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BUILDING A
SUSTAINABLE
HR STRATEGY



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“If you want to improve the organization, you have to improve yourself and the organization gets pulled up with you.”

***Indra Nooyi,
former CEO of PepsiCo***



Introduction

People are an organization's most valuable asset when it comes to aligning the organization's culture, vision and mission. An HR strategy should cover how an organization functions when it comes to hiring and growing talent, employee benefits management, performance and attitudes.

This strategy should also be sustainable enough to hold employees accountable to the mission and vision of the organization. It can be revised over time, but its core elements are what HR leaders refer to when implementing organizational policies.

This eBook shows how to identify and utilize the various aspects of a sustainable HR strategy. Let's get started.

Aligning the Role of HR With Organizational Strategy

The Strategic Role of HR

Hiring and developing the right talent is a critical role for HR. Some positions are more challenging than others to fill, so an HR manager must be diligent when seeking talent. HR strategizes employee benefits. The type of benefits offered is an employer's expression of their overall care and concern for employees. An organization that cares about people's wellbeing will likely have better productivity and workplace culture. As an HR leader, it's your responsibility to select the best benefit structures that will contribute to an employee's health and happiness.



Even though an employer should help offset the cost of insurance, it can still be expensive for employers. HR leaders have to be strategic when providing these benefits so that it won't drastically affect their company's finances. Having top tier benefits may attract top talent, but you also have to be fiscally responsible in order to keep your organization from running at a deficit. The HR strategy for employer sponsored benefits must be sustainable in order to align with the organization's overall operating budget.

Hiring Capabilities

HR departments utilize a variety of ways to fill their open positions. The most common method to advertise openings is to post them on online job boards, such as [Indeed](#) or [LinkedIn](#). Another hiring strategy is through employee referrals. Many organizations offer incentives for their employees who assist with the hiring process.



The Recruiting Process

Once a candidate is found, they typically move through a series of interviews. Sometimes, a candidate will be referred by an existing employee, streamlining the process. However, it doesn't always work out this way. You might need to urgently fill a job opening that requires specialized skills that aren't easy to find. In this case, HR and department heads should work together when filling open positions.



Aligning Business Results and Workforce Strategy Through Training

In order to achieve the best results for your business, sound strategies for employing a workforce are crucial. Many organizations use training to produce the performance expectations they want from their employees.



Some organizations deliver training online.



Others have an in-person trainer who will help you navigate the process.



Some employers will simply send you off-site to a training class.



An ideal HR strategy is to minimize training costs by utilizing online training. This alleviates possible logistical challenges such as finding a location or hiring a trainer to conduct the session.

Not all jobs use online training, because some skills need to be demonstrated hands-on. When training has to be conducted in a physical location either on or off-site, you will need to create a classroom-style setting where a trainer instructs the new hires on everything they need to know. It's important for your in-person classes to be engaging. Create fun and hands-on materials to help new hires retain the information better.

Utilizing the Balanced Scorecard for HR Decision Making

HR Strategy Map and Deliverables

HR leaders are challenged to develop strategies for engaging with employees that align with the organization's mission. When people feel as though they are part of their employer's overall mission, they are more likely to feel connected as a contributor to the organization's success. When employees only connect to their specific department's plans and goals with little to no insight on how they can impact things on a higher level, the organization suffers.

Mapping out people's roles to reach deliverables can lead to the intended outcomes if they are properly communicated. This can be done with an HR Strategy Map. This map is a framework that clearly connects employee objectives with organizational plans and processes. Providing your employees with a strategy map can help them take ownership of their role and, as a result, be more reliable and productive.

Aligning HR Policies, Processes and Practices with Online Systems

In order to effectively align HR policies, processes and practices, technology is typically required for tracking. A company's policies are usually listed in an employee handbook, but they can usually be found on an organization's website or in an HR resource portal online, as well.

Here are some ways to make sure your employees have the access and knowledge to perform their work:



Test out all new hire logins prior to their start date to ensure access



Run a system check or diagnostic test on your organization's software regularly



Offer monthly training on navigating company software and any other technological processes



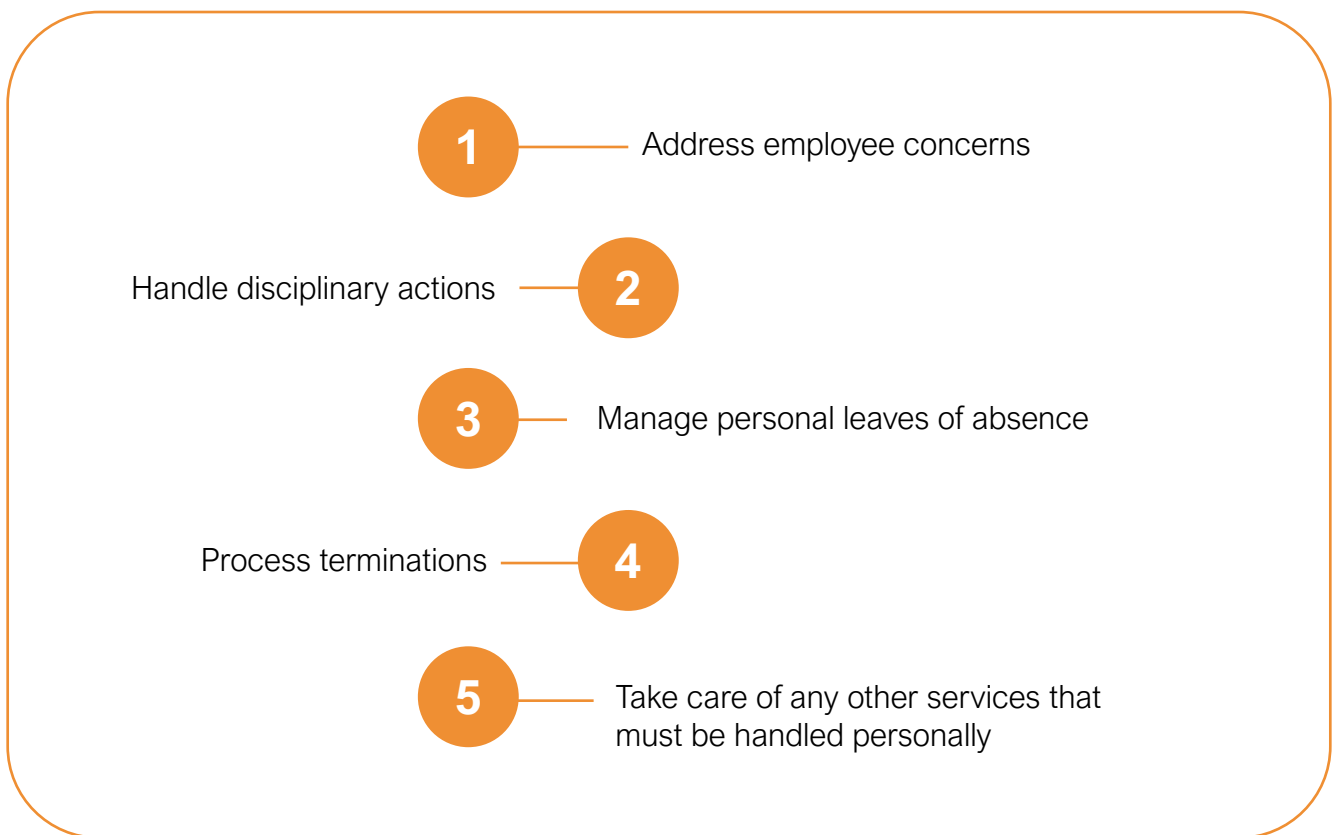
Make sure employees have the contact information for the IT department or a contracted IT tech to ensure any technical difficulties can be addressed immediately

Creating HR Efficiencies

One part of building a sustainable strategy is creating efficiencies that keep different divisions and departments running smoothly. Some HR departments are understaffed or lack the budget for appropriate manpower, so they have to do more with less.

When making things more efficient, many aspects of HR can be outsourced. For example, payroll and benefits can be outsourced to other service providers at a cost.

Having employee benefits outsourced allows HR the time to:



HR is also typically responsible for creating company policies and procedures for health and safety. As a representative of HR, you should spend time with leaders and managers to address departmental guidelines. These guidelines should be in compliance and up to date because they impact employees and the organization. You also have to ensure the risk of litigation is minimized as much as possible.

Implementing the Balanced Scorecard

A balanced scorecard is a tool that monitors and manages performance and ensures that strategic plans are being properly executed. To be balanced, an organization must see every aspect of their operations as important. The scorecard helps highlight the areas that could use more attention.

Talent Acquisition and Management

Managing Talent With Overall Business Strategy

In the interest of shaping an organization's culture, HR must focus on providing resources to bring out the best in their employees. This is why training and development, compensation and benefits are so important. Many people are motivated by the work they do and how satisfying it is, but lack of support from management and HR, inadequate compensation and lack of benefits can all drive employees away.



Employee attitude is another critical factor. If you determine an employee's performance or attitude to be unacceptable, you can put a performance plan into action for 30, 60 or 90 days to correct the behavior. If you're able to do this successfully, then you will have a newly motivated employee, and your organization will see enhanced productivity. If you aren't able to turn things around, then it's likely you'll have to make the tough decision to write up or terminate the employee.



Termination is not an ideal situation for any employer, because you have invested time and resources from the moment that you recruited the employee. Having to let someone go is a major financial loss, and it's a burden to begin the process all over again to hire someone new.



Strategies for Developing, Engaging and Retaining Key Talent

There are various programs that employers can put in place to make employees feel valued in their roles. One great way employees can be retained is through compensation packages. Compensation can be a complex area for HR, since there is a delicate balance to getting it right for both the employer and the employee.

Another benefit that improves retention and engagement is Employee Assistance Programs, or EAPs. An EAP is a part of HR that handles employees' personal problems and other factors that could impact performance on the job. Many employers have EAP policies that require you to utilize these services if someone is suspected or found to have an addiction or other issue that has impaired their ability to perform. EAP services are useful because they provide employees with access to counseling and referrals for additional help.

Talent Analytics



Talent analytics are useful resources to an HR department. They can be used to provide a key perspective of the current talent in an organization. These tools can also give you a glimpse of where talent shortages exist and when to further develop employees to meet gaps in skill sets.



One way to utilize talent analytics is through feedback. Giving and receiving feedback should be a common process. You can begin by consulting leaders and co-workers to determine where a department or process falls short. It's also helpful to take note of what's working for your business and why that process is successful.

Conclusion

This eBook pairs with KnowledgeCity's course, "[Building a Sustainable HR Strategy.](#)" These materials have explored the role HR plays in an organization's mission, vision and overall success. Building the right HR strategy requires a commonsense approach to managing resources and creating procedures that lead to a healthy and dynamic organization.



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