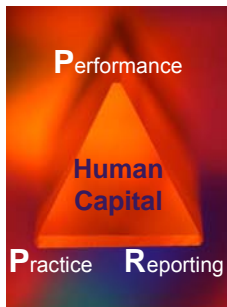


# The HCMI 4A Process Framework: 'Dynamic HR'



The 'PPR' dimensions of HC evaluation

- Collation of quantitative and qualitative data using VB-HR™ Rating construct
- HR, management and employee slices to provide robust 'triangulation' of data
- Includes provision for using existing employee survey data
  - Minimal internal resource time
  - Data fed through VB-HR™ Rating 'blackbox'

**1 Assess**

**HCMI Standard accreditation**

**Provisional award of HCMI Standard**

- Continuing implementation and execution of programme allowing for changing and/or emerging circumstances
- Review and evaluation of progress and success to date
- HCMI support 'network' workshops
- Plan for next annual Rating evaluation
- Reappraise and awarded Standard: one of nine levels across three bands, Gold, Silver & Bronze

**4 Achieve**

Annual evaluation process

**2 Architect**

- Generation of in-depth VB-HR™ Rating L2S 80-page evaluation report
- Output includes detailed 'evaluative' benchmarks from VB-HR™ Rating database
- Identifies **HC value driver** strengths, weaknesses, areas for improvement and recommendations template
- Generation of 'implementation routemap' that derives from HR input activities (The HR 'periodic' table – see overleaf)
- Activities are themed, linked and prioritised

**'Work-out' programme**

**HC Practitioner feedback & dialogue**

- Recommendations from 'Architect' report are further developed and integrated with current practice and/or projects
- Organisations decide and commence implementation of detailed programme plan specified to internal timelines and resource
- Provision for internal resource to be trained in OD and performance improvement techniques (VB-HR™ Rating levels 1-4)

**3 Action**

[www.hcmiglobal.org](http://www.hcmiglobal.org)



HR GOVERNANCE	ORGANISATION DESIGN	RESOURCING	TRAINING & DEVELOPMENT	PERFORMANCE (TALENT) MANAGEMENT	REWARD	EMPLOYEE RELATIONS & COMMS	EMPLOYEE HEALTH & SAFETY	HRIS & MEASUREMENT	PAYROLL
1.1 Employer brand	2.1 Organisation I Design/ Capability Planning – Business Unit Level	3.1 Workforce Planning	4.1 Needs Assessment	5.1 Performance (Talent) Management Assessment	6.1 Total Reward Programme	7.1 Employee Communications	8.1 Risk Management/ Regulatory Compliance/ Security	9.1 HRIS Strategy	10.1 Payroll
1.2 HR Value Proposition	2.2 Organisation I Design/ Capability Planning – Multi-country Level	3.2 Candidate Identification Services	4.2 General Training Design, Development and Delivery	5.2 Performance (Talent) Management Development	6.2 Wage And Salary Management	7.2 Benefits	8.2 Risk Assessment	9.2 HRIS Planning	10.2 Employee/ Manager Interaction/ Problem Resolution
1.3 HR Delivery Structure	2.3 Organisation I Design/ Capability Planning – Global Level	3.3 Job Profile Services/ Requisition Processing	4.3 Training & Development Management	5.3 Performance Reviews	6.3 Bonus/Incentive/ Stock Options Compensation	7.3 Attendance/ Leave Of Absence/ Exit Interviews	8.3 Accident Prevention and Training Programmes	9.3 HRIS Support	10.3 Time Reporting
1.4 HC Reporting	2.4 Job Classification/ Evaluation	3.4 Candidate Selection	4.4 Technical/ Functional/ Policy & Procedure Training	5.4 Succession (Talent) Management	6.4 Senior/ Executive Compensation	7.4 Return-To-Work and Job Accommodation	8.4 Health/Medical Programmes	9.4 Employee Research & Modelling	10.4 Special Pay, Adjustments And Deductions
1.5 HR Capability	2.5 Organisation Restructure/ Change/ Development	3.5 Temporary and Contractor Staffing	4.5 Employee Induction/ Orientation	5.5 Attendance Management	6.5 Expatriate Compensation	7.5 Company Policies And Procedures	8.5 Incident Tracking and Reporting	9.5 Benchmarking	Payroll Accounting/ Recor/ Manual Calculations &
1.6 HR Policy	2.6 Acquisition/ Divestiture/ Start-up Due Diligence/ Support	3.6 General Employment Services	4.6 Competencies / Skills Model Development And Assessment	5.6 Employee Coaching	6.6 Compensation Analysis/Pay review	7.6 Collective Bargaining/ Negotiating/ Consultative Processes	8.6 Managing External Consultants/ Outsource Providers	9.6 Measurement and Reporting	10.6 Tax Reporting/ Audit
1.7 HR Performance/ Strategy Review/ Audit	2.7 Managing External Consultants/ Outsource Providers	3.7 Relocation	4.7 Leadership/ Management Development	5.7 Employee Counselling/ Case management	6.7 Healthcare/ Welfare/ Statutory/ Other Benefit Programmes	7.7 Work Practices For Represented Employees		9.7 Employee Records/Case management/ Data Maintenance	10.7 Employee Reimbursement
1.8 Managing External Consultants/ Outsource Providers		3.8 Outplacement Services	4.8 Executive Development	5.8 PM Compliance Support	6.8 Pension Management	7.8 Conflict and Issue Resolution		9.8 Reporting/ Interfaces	10.8 Statutory Benefits/ Miscellaneous Admin
		3.9 Employment Law Services	4.9 Career Development	5.9 Consulting To Line Managers On Performance Issues	Retirement Planning/ Counselling And Administration	7.9 Corporate/ Community Social Responsibility		9.9 Managing ASP/software/ Outsource Providers	10.9 Reporting/ Interfaces
		3.10 Consulting Line Managers On Staffing Issues	4.10 Consulting On Managerial Issues	5.10 Managing ASP/ERP/ Software Providers	6.10 Managing External Consultants/ Outsource Providers	7.10 Government/ Legislative Issues			10.10 Managing Outsource Providers
		3.11 Managing ASP/software/ Outsource Providers	4.11 Managing ASP/ERP/software/Outsource Providers			7.11 Managing External Consultants			

Source: HR Global Profiler manual 2006.  
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