any major decisions within an organisation, it is good practice to identify the possible risks involved, the likelihood of them occurring and the consequences should they occur. This is called risk analysis. Many large organisations will have risk management strategies in place to help with this process and these should be followed before you implement your decisions.

Here are some aspects of risk management that need to be considered.

What is a risk?

Risk is defined generally as exposure to the threat of danger, harm or loss. In business, risk is the probability of threat and loss that exists within an organisation's operations and environment. Examples of this risk might include loss of revenue, change in demand and changing external environmental factors. Risk is embedded in every aspect of every business and all risks cannot be eliminated or controlled. It is the organisation's ability to manage those risks that is important.

Risk management

Risk management refers to processes for identifying, assessing and prioritising risks so that they can be eliminated, minimised or controlled with minimal impact to the organisation. All new projects, changes and major decisions should undergo risk analysis and risk management planning before implementation.

There are risk management standards that have been set by various bodies, such as the Project Management Institute, the National Institute of Standards and Technology and ISO Standards. These are intended as benchmarks to be used to guide individual implementation. They have been adopted and adapted by many organisations as standard practice and you may find that your own organisation has a very specific risk management procedure, including templates and guidelines to follow.

Risk management planning

As a manager, you may be required to undertake risk management planning before you finalise your plan. Even if it is not a requirement, it is good practice anyway. Failure to do so may result in you encountering an unplanned-for risk and its consequences. Already having risk management strategies in place will either prevent the risk from occurring or allow you to deal with it in an efficient and cost-effective way when it does occur.

Retain the risk

Some negative risks may be at an acceptable level when the likelihood and consequences can be adequately managed internally within the organisation. Others may have such a low level as to not warrant any effort. For example, occasional staff absences may not have a huge impact on meeting time lines, so this low-level risk can be accepted.

Review the risk management plan

A risk management plan is a tool used to record in detail all of the steps described above. Risk management templates and guides are widely available on the internet and in HRMS software. Their purpose and elements are shown below.

Plan purpose

Your organisation may have its own templates and documentation relating to risk management plans. When completed, it summarises the proposed risk management approach that has been undertaken. It might be used to:

- assist decision-making
- plan at the start of a project
- support overall business and strategic planning
- demonstrate capability when vying for business; for example, tenders and expressions of interest.

Plan elements

The risk management plan may form part of a larger document, such as a business plan, project plan or strategic plan, or it may be a standalone document. In some organisations, it may be added to a risk register for future reference. Whatever its form or purpose, a risk management plan should include:

- the process for identifying, analysing, evaluating and controlling risks
- personnel responsible
- costs
- actions to be undertaken
- resources required
- reporting requirements.

Topic 3

Implement human resource strategic plan

Following the development and endorsement of the strategic HR plan, the next step is to implement the plan to execute the HR services. The implementation of the strategic HR plan is a change process that should be treated in the same way as any change in the organisation. Senior management need to show support for the new HR strategies and services; their leadership will be crucial to the program's success. Management also needs to communicate the objectives of the strategic HR plan and their expectations for staff adoption of the new processes and practices.

In this topic you will how to:

- 3A Work with others to see that the strategic human resource plan is implemented
- 3B Monitor and review the plan
- 3C Adapt the plan should circumstances change
- 3D Evaluate and review performance against plan objectives

Assign key responsibilities

All roles for implementing the strategic HR plan must be clearly described, explained and agreed to. This can be achieved by creating a matrix that defines roles, expectations and levels of accountability. The following is an example of a responsibility matrix that outlines key roles and responsibilities in a development plan. This matrix allows you to clearly identify and communicate who is responsible for what part of the implementation process:

- A: defines a responsibility for approving (they have ultimate accountability).
- R: defines a responsibility for reviewing material that will be distributed, which may include reports, documents, workbooks or key information.
- C: defines a responsibility for creating or developing. This should only be the person who is ultimately responsible, not people in the team who might participate in or contribute to this.
- I: defines key people who provide input.

Role	Core activities				
	Implementation plan development	Budget	Communication and engagement	Implementation	Evaluation
HR director	A, I	A	A	A	A
HR manager	R, C	R, C	R, C	R, C	R, C
HR team leader 1	C	C	A, C	R	C
HR team leader 2	C	C	C	C	C
Leaders/Area managers	I	I	I, C	I	I, C

Develop the schedule

The schedule should include the activities required to implement the HR strategies and services, with assignment of each activity to HR team members. Start and completion dates for each activity and the required resources should also be identified.

The HR team should identify a number of milestones, or achievement dates, throughout the implementation process. A milestone might be the approved design for the restructure of the marketing team. These milestones need to be monitored to ensure activities and tasks are tracking according to identified organisational time frames. The schedule is often presented in the form of a table, but some managers may develop a Gantt chart. The bar shows activity start, duration and completion, so long as the project manager regularly updates the chart.



Effective engagement should include:

- identifying the relevant stakeholders
- communication tailored to meet the needs of each stakeholder
- guiding expectations
- seeking and acting on feedback
- understanding stakeholder roles, interests and their importance to the change program.

Guidance on engagement

The following two government websites provide comprehensive guidelines for engaging stakeholders. To support your learning, you may want to review these carefully for additional information:

- The Australian National Audit Office, at: www.anao.gov.au/html/Files/BPG%20HTML/2014%202015/ANAO_Policy_Initiatives_HTML/part_5.html
- The Department of the Prime Minister and Cabinet, at: www.dpmc.gov.au/pmc/implementation-planning/implementation-planning



Example: implementation plans

Implementation plans may vary from organisation to organisation, and in developing one for yours, be guided by your organisation's change and project management policy and procedures. Some examples can be seen at the websites shown here.

Examples of implementation guides and plans:

- NSW Education and Communities, Implementation Guide Strategic Human Resources Plan 2012–17, www.det.nsw.edu.au/media/downloads/about-us/how-we-operate/strategies-and-plans/corporate-plans/strategic-hr-plan-ig.pdf
- UK's National Health Service, HR Strategy Implementation Plan, www.nhs24.com/aboutus/nhs24board/agendasandpapers/2004/september/~media/nhs24/agendas%20and%20papers/2004/september/20040929%20item%2023%20hr%20strategy%20app%202%20imp%20plan.ashx
- Australian Public Service, 'Implementation and monitoring, evaluation, review and adjustment', www.apsc.gov.au/publications-and-media/current-publications/workforce-planning-guide/implementation

Monitor and review methods

A number of methods can be used to measure the progress of the strategic HR plan, but a commonly used technique is to perform variance analysis between the planned and actual performance outcomes. You can compare metrics results from the period before introducing the service to the period post-implementation. Your HRMS should be able to generate variance reports related to services performance. You can also gather feedback evidence from discussions and surveys to determine reasons for variances. One of the key activities of the implementation process is monitoring the budget allocated to the strategic HR plan.

Milestones review

A review of the effect of any barriers to reaching milestones is also required. If objectives or milestones are not reached, you need to identify the reasons why and develop solutions to the challenges and issues, which may include implementing new or additional actions. For example, if a target is to have 95 per cent of staff using the self-service function by month six of introduction, and your HR system reports indicate that only 80 per cent have used the service, you would follow up with a discussion with managers and perhaps an online survey of employees.

Feedback may indicate that some of the self-service features are difficult to use. This will mean that features will need to be redesigned, and training on how to use the new features will need to be implemented. Another example might be that the wrong metrics are being used to determine results, and new metrics will need to be identified to effectively measure performance. Any adjustments will need to ensure that corrective action activities and tasks are incorporated into the plan and that the changes are communicated effectively to all stakeholders. It is important to note that corrective actions will generally need to be approved by senior management.



Monitor the budget

Monitoring the HR budget is an essential process as it allows you to identify how the HR function is tracking based on its spending. This will give you an indication of whether or not the HR strategies are effective. Variance analysis is the key method used to monitor budget performance, where the planned amounts of funds used are compared against the actual amount used. The root causes of variances or issues identified from qualitative data need to be determined and addressed. For example, if there is a significant decrease in the use of WHS training funds from one month to the next, it may be due to a problem with managers ensuring staff are undertaking their required training.

Determine the root cause of variances

To determine the real reasons for variance, you can develop a cause and effect diagram. These are also known as fishbone diagrams because the completed diagram resembles a fishbone. The recorder in the group should position the problem or issue at the head of the fish. The possible causes of the problem should be brainstormed and recorded on the bones that are growing out of the spine of the fish.



3C

Adapt the plan should circumstances change

The most stringent planning process can still be affected by unforeseen circumstances. A range of factors may affect implementation of the strategic HR plan, including changes in both the internal and external environments. Here are some examples of changes and impacts.

Changes

- An increase in turnover – due to the changes being implemented, staff decide to leave the organisation
- Time lines for implementation of the strategic HR plan are extended due to an inability to retain expert consultants
- Inability of staff to use new services due to lack of skill
- Changes to workplace legislation requiring a change in one or more HR strategies or services
- Other projects in the organisation impacting on its ability to resource implementation of the strategic HR plan
- The business has an opportunity to merge or acquire another company
- Insufficient experience in the HR team to service new HR strategies due to staff leaving unexpectedly

Impacts

The changes mentioned would require adjustments to the implementation plan, such as:

- changing the implementation option to a partial rollout instead of a full organisational rollout
- increasing or changing the training for staff in how to use the new HR processes and practices being introduced as part of the strategic plan
- changing the HR service to ensure it meets legislative requirements.

Example: adapt to circumstances

The Australian Government recently announced an unexpected increase in the minimum wage. Wolf Bros, a larger retailer, has failed to allow contingency for such a change. It announces it will reduce staff by 20 units over the next two years to ensure profitability. As a result, the strategic HR plan needs to be amended with strategies and services developed to accommodate the new organisational redundancy strategy.

Evaluation strategies

The plan may have introduced changes to increase productivity, improve staff morale, decrease the number of staff, increase workforce diversity, provide a staff incentive scheme or offer redundancies. Corresponding changes may have involved a restructure or the introduction of a reward system, a redundancy program, a redeployment scheme or a training and development program. Strategies for evaluating HR changes against objectives are outlined here.

Increase productivity

Strategy or service:

- Restructure the organisation

Evaluation:

- Review of company performance and staff morale; for example:
 - staff satisfaction questionnaire
 - review of organisational performance.

Reduce absenteeism

Strategy or service:

- Offer flexible work hours

Evaluation:

- Distribute employee satisfaction questionnaire.
- Review findings from turnover and absenteeism metrics results.
- Review performance appraisal feedback.

Decrease staff

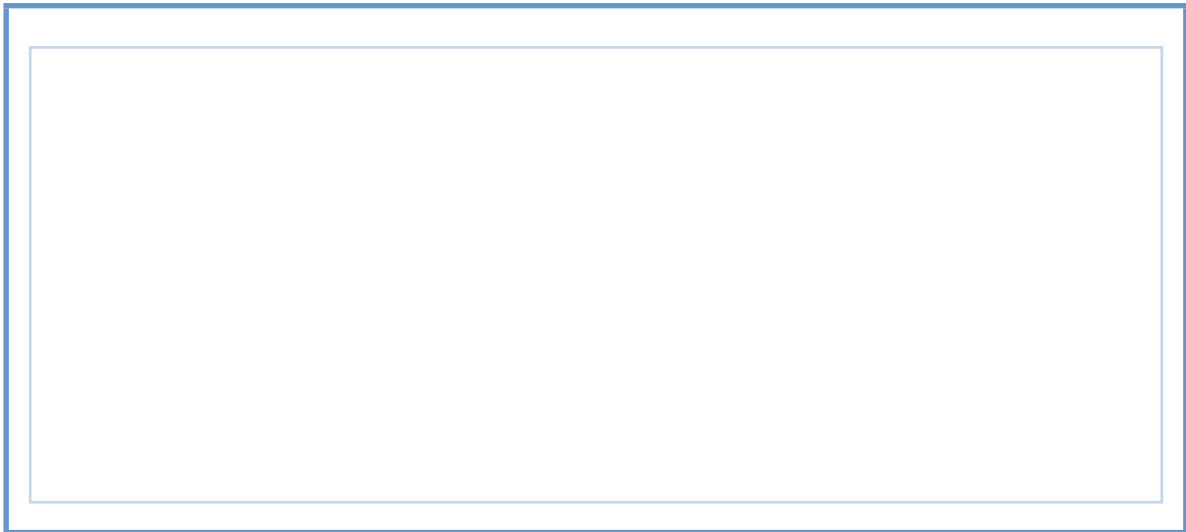
Strategy or service:

- Offer voluntary redundancies

Evaluation:

- Review staff morale and workforce feelings towards the company after process.
- Distribute employee satisfaction questionnaire.
- Review of financial reports on human resource costs.
- Review of staff movement metrics results.

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Summary

1. Implementation of the strategic HR plan is effectively a change process that should be treated in the same way as any change in the organisation.
2. A number of methods can be used to measure the progress of the strategic HR plan, but a commonly used technique is to perform variance analysis.
3. The organisation and the HR department will have a number of key stakeholders who have a vested interest in the implementation of the strategic HR plan.
4. Regular monitoring and review of key strategic HR plan deliverables is crucial to the success of the plan and the changes being implemented.
5. A range of factors can affect the implementation of the strategic HR plan, including changes in both the internal and external environments.
6. An essential component of the strategic HR process is to evaluate the quality and effectiveness of the strategies and services that have been implemented to see whether the organisation's objectives are being achieved.