Strategic Alignment And Capacity Building For The HR Community
Designing, driving and implementing people management strategies, processes and projects for real business value
Catalyst Cloud

Strategic
Catalysts
Performance
Engagement
Talent
Leadership
Learning
Teams
Change
Our approach

**OUR PASSION**
Enabling leaders and HR professionals to create high performance organisations in which people can grow and contribute in meaningful ways.

**OUR TALENT**
Facilitating and stimulating people to shift mindsets, change behaviours and develop skills for real sustainable results.

**OUR TEAM**
Experienced, creative and committed to partnering with clients to address complex challenges and build capacity for long-term impact.

**OUR SUCCESS**
Rigorous project and change management, customised solutions, interactive, toolkit based learning and leaving a legacy of confidence and competence.
Catalysts in creating high performance, high engagement organisations through developing leaders, building capacity, and leveraging talent.
HR Strategic Alignment
Purpose and role of the Human Resources Function

- What is the purpose and role of the HR Function?
- One of our clients put it this way ...

**Our Purpose**
We exist to drive business performance through people by building partnerships to facilitate:
- the creation of an enabling and inspiring culture
- the building of core competencies
- the management of human capital risk
- the attraction, engagement, development and retention of high performing people

- This is a great intent, but all too often, we hear our clients complaining bitterly about the service and value add they receive from their HR counterparts.

**What we hear**
unresponsive, unavailable, slow, inflexible, not listening, outdated, not understanding the business, too fluffy, not focussing on the important things, too much admin and red tape

- So how do we enable and empower the HR function to deliver on their true purpose
Out of the 10 factors that enable consistent high performance in an organisation, HR is the custodian of at least 8/10 (see)

- Make good decisions and make them happen
- Provide compelling direction and leadership
- Instill a high performance culture
- Define clear decision accountabilities
- Develop and deploy talented people
- Excel at frontline execution
- Compelling vision and clear priorities
- Cohesive leadership team
- Clear roles and accountabilities for the most important decisions
- Structure aligned with sources of value
- Right people in right jobs
- Aligned measures and incentives
- Superior execution of mission critical activities
- Effective and efficient back office
- High performance values and behaviors
- Capacity to change
- HR supportive role
Building HR strategic capacity and focus on value

• We need to start owning our HR role in enabling business performance through people and gaining the knowledge, skills and mindsets to deliver real measurable value.
• There is a need for greater capacity and strategic focus in the delivery of Human Resource strategies and processes. HR professionals need to be asking themselves the questions:
  • Are our existing processes adding value to the business?
  • Are we cost-effective?
  • How do we achieve truly world-class service levels?
  • How can we leverage technology?
  • How can we leverage our existing resources?
  • Where might additional savings be made?
  • How do we compare with external agencies?

• HR professionals need to have answers to these questions and have the capability to engage as partners with line managers, to listen and to diagnose problems and opportunities, to design and plan systems, processes and interventions and most importantly to deliver on promises made.
• In this overview, we share some key practices and processes that can assist the HR function with building their strategic value, aligning their structures, understanding their roles, measuring their performance and building their capability
It is important to craft your own unique HR Value Proposition as an intent and vision to strive for and build capability toward. Here is an example below.

**HR Value Proposition - example**

**Vision**
We are recognised as a vibrant, value-adding, credible HR team that is at the fore-front of change delivering business results.

**Purpose**
We exist to drive business performance through people by building partnerships to facilitate:
- the creation of an enabling and inspiring culture
- the building of core competencies
- the management of human capital risk
- the attraction, engagement, development and retention of high performing people

**Team values**
As a professional, delivery focused and unified team, we will:
- engage each other respectfully and with integrity
- hold each other accountable
- embrace unity in diversity and recognise each other’s strengths
- continually share information through regular face-to-face interactions and crucial conversations
- nurture a supportive and caring team spirit

**Benefits**
We contribute:
- To the **country** and the world by developing skills, creating jobs and uplifting communities.
- To the **company** by driving a high performance culture of engaged, enabled and empowered employees, achieving business results (employer of choice).
- To **individuals** by touching lives, making a positive difference and creating opportunities for growing confidence and competence.
It is also important to craft your own unique HR Framework that describes the role that you play for the organisation. The framework provides a language to communicate to the business, to prioritise what is most important in any timeframe and to measure your value. Here is an example.
<table>
<thead>
<tr>
<th>Strategic Alignment</th>
<th>Culture &amp; Change</th>
<th>Talent Management</th>
<th>Capability Building</th>
<th>Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Facilitate strategy cascade and alignment into scorecards</td>
<td>- Facilitate cultural transformation</td>
<td>- Building an EVP to attract, develop and retain a talent pipeline</td>
<td>- Building organisational capability (knowledge, skills, behaviour) to deliver on the current and future strategic objectives</td>
<td>- Develop an employment equity strategy to accelerate transformation</td>
</tr>
<tr>
<td>- Align organisation structure to strategy</td>
<td>- Build capacity for change</td>
<td>- Facilitate strategic workforce planning and sourcing</td>
<td>- Develop leadership capability</td>
<td>- Capitalise on the diversity of the workforce</td>
</tr>
<tr>
<td></td>
<td>- Diagnose, design and implement people related interventions</td>
<td>- Review talent and identify mission critical skills and key talent</td>
<td>- Develop organisational competency framework and career matrices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Best practice HR research and benchmarking</td>
<td>- Facilitate succession planning and career management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Develop retention and engagement strategy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Talent Acquisition**

- "Right people, right skills in the right job"
  - Job evaluation & package structuring
  - Recruitment
  - On boarding (pre and post)
  - Assessments

**Learning & Development**

- "Growing U, Growing US"
  - Internal training
  - External training
  - On the job
  - Legislation – Skills development/WSP/ATR

**Performance Management**

- "Doing things that count"
  - Performance agreements & reviews
  - Performance coaching
  - Development needs - IDPs
  - Performance management/counselling

**Reward and Recognition**

- "W.I.F.F. M."
  - Remuneration – salaries & payroll
  - Benefits e.g. Medical Aid/Pension
  - Incentives (S&L term)
  - Recognition

**Stakeholder Management**

- "What's up and how can we help"
  - Internal communication from HR
  - Relationship management with business
  - HR Staff management
  - Business IQ – design/problem solving

**Employee Relations**

- "Let's Talk"
  - I.R.
  - Counselling
  - Wellness & EAP
  - Interface

**HR Systems & Administration**

- "This is how it is done"
  - Policies and procedures
  - Governance and compliance
  - Analysis & Reporting (meeting info. Legislation)
  - Technology & Systems (implement, enhance, maintain, train)
  - Cost & budget management
  - Administration
  - Exit process
  - Risk management
We recommend at least an annual review of the effectiveness of HR against the framework and against the organisational strategic priorities. Get feedback and input from line managers to identify key areas of focus for the next strategic period.

HR Strategic Review and Plan
Strategic focus areas can be converted into HR scorecards for the function, for divisions, for departments and for individuals. Each level must be aligned to the strategic goals and measure and appropriate to the level of work required. Targets per year, must be agreed to ensure objective review of performance.

### HR Scorecards

<table>
<thead>
<tr>
<th>KPA</th>
<th>Objective</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HR Planning, Risk &amp; Compliance</strong></td>
<td>To ensure future supply of competent employees (MCPs and scarce skills). To ensure compliance to legislative and organisational governance. To mitigate potential human capital risk. To ensure organisational structure supports strategy.</td>
<td>1, 2 and 3 year strategic HR demand and supply forecasts and plans. Audit findings on HR legislative and corporate governance. Progress on risk action plan. Progress against restructuring project plans.</td>
</tr>
<tr>
<td><strong>Competency Management</strong></td>
<td>Ensure effective development of core competencies. Ensure development of next generation of leaders.</td>
<td>Role profiles with leadership and functional competency and performance standards (MCPs). Organisational competency audit and strategic development plan. Leadership gap analysis.</td>
</tr>
<tr>
<td><strong>Talent Management</strong></td>
<td>Ensure all MCPs filled with fully performing individuals. To attract and retain key talent.</td>
<td>Bench strength of succession plans (MCPs). EVP surveys (external). Turnover analysis of MCPs and key talent. Progress of talent review action plans.</td>
</tr>
<tr>
<td><strong>Organisational Development</strong></td>
<td>To instil the values and behaviours of the culture charter. To drive transformation and diversity management. Effective and sustainable change management. To build communications systems and culture to facilitate effective engagement and information exchange.</td>
<td>Engagement survey (climate, culture, comms &amp; int. EVP). Progress against EE plan. Progress against change management project plans. User adoption levels. Communications strategy and % implementation.</td>
</tr>
</tbody>
</table>
It is also important to clarify and align roles and measures for areas that require collaboration and partnering between HR functions and line managers. An example of high level descriptions are shown below. These need to be defined in more detail for each area of the HR framework.

**HR vs Line Roles**

<table>
<thead>
<tr>
<th>Corporate HR &amp; COEs0</th>
<th>Operations</th>
<th>Admin / Shared Services</th>
<th>Line</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate HR</td>
<td>HR Business Partners</td>
<td>Shared Service Centre</td>
<td>Line Managers</td>
</tr>
<tr>
<td>Guides the development and implementation of HR Strategy</td>
<td>Defines and meets the unique needs of the customer</td>
<td>Administers corporate-wide programs</td>
<td>Drives a high performance culture through instilling and communicating vision, strategic goals and values</td>
</tr>
<tr>
<td>Ensures customer satisfaction of entire HR function</td>
<td>Implements HR programs using business unit-specific knowledge</td>
<td>Creates HR efficiencies across the organization</td>
<td>Builds leadership and technical competence of mission critical positions and key talent</td>
</tr>
<tr>
<td>Manages executive facilitation and coaching</td>
<td>Defines HR strategy at business unit level</td>
<td>Resolves customer administrative issues and processes transactions, as needed</td>
<td>Improves performance though effective performance management and coaching</td>
</tr>
<tr>
<td>Centres of Excellence</td>
<td>Local HR Specialists</td>
<td></td>
<td>Recruits, identifies, plans for, develops and retains talent through the THS talent management process</td>
</tr>
<tr>
<td>Exhibits World Class functional expertise and gathers better practices to provide advice and counsel to business units</td>
<td>Administers location specific programs with input from Corporate HR and Centres of Excellence</td>
<td></td>
<td>Fosters a culture of diversity, inclusivity, safety, health and wellness</td>
</tr>
<tr>
<td>Leverages knowledge resources across the organization</td>
<td>Resolves customer-sensitive issues</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Is your HR function structured in such a way that it focuses on the right activities and delivers value? It is useful to review your structure against best practice and appropriate options for your organisation's size and business growth stage. Some of the key steps for a structural design review are outlined below.

**HR structure alignment process**

**Step 1: Understand business & HR role**
- Business strategy & challenges
- Org culture and climate
- HR strategy, challenges & reputation
- HR organogram
- Policies and procedures
- HR processes/systems
- Line vs. HR roles

**Step 2: Develop HR service offering**
- HR value proposition
- HR value chain
- HR strategy
- HR strategic projects
- HR roles
- HR processes - As-is vs To-Be opportunities
- RACI mapping

**Step 3: HR structure design**
- Benchmarking
- Structure model options
- Impact analysis (labour, line, cost, risk)
- Structure filling options
  - Matching/Recruit

**Step 4: HR competency profiling**
- Build HR competency profile
  - Technical
  - Leadership
- Build role profiles for each role
- Job grading

**Step 5: Matching and role filling**
- Competency Gap analysis
- Role matching
- Career discussions
- Talent management and succession planning
- Design templates and process for selection

**Step 6: Transition and integration**
- Planning transition of roles
- Role Hand-over
- Capacity building plans
- HR team alignment
- HR stakeholder management
- Project planning

**Project and change management**
Once the ideal structure is designed, it is also important to build realistic career paths and options for HR staff throughout the Leadership and Technical Specialist Pipeline. Each level and role must have performance and competency standards to enable development through the levels.
To build HR capability, it is important to define competency standards for the HR function and identify the proficiency levels required at each level of the HR Career Path.

**HR Competency profile - example**

<table>
<thead>
<tr>
<th>HR Strategic Mgt</th>
<th>HR Process Mgt</th>
<th>Talent Mgt</th>
<th>HR Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• HR Strategy</td>
<td>• Job Evaluation</td>
<td>• Recruitment &amp; Selection</td>
<td>• Inspires culture &amp; values</td>
</tr>
<tr>
<td>• Policies &amp; Procedures</td>
<td>• Compensation and benefits</td>
<td>• Employment Equity</td>
<td>• Conceptual Thinking</td>
</tr>
<tr>
<td>• Organisational Design</td>
<td>• Salary administration and payroll</td>
<td>• Orientation and Induction</td>
<td>• Compliance &amp; Risk Mgt</td>
</tr>
<tr>
<td>• Strategic Skills Sourcing</td>
<td>• Exit Management</td>
<td>• Leadership Pipeline Development</td>
<td>• Customer Focus</td>
</tr>
<tr>
<td>• Organisational Development &amp; Culture</td>
<td>• Time &amp; Attend Mgt</td>
<td>• Career Management</td>
<td>• Business Acumen</td>
</tr>
<tr>
<td>• Business Process Reengineering</td>
<td>• Performance Mgt</td>
<td>• Talent Management</td>
<td>• Results Focused</td>
</tr>
<tr>
<td>• Change Management</td>
<td>• Human Resource Information Mgt</td>
<td>•</td>
<td>• Problem-solving &amp; innovation</td>
</tr>
<tr>
<td>• HR Monitoring &amp; Reporting</td>
<td>• HR Records Mgt</td>
<td>•</td>
<td>• People Management</td>
</tr>
<tr>
<td></td>
<td>• Employee Wellness</td>
<td></td>
<td>• Coaches &amp; Develops Others</td>
</tr>
</tbody>
</table>

**HR Process Mgt**
- Job Evaluation
- Compensation and benefits
- Salary administration and payroll
- Exit Management
- Time & Attend Mgt
- Performance Mgt
- Human Resource Information Mgt
- HR Records Mgt
- Employee Wellness

**Talent Mgt**
- Recruitment & Selection
- Employment Equity
- Orientation and Induction
- Leadership Pipeline Development
- Career Management
- Talent Management & Retention

**Learning and Development**
- Learning and Development
- Skills Facilitation
- Facilitate training
- Coaching and Mentoring

**Business Partnering**
- Business Diagnostics
- Group Facilitation
- Consulting/business partnering
- Analytics and reporting

**Employee Relations**
- Labour Negotiations
- Labour Consultations
- Grievances & Dispute resolution
- Disciplinary Process

**HR Leadership**
- Inspires culture & values
- Conceptual Thinking
- Compliance & Risk Mgt
- Customer Focus
- Business Acumen
- Results Focused
- Problem-solving & innovation
- People Management
- Coaches & Develops Others
- Impact & Influence
- Communication & Knowledge Management
- Relationship Building
- Self-mastery
- Self Development
- Planning and organising
- Courageous Conversations
- Accountability
HR Capacity Building

We offer a variety of HR capacity building programs. Our most popular is our HR internal consulting skills program described below and implemented successfully at the following organisations.
HR capacity building program: Purpose & Outcomes

Purpose

• To build change management and internal consulting skills for HR practitioners to design, drive and implement people management projects for real business value.

Outcomes

• The workshop is designed to assist HR professionals become more effective business partners and internal consultants to line managers. The aim is to build the mindsets, skills and behaviours for HR professionals to build their reputation and effectiveness in business through:
  • Assisting line managers with strategic HR leadership to solve real people management problems
  • **Building effective relationships** with line managers to really understand their business needs
  • Partnering line managers in delivering business results through people
  • Being responsible, competent and confident in responding to line managers
  • **Effective implementation and change management of people management projects**
HR capacity building program: Approach and Deliverables

• Practical, relevant and highly interactive
• Sustainable change in mindset, skills and behaviours
• Blend of information sharing with personal reflection, assessments, practice sessions, case studies and identification of application opportunities back at work.
• Group learning and discussions are encouraged with feedback and coaching from the facilitators
• Workbooks are provided with tools and activities for on-going learning.
• An electronic copy with key tools will also be provided.
• Detailed talent management project case study that follows the process; from initial needs analysis, through design, gaining buy-in, project planning, change management and measurement of success. This enables delegates to work through all the phases of a project.
HR capacity building program:
Core Modules

4 days interspersed with action learning activities to apply the

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Module 2</th>
<th>Module 3</th>
<th>Module 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HR Leadership</strong></td>
<td><strong>Project Design</strong></td>
<td><strong>Project Delivery</strong></td>
<td><strong>Consulting skills</strong></td>
</tr>
</tbody>
</table>

- **Changing Role of HR**
  How the role of HR is shifting within the greater business context

- **Personal Effectiveness**
  How our mindsets, emotions and choices impact our effectiveness and assertiveness

- **Leadership Effectiveness**
  The role and competencies of leaders in HR

- **HR Strategic Alignment**
  How to build a strategic HR plan and align with business objectives

- **Diagnostics and Analysis**
  How to accurately identify and analyze the client’s needs

- **Business Case and Presenting for Buy-In**
  How to design a business case and plan a presentation for impact and buy-in

- **Process Mapping and Role Allocation (RACI)**
  How to clarify what must be achieved, in what sequence, by whom and to identify the interdependencies

- **Relationship Management**
  How to build effective, credible relationships with clients through expectation setting, communication and involvement.

- **Crucial Conversations**
  Building confidence and competence in giving feedback and addressing difficult people and situations.

- **Facilitation skills**
  How to facilitate in challenging environments and circumstances

- **Project Management**
  How to effectively manage a project from design to implementation

- **Stakeholder Management**
  How to identify and plan for the management of stakeholders to ensure their buy-in support and action in projects

- **Change Management**
  How to ensure sustainable change by implementing change management processes before, during and after an intervention
Catalyst Consulting (Pty) Ltd

Phone  +27 11 465 6270
Email   info@catalystconsulting.co.za
Web     www.catalystconsulting.co.za

facebook.com/Catalyst Consulting Pty Ltd
twitter.com/@CatalystSA
linkedin.com/Catalyst Consulting South Africa

Thank You