

HR Best Practice Template

At commencement of strategy on _____ /at present time on _____

(This template needs to be completed twice: when completing your self-assessment of HR at the commencement of the Strategy/EE Plan, and then the assessment thereof as at the present time. Please just insert the applicable date and delete inapplicable wording each time.)

No	Human Capital Programme Aspects	Extent of Application					
		100	75	50	25	N/a	Unknown
A	Recruitment and Selection (R & S)						
1	Policy statement(s) are effectively supported with clear related 'procedures'.						
2	R & S policy and procedure is fully aligned with EE 'Numerical goals' requirements.						
3	Roles and responsibilities of all major role players are defined and documented.						
4	Job Role/Description is the source of incumbent requirements for 'person spec' in all aspects of R & S.						
5	Vacancies are advertised internally before externals are to be considered.						
6	The different sub-procedures of R & S (Screening, shortlisting, interviewing, etc.), are clearly delineated in Policy, Procedure and Practice.						
7	Rejection of applicants/candidates are all based on defensible, fair and recorded reasons.						
8	An 'interview guide' is created before any interview begins.						
9	Competency-based Behavioural Interviewing (questioning) is the approach used for all recruitment interviews.						
10	Candidates interviewed are scored by each interviewer against each or the job technical and personal attribute requirements listed in the scoring schedule.						
11	Candidate 'probes' (i.e. performance testing, attribute assessments, etc.), in addition to the interview, are undertaken for high-level technical/professional and managerial job vacancy candidates.						
12	Company employees who participate in any way in the R & S process, especially regarding investigating and interviewing candidates, sign confidentiality agreements.						
13	Ranking of scores given to candidates features strongly in deciding which candidate is to be appointed.						
14	An interview panel is used for all final interviews.						
15	Specifically targeted R & S stats and information pertaining to every R & S exercise, that are recorded and analysed, enables management to have confidence in believing we are recruiting and appointing the right level of talent into the organisation.						

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B	Succession Planning						
1	Our Succession Plan is observably and effectively linked to strategic planning and investment in the future.						
2	Critical jobs that require succession back-up have been identified and formally declare as such.						
3	Talent is identified and developed early for long-term needs.						
4	Succession Planning routinely makes use of employee information provided by the HRM programmes of: Job Analysis, Performance Management, Talent Management, Learning and Development, Talent Retention, Mentoring Programme.						
5	Present and past workforce data and analysis also informs the succession process.						
6	Actuarial predictions of future situations/scenarios also inform the succession process.						
7	A reliable and generally supported methodology to identify employees with potential is in place						
8	Required succession pool(s) containing more than one potential successor in a pool exist(s).						
9	Succession panels/committees play an important role in the identification of potential successors and their progress.						
10	The Succession and R & S Programmes do not operate as separate silos and integrate effectively.						

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C	Performance Management System (PMS)						
1	Content of performance agreements/scorecards at senior management levels is clearly linked to corporate strategy and plans.						
2	All employees are required to have agreements/scorecards.						
3	In agreements/scorecards, KPA/KPIs are expressed in quantifiable outputs/deliverables.						
4	The PMS process is clear and enables supervisors and subordinates to understand and follow the system.						
5	Company employees understand that performance 'management' is not synonymous with performance 'appraisal' and that appraisal is subordinate to management.						
6	The number of policy-required performance review discussions between supervisor and subordinates are taking place with the results being documented.						

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C	Performance Management System (PMS)						
7	Employee performance achievements is assessed (scored) using a standard rating scale applicable to all employees.						
8	Employee performance assessments inform a variety of recognition and reward practices, inclusive of financial rewards.						
9	Calibration, moderation of agreements and assessment scoring is practiced to ensure consistency and fairness across the workplace.						
10	The overview, monitoring and evaluation of results achieved of and by the PMS programme allows management to have confidence in knowing who the high seven low performers are.						

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D	Talent Management (TM)						
1	Our TM policy is unique and not simply an extract from other HRM programmes that already exist.						
2	Our TM programme and controlling policy is clearly strategic in nature and embraces 'futurism'.						
3	TM begins at the 'governance' level of our organisation and is strongly connected with business drivers of Strategic Intent, Transformation, Workforce Demographics, Innovation and Talent Supply Chain process.						
4	A 'framework' covering TM issues guides activities that, inter alia, incorporates: Talent Accounting, Talent Demand (present and future), and Supply Chain Leverage, Leadership Advancement and Outcomes Impact Measures.						
5	Our TM Programme, Policy and Practices focus on two distinct areas of TM, namely the acquisition and retention of current talent in and for the organisation and the isolation of future talent requirements and strategies and to ensure these will be available timeously.						

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E	Training and Development (T & D)						
1	In all aspects of T & D consideration is given to teaching and learning philosophy, methodologies appropriate to different programme content and complexities, the target (learner) population, and training effectiveness evaluation that incorporate procedures commensurate with the Skills Development and SAQA legislation.						

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E	Training and Development (T & D)						
2	The differing roles and responsibilities of the principal role player are clearly defined (SETA, HRD, T & D professionals, line manager, training committee, SDF, recognised labour, employee).						
3	The creation and maintenance of Skills Matrixes is a critical and effective sub-process in the company's HRM programmes.						
4	All Training and Development implemented is based on skills planning, job analysis, competence profiling, performance evaluation and via special surveys, PDP (IDPs) analysis, identified future needs and statutory requirements.						
5	Interventions to satisfy T & D needs are applied either on-the-job, delegated to specifically identified T & D programmes, both internal developed and to service providers and to various employee self-study programmes.						
6	All T & D implemented is conducted to achieve specific criterion referenced learner (employee) knowledge, skills or behaviours, which are established via effective end-of-programme assessment.						
7	Line managers/supervisors are held accountable for the T & D of subordinates while others could be held responsible for achieving the desired outcomes of the T & D.						
8	The annual Workplace Skills Plan (WSP) is a significant and effective programme in satisfying identified, broad T & D needs.						
9	Line managers make use of specifically designed post-training procedures to ensure that newly acquired subordinate skills and behaviours can be effectively applied in the workplace.						
10	The company T & D function is in one way or another involved in/ made aware of, all company T & D activity planned and/or taking place both internally and externally.						