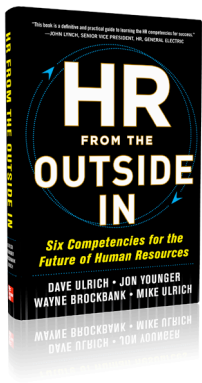


HR

FROM THE
OUTSIDE
IN



TOOL 10.3



HR Business Plan

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[10.3] HR BUSINESS PLAN

Directions:

Check off each of the steps to an HR Business Plan as you complete them in your organization.

Steps	Activities	Outcomes	Hints
1. Define business context Complete: <input type="checkbox"/>	<ol style="list-style-type: none"> 1. Define the business environment. 2. Recognize and define expectations of key stakeholders. 3. Master the business strategy. 	Recognize the challenges facing the business, the stakeholder expectations, and appropriate business strategies.	<ul style="list-style-type: none"> ▪ Invite in, read books and articles by, or otherwise learn from industry or country futurists who can anticipate what might happen in the future. ▪ Prioritize environmental trends in terms of their probability of occurrence and potential impact. ▪ Recognize the expectations of your HR department that develop from corporate expectations, business customers, and business strategy.
2. Articulate HR vision Complete: <input type="checkbox"/>	<ol style="list-style-type: none"> 1. Who we are (partner, guide, director, leader, architect) 2. What we do (build individual and organizational capability) 3. Why we do it (competitiveness) 	Articulate a vision of the HR function that can be shared inside the function (to excite HR professionals) and outside the function (to engage clients).	<ul style="list-style-type: none"> ▪ Craft an HR vision that defines the aspirations of the department. The mission will likely include the following statements: 1. Who we are (partners, facilitators, advocates, players, contributors...) 2. What we do (deliver or assure individual ability, organization capability, talent, human capital, culture, leadership...) 3. Why we do it (to ensure business success, financial results, customer share, market value...) ▪ Share this HR vision with those inside and outside the department and ask them to identify behaviors consistent with it.
3. Specify deliverables or outcomes Complete: <input type="checkbox"/>	<ol style="list-style-type: none"> 1. Define the deliverables, outcomes or guarantees from doing good HR work. These should be measurable and specific. 	Define 3–5 deliverables of what the HR function can guarantee for the organization. These deliverables are often capabilities required for the organization to complete. They must also be specific and measurable.	<ul style="list-style-type: none"> ▪ Do an organization audit to define the capabilities required for your organization to be successful. These capabilities become the outcomes and goals for the HR department. ▪ Create behavioral descriptors and measures for these top capabilities.

Steps	Activities	Outcomes	Hints
4. Make human resources investments <i>Complete:</i> <input type="checkbox"/>	<ol style="list-style-type: none"> 1. Create a typology or menu of HR practices that can help reach outcomes. 2. Generate alternative HR practices. 3. Prioritize critical HR practices. 4. Make investment choices on critical practices (cost-benefit analysis). 	Prioritize HR practices that must be implemented to accomplish the deliverables.	<ul style="list-style-type: none"> ▪ Design and implement HR practices within your department: 1. Staffing: Who comes into HR. 2. Training: How to develop HR professionals. 3. Performance management: How to build HR standards and rewards. ▪ Model the most innovative and integrated HR practices in the department's internal operations.
5. Create HR governance and structure <i>Complete:</i> <input type="checkbox"/>	<ol style="list-style-type: none"> 1. Identify who can do the work (HR, line managers, strategic vendors, staff managers). 2. Create a responsibility grid for who must do the work. 	Define accountabilities and responsibilities for getting HR work done.	<ul style="list-style-type: none"> ▪ Align your HR organization with the business organization. ▪ If you are a diversified, allied, or matrix business, run your HR organization like a professional services firm. ▪ Create an engagement contract for how the separate roles in HR (centers of expertise, embedded HR, corporate) will work together.
6. Prepare action plans <i>Complete:</i> <input type="checkbox"/>	<ol style="list-style-type: none"> 1. Prepare a specific action plan (who, what, when, where) for accomplishing HR priorities. 	Prepare an action plan with detailed tasks, responsibilities, resources required, time frames, and so on.	<ul style="list-style-type: none"> ▪ Prepare an HR transformation plan with specific actions about moving the department forward. Assign clear accountabilities and timelines for the transformation plan. ▪ Create clear accountabilities with deadlines and consequences for the prioritized HR initiatives.
7. Assure HR competencies <i>Complete:</i> <input type="checkbox"/>	<ol style="list-style-type: none"> 1. Identify critical HR competencies to meet HR plan. 2. Assess current state on competencies. 3. Prepare improvement plans. 	Ensure that HR professionals are able to accomplish the business plan.	<ul style="list-style-type: none"> ▪ Set clear standards for what is expected of HR professionals, using the HR competency model we present here or another that suits your requirements. ▪ Assess HR professionals so they know their gaps. ▪ Invest in HR professionals so that they can improve.

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