

HR STRATEGY TEMPLATE FOR 2018

Strategic HRM is a systematic approach to developing and implementing HRM strategies, policies and plans aligned to the strategy of the organisation that enable the organisation to achieve its objectives (SABPP, 2013). The purpose of this HR strategy template is to assist HR Directors and HR Managers to align their HR strategy to the national strategic HR Management Standard Element.



According to the SABPP Strategic HR Standard Element you will go through 7 phases or steps (consisting of 9 building blocks) to develop a Strategic HR Plan for your organisation meeting the standard. But before that your management team members need to have a clear idea of the objectives you need to achieve. Using the table below to start this strategic journey and then follow the 7 steps as your roll-out the strategic HRM standard process.

REVIEW THE OBJECTIVES OF STRATEGIC HRM FOR YOUR ORGANISATION

No	OBJECTIVES OF STANDARD	NOTES RELEVANT TO YOUR ORGANISATION
1	To ensure the HR Strategy is derived from and aligned to the organisation's objectives in	To what extent is your HR strategy derived from the business strategy?

No	OBJECTIVES OF STANDARD	NOTES RELEVANT TO YOUR ORGANISATION
	consultation with key organisational stakeholders.	Have you consulted key organisational stakeholders?
2	To analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business objectives.	<p>Have you done a proper internal and external analysis?</p> <p>Do you have proactive people-related business objectives?</p>
3	To provide strategic direction and measurements for strategic innovation and sustainable people practices.	<p>Is there clear HR strategic direction and measurements?</p> <p>What is the role and position of HR to contribute to strategic innovation & sustainable people practices?</p>
4	To provide a framework for the employment value proposition of the organisation	<p>From a strategic perspective, why would people want to work for your organisation?</p> <p>Is the EVP clearly articulated and is it attractive?</p>
5	To establish a framework for the HR element of the organisation's governance, risk and compliance (GRC) policies, practices and procedures which balance the needs of all stakeholders.	<p>What is the role and position of HR from a GRC perspective?</p> <p>Have you developed a clear framework for HR GRC?</p> <p>Does the framework address and balance stakeholder needs?</p>

No	OBJECTIVES OF STANDARD	NOTES RELEVANT TO YOUR ORGANISATION
6	To determine an appropriate HR structure, allocate tasks and monitor the development of HR competence to deliver HR strategic objectives	<p>Do you have an appropriate HR structure and task allocation?</p> <p>How do you monitor the development of HR competence to deliver strategic objectives?</p>

7 STEPS IN MEETING THE NATIONAL STRATEGIC HRM STANDARD OF SABPP

STEP 1: TRANSLATE OVERALL STRATEGIC INTENT OF THE ORGANISATION INTO HR STRATEGY

No	Key ISSUES/QUESTIONS	ANSWERS/OPPORTUNITIES FOR ACTION
1	Read the business strategy. What is the essence of the business strategy?	
2	What are the key drivers behind the business strategy?	
3	What are the main business objectives?	

No	Key ISSUES/QUESTIONS	ANSWERS/OPPORTUNITIES FOR ACTION
4	What are the main priorities of the business strategy?	
5	What role can HR play to enhance business strategy?	
6	Have you scanned the external environment for issues/trends?	
	Factors: Political Economic Social Technology Environment Legal	
7	What are the important internal factors impacting on HR?	
8	What are the different HR scenarios and alternatives for HR strategies which address HR related risks and opportunities of each business priority?	

No	Key ISSUES/QUESTIONS	ANSWERS/OPPORTUNITIES FOR ACTION
9	How will HR support the achievement of strategic objectives? Indicate programmes, initiatives, systems, methods linked to HR value chain.	

STEP 2: POSITION THE STRATEGIC HR AGENDA AS AN INTEGRAL PART OF STRATEGIC DECISION-MAKING, GOALS AND OPERATIONAL PLANS

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION
1	To what extent is the HR contribution to business strategy proactive or reactive?	
2	Are there HR related problems or constraints that could impact on the achievement of business objectives?	
3	What strategy formulation structures are in place, and what is the role and/or representation of HR for optimum influence/contribution?	

4	Are operational plans for all parts of the organisation reviewed for alignment with HR strategy?	
5	Are operation executives held accountable for implementation of HR strategy aligned to their operations/business plans?	
6	What are the key items of the strategic HR agenda?	

STEP 3: ALLOCATE HR RESOURCES AND BUILD CAPABILITY TO IMPLEMENT THE HR MANDATE

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION
1	Has the HR structure being reviewed for effective delivery of the strategy and plan?	
2	Is an appropriate budget submitted to the Board to implement the HR mandate?	
3	Have you reviewed the current skills of HR staff against the requirements of the HR strategy and plan?	

4	Do you have a clear plan to address HR skills gaps and to implement plans to up-skill staff?	
5	Does each member of the HR team have a performance agreement and a development plan aligned to the HR strategy and plan?	
6	Are you allocating sufficient resources to implement the HR mandate?	

STEP 4: PROVIDE THE CONTEXTUAL FOUNDATION FOR THE DEVELOPMENT OF HR POLICIES, PLANS, PRACTICES AND PROCEDURES

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION
1	Are HR policies positioned as important pillars of organisation culture and performance?	
2	Do HR policies bring consistency to management decisions affecting employees?	
3	Are HR policies aligned within the organisation's business context, to laws, regulations and other compliance requirements?	

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION
4	Do you have a defined process to deal with exceptions so that consistency is not undermined?	
5	Are HR policies, plans, practices and procedures aligned to the HR strategy?	
6	Do you regularly review HR policies, practices and procedures to check alignment? Do you consult with management and employees?	
7	Do you have a defined process to prepare policy drafts by consulting with all key stakeholders and to approve policy?	
8	Are policies affecting organisational strategy approved at Board/Executive Management level?	

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION

STEP 5: ALLOCATE ACCOUNTABILITY AND RESPONSIBILTIES FOR THE EXECUTION OF HR STRATEGY

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION
1	Are different role-players (senior, middle managers, communication specialists, risk managers, HR etc.) responsible for the execution of HR strategy?	
2	Is it 100% clear who is responsible for what?	
3	Are performance agreements throughout the organisation aligned with the agreed HR strategy and plan?	

STEP 6: ENSURE THE EXECUTION OF THE STRATEGY IS MEASURED AND MONITORED WITHIN THE GOVERNANCE FRAMEWORK OF THE ORGANISATION

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION
1	Is the process for monitoring the HR business plan included in processes for following up on implementation of HR strategy and business plans?	
2	Have you agreed on appropriate measures for tracking the effectiveness of HR strategy and agreed at the time of approval of HR strategy?	
3	Does the governance system provide effective oversight over HR risks, structures, accountabilities, performance, alignment of employees to strategy, organisation culture and the quality of HR service delivery?	

STEP 7: DRIVE CONTINUOUS IMPROVEMENT AND SUSTAINABILITY OF HR STRATEGY THROUGH PLANNED REVIEWS AND INTEGRATED REPORTING

	QUESTIONS/ISSUES	ANSWERS/OPPORTUNITIES FOR ACTION
1	Does the executive review process of the organisation include a review of the effectiveness of the HR strategy?	
2	Does the executive review include both qualitative and quantitative measures?	
3	Does formal and public disclosure and/or reporting of the organisation include topics of strategic HR importance?	
4	Are areas for improvement documented and action plans implemented?	

For more information about the Strategic HR Standard, contact the SABPP office on (011) 045 5400 or hrstandards@sabpp.co.za Companies ready to be audited against the standard, can contact the SABPP Audit Unit on hraudit@sabpp.co.za

Visit the SABPP website www.sabpp.co.za for articles on HR Standards, or simply google HR Standards or follow SABPP on twitter @sabpp1 or Instagram using hashtag #HRStandards for regular updates on HR standards work.

