Human Resources Management Map

Version 1.1 / October 2012
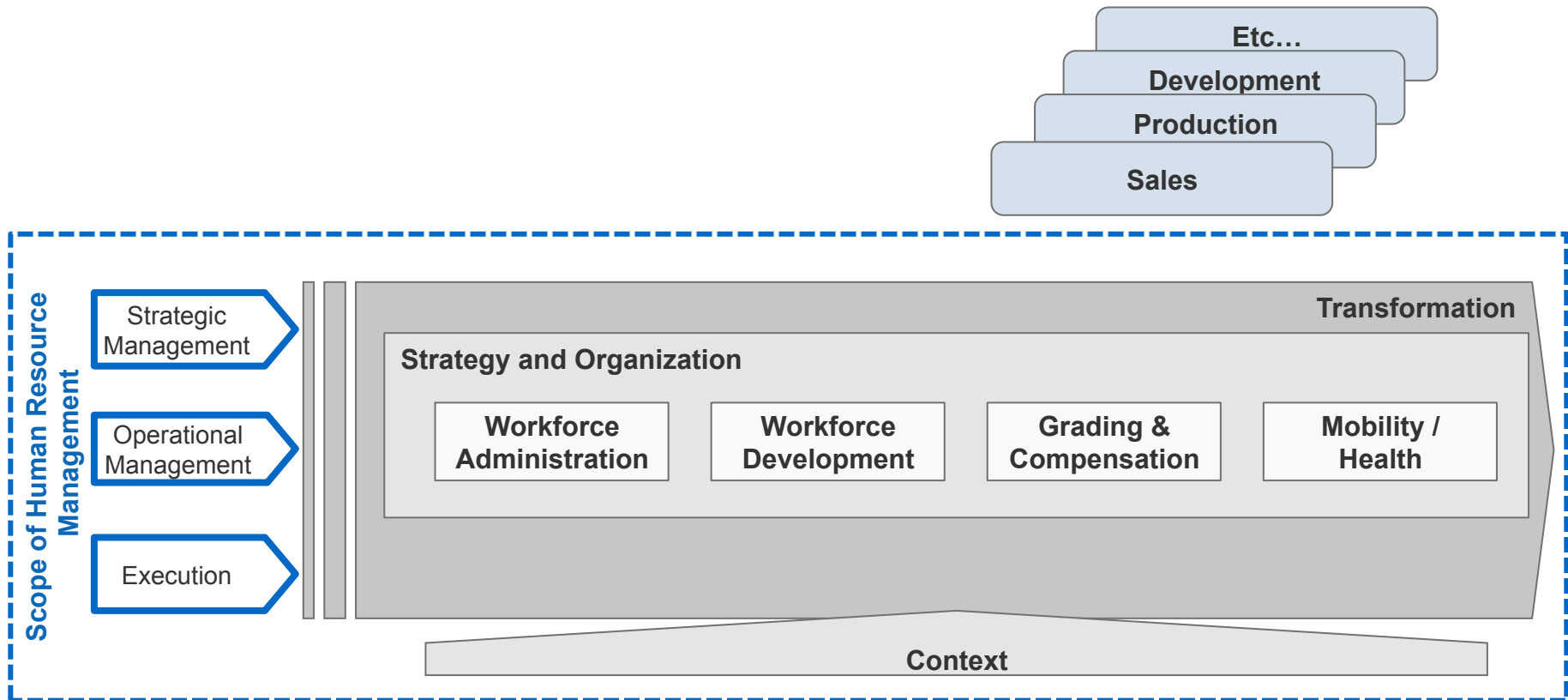
november ag

Human Resources Management

Human Resource Managements key objectives are to ensure

- appropriate availability and development of the company's human capital at time and on the long run
- up-to-date information on the workforce to the senior line management
- all legal aspects are covered appropriately
- 3rd parties related to the human capital are consistently managed and involved where required
- cost related to human capital are aligned to the company's possibilities
- an excellent external employer image
- well being of its workforce

novem**ber** ag

Scope and Purpose

- Scope of the Human Resource Management Map is

  - All topics and items that are linked with the human capital of a company

- The Human Resource Management Map serves the following purpose

  - Overview of major components of Human Resource Management
  - Communication instrument for identifying, planning and prioritizing change related tasks
  - Review prioritization on already existing and to be set-up programs based on the components

november ag

Human Resources Management Map
Structure

Etc…

Development

Production

Sales

Scope of Human Resource Management

Strategic Management

Operational Management

Execution

Strategy and Organization

Workforce Administration	Workforce Development	Grading & Compensation	Mobility / Health

Transformation

Context

- To grasp the complexity of Human Resources Management we distinguish 7 different knowledge areas that are in direct scope and are further structured into

  - Strategic Management
  - Operational Management
  - Execution

novem ber ag

Human Resources Management Map
Overview

	HR Strategy and Organization	Context	Workforce Administration	Workforce Development	Grading & Compensation	Mobility / Health	Transformation
Strategic Management	HR Strategy and Organization HR Systems Technology Strategy	Demographic Evolution Strategy Workforce Competitors Strategy Insurance and 3rd Party Strategy	Biographical Information Strategy Employment Information Strategy HR Master Data Strategy	Culture and Leadership Strategy Talent, Skills and Expertise Strategy	Rank, Job and Role Grading Strategy Compensation and Benefits Strategy	International Mobility Strategy and Policies Workplace Strategy	Current Situation Analysis HR Road Map and Transformation Strategy
Operational Management	Social Media Usage Management Information Sharing Management Self Service Concepts HR System Management	Employee Contract/ Notice Management Recruiting Management 3rd Party Management	Workforce Administration Management HR Master Data Management	Training, Learning , Qualification & Certifications Management Succession/Retention Planning Management Talent /Career Planning Management	Employee Performance Management Compensation and Benefits Management Insurance and Pension Plan Management	Expatriates Management Workforce Health Management	Change Management HR Transformation Program Management HR Transformation Program Office
Execution	HR Service Management Reporting Enforce Policies /SOPs within Organization	Support Line in Recruiting/ Releasing Coach Employees into Retirement Report to 3rd parties	Administer Workforce Deliver HR Master Data	Elaborate and Deliver Training Perform Employee Satisfaction Surveys Administer Qualifications /Certifications Coach Employees and Leaders	Provide Performance Management Guidelines Deliver Payroll Administer Pensions and Insurances	Support Expatriates Deliver Workforce Health and Sickness Prevention Programs	Project Delivery Report on HR Transformation Progress

Human Resources Management Map V1.1 | © Copyright 2012 november ag, Switzerland

november ag

Human Resources Management Map
Strategy and Organization

	HR Strategy and Organization	Components which deal with company's HR Strategy, Governance and the Technological Support of HR Processes
Strategic Management	HR Strategy and Organization	Defining the HR strategy and the organization required – Defining approach to centralization, harmonization and coordination of processes alignment of HR with business partners – Definition of HR service levels - Definition of policies for social media usage, information sharing, delegation of responsibility (self service) - Consideration of external drivers such as as labour law, workers counsels, competitors, demographics
	HR Systems Technology Strategy	Defining the the overall IT support approach / solution set for HR process support Consideration of data privacy and protection measures HR systems sourcing approach
Operational Management	Social Media Usage Management	Managing the workforce access to social media, internet, etc. Management of eChannels for Recruiting, Alumni Management of HR internet and media appearance
	Information Sharing Management	Ensuring that information management adheres to data protection and privacy policy Ensuring that workforce information is up-to-date
	Self Service Concepts	Managing the adherence to self service concepts throughout the organization. Ensuring appropriate knowledge and training is available
	HR System Management	Managing the IT HR service support for the various HR domains and processes. Managing HR IT services suppliers
Execution	HR Service Management Reporting	Reporting on HR service level adherence, social media usage, IT HR system support
	Enforce Policies /SOPs within Organization	Review and audit of adherence to HR policies and SOPs within organization

november ag

Human Resources Management Map
Context

Context	Components which deal with drivers, influences and parties external to the company
Strategic Management	
Demographic Evolution Strategy	To analyse the demographic evolution within the company and across the globe – and to define the overall future response from HR to ensure appropriate workforce is available on the long run
Workforce Competitors Strategy	To review how competitors and suppliers deal with workforce planning and to define strategy and policies how to best compete in the "war of talent"
Insurance and 3rd Party Strategy	To analyse workforce legislation laws and their developments and to define the strategy, approach and organization required to e able coping with the external demands
Operational Management	
Employee Contract/ Notice Management	To manage overall employee contract and notice management
Recruiting Management	To manage overall recruiting including staff search and the promotion of the company as an attractive employer
3rd Party Management	To liaise and manage all HR related 3rd parties, e.g. insurances, social security, authorities, head hunters, etc.
Execution	
Support Line in Recruiting/ Releasing	To consult line in recruiting issues, to search candidates, to counsel in evaluations and contracting To support line in staff release, social plans, outplacement, etc.
Coach Employees into Retirement	To support employees getting closer to retirement in their way into their way out of the company
Report to 3rd parties	To report to 3rd parties (insurances, authorities) accident, sickness and other relevant figures and information

novem**ber ag**

Human Resources Management Map
Workforce Administration

Workforce Administration	Components which deal with the basic information of the company's workforce
Strategic Management	
Biographical Information Strategy	Define the biographical information needs for the entire company, its owner ship and how the information will be obtained and managed
Employment Information Strategy	Define the employment information needs for the entire company, its owner ship and how the information will be obtained and managed
HR Master Data Strategy	Define the strategy of HR master data management and its integration into the company's information and domain landscape. Define master data management owner and stewardship
Operational Management	
Workforce Administration Management	Managing and organizing the workforce administration (incl. accident and sickness management) To ensure appropriate time management, sickness and absenteeism control across the line organization Defining and harmonization the respective processes as per HR Strategy
HR Master Data Management	Managing the usage and adherence to self service concepts throughout the organization. Ensuring appropriate knowledge and training is available
Execution	
Administer Workforce	To gather and continuously update workforce information To act as single source of HR workforce information source and to report to internally to the various business partners
Deliver HR Master Data	Deliver workforce information to all down stream systems and processes as defined. Ensure coherence of workforce information

november ag

Human Resources Management Map
Workforce Development

	Workforce Development	Components which deal with the development of the company's workforce
Strategic Management	Culture and Leadership Strategy	Define objectives and expectations towards workforce and leadership culture. Align with overall company strategy
	Talent, Skills and Expertise Strategy	Define the strategy concerning core company skills and expertise requirements. Define talent and assess the needs for it
Operational Management	Training, Learning , Qualification & Certifications Management	Establishing and managing an environment that enables and supports learning, training according to the needs specified in the culture, leadership, skills and expertise strategies Managing the qualification and certifications requirements
	Succession/Retention Planning Management	Ensuring that succession and retention planning is implemented and performed throughout the organization
	Talent /Career Planning Management	Managing the overall talent promotion, ensuring that career planning is implemented according to underlying strategy
Execution	Elaborate and Deliver Training	To elaborate / purchase training material as required, to organize and to deliver trainig to the workforce as defined
	Perform Employee Satisfaction Surveys	To analyse and report on employee satisfaction
	Administer Qualifi-cations /Certifications	To capture workforce information concerning qualifications and certifications, to trigger re-qualifications and certifications and to deliver appropriate information to business processes as requested
	Coach Employees and Leaders	To support employees and leaders in their career development and all other matters that support cultural and leadership values

novemberag

Human Resources Management Map
Grading and Compensation

Grading & Compensation	Components which deal with grading, the compensation and the performance management of the workforce
Strategic Management	
Rank, Job and Role Grading Strategy	To define and reconcile rank, job, role and grading strategy and to align respective policies with the line organization. To define approach concerning part time and job sharing
Compensation and Benefits Strategy	To define and reconcile compensation and benefits strategy in alignment with rank, job, role and grading strategy. To define salary and bonus bands and pensions plans and according to local needs. To define manager and employee shareholding programs
Operational Management	
Employee Performance Management	To ensure yearly employee performance review in alignment with compensation and benefits and career / talent planning
Compensation and Benefits Management	To set-up and manage payroll, fringe benefits, etc.
Insurance and Pension Plan Management	To manage social security, accident, sickness and liability insurance for workforce To manage and supervise employee pension plan To liaise with and support retirees community
Execution	
Provide Performance Management Guidelines	To provide templates, questionnaires and systems that allow the line managers to perform the yearly performance reviews
Deliver Payroll	To pay compensation
Administer Pensions and Insurances	To liaise with social security, insurances and pension plan To ensure regular payment of amounts due in alignment with finance organization

november ag

Human Resources Management Map
Mobility/ Health

◀	**Mobility / Health**	**Components which deal with international and intercompany assignments and transfers and also deal with the workplace and the workforce health**
Strategic Management	International Mobility Strategy and Policies	To define the company's strategy concerning international / intercompany mobility and support of the workforce. To define appropriate cost of living support and to define approach to tax, working permit, social security and insurance issues. To define travel and expense policy
	Workplace Strategy	To define the overall approach towards workplaces / home office / working time on trust To define approach to commuters support, parking space allocation To define overall framework to ensure appropriate work life balance
Operational Management	Expatriates Management	To ensure compliance of expatriates with legal / local authority requirements. To organize tax, transfer and insurance support. To manage international expatriates network
	Workforce Health Management	To establish and manage an environment that fosters workforce health and workplace ergonomics
Execution	Support Expatriates	To daily support expatriates in their needs concerning housing, schooling, travel, taxes, insurances, language, etc. To provide an environment that fosters the integration and the return of the expatriates and their families.
	Deliver Workforce Health and Sickness Prevention Programs	To liaise with social security, insurances and pension plan To ensure regular payment of amounts due in alignment with finance organization

   november ag

Human Resources Management Map
Transformation

	Transformation	Components which deal with the transformation and the change required to achieve the strategic goals
Strategic Management	Current Situation Analysis	To analyse the current situation on HR processes, culture, projects, compliance issues and system support
	HR Road Map and Transformation Strategy	To define the long-term approach to transform the organization towards the HR strategy goals
Operational Management	Change Management	To ensure communications, professional coaches and change readiness support changes in the individual's and organizational roles, environment and behaviour.
	HR Transformation Program Management	To establish Program & Project Management managing and delivering transition projects, leadership, planning, reporting, escalation
	HR Transformation Program Office	To maintain Program & Project Office for financial management, change, risk and issue management and centralized harmonized project reporting
Execution	Project Delivery	Carry out the project work according to plan , develop team and improve delivery mode
	Report on HR Transformation Progress	To report on progress, issues and changes required to implement the HR transformation

novem**ber** ag

Human Resources Management Map
Heat Map - Example

	HR Strategy and Organization	Context	Workforce Administration	Workforce Development	Grading & Compensation	Mobility / Health	Transformation
Strategic Management	HR Strategy and Organization	Demographic Evolution Strategy	Biographical Information Strategy	Culture and Leadership Strategy	Rank, Job and Role Grading Strategy	International Mobility Strategy and Policies	Current Situation Analysis
	HR Systems Technology Strategy	Workforce Competitors Strategy	Employment Information Strategy	Talent, Skills and Expertise Strategy	Compensation and Benefits Strategy	Workplace Strategy	HR Road Map and Transformation Strategy
		Insurance and 3rd Party Strategy	HR Master Data Strategy				
Operational Management	Social Media Usage Management	Employee Contract/ Notice Management	Workforce Administration Management	Training, Learning , Qualification & Certifications Management	Employee Performance Management	Expatriates Management	Change Management
	Information Sharing Management	Recruiting Management		Succession/Retention Planning Management	Compensation and Benefits Management		HR Transformation Program Management
	Self Service Concepts		HR Master Data Management	Talent /Career Planning Management	Insurance and Pension Plan Management	Workforce Health Management	HR Transformation Program Office
	HR System Management	3rd Party Management					
Execution	HR Service Management Reporting	Support Line in Recruiting/ Releasing	Administer Workforce	Elaborate and Deliver Training	Provide Performance Management Guidelines	Support Expatriates	Project Delivery
		Coach Employees into Retirement		Perform Employee Satisfaction Surveys	Deliver Payroll		
	Enforce Policies /SOPs within Organization	Report to 3rd parties	Deliver HR Master Data	Administer Qualifications /Certifications		Deliver Workforce Health and Sickness Prevention Programs	Report on HR Transformation Progress
				Coach Employees and Leaders	Administer Pensions and Insurances		

Legend:
- Well covered – no urgent need for action
- Ongoing initiatives
- Urgent focus areas
- To be defined

november ag

Published under Creative Commons License:

You are free to:
- To Share – to copy, distribute and transmit the work
- To Remix – to adapt the work
- To make commercial use of the work

Under the following conditions:
- Attribution – You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work).
- Share Alike – If you alter, transform, or build upon this work, you may distribute the resulting work only under the same or similar license to this one.

In the understanding that:
- Waiver – Any of the above conditions can be waived if you get permission from the copyright holder.
- Public Domain – Where the work or any of its elements is in the public domain under applicable law, that status is in no way affected by the license.

novem**ber** ag

We support you in the essential things.

november ag

Mühlebühl 7

9100 Herisau

Switzerland

november ag

St. Alban-Vorstadt 108

4052 Basel

Switzerland

www.november-ag.ch

Your contact:

info@november-ag.ch

Christoph Emmenegger

+41 79 251 95 93