McLEAN & COMPANY

HR Management & Governance Diagnostic

Table of Contents

Key Objectives of the HR Management & Governance Diagnostic

By the end of your first results call with a McLean & Company analyst you will:

1 Understand Results

- Understand your team's perception of each area's importance and effectiveness
- Identify where there may be gaps in scores and where there may be a difference of opinion between the team and leader
- Get a clear understanding of the areas that affect your HR department's ability to fulfill HR and organizational goals

2 Establish Clear Accountabilities & Responsibilities for Key Areas

- Ensure HR leaders are not overwhelmed with too many accountabilities
- Establish ownership for each relevant area
- Identify one person accountable for each area
- Review and compare results against the HR Organizational Alignment Diagnostic, if applicable, as well as other data points (e.g. employee survey data, HR budget, etc.)

3 Conduct a Team Alignment Exercise

- Gather your team to discuss significant differences in scores
- Establish alignment on importance and effectiveness of areas

4 Create a Roadmap of Key Areas to Improve

- Gain consensus on areas requiring focus
- Create an improvement roadmap outlining which areas the team will focus on over the next 12 months
- Identify responsibilities and timelines as well as regular checkpoints with the team to monitor progress

The HR Management & Governance Framework

McLean & Company's HR Management & Governance Framework is made up of 39 areas organized into 9 functions. Use this framework to communicate learnings and organize results to build evidence-based action plans that improve key areas and increase overall HR effectiveness.

Below the HR Management & Governance Framework are five HR Team Differentiators we feel are key in setting your team up for success.

Any areas that are faded on the framework have been deemed not in place at your organization prior to survey launch.

> Continue to reference this framework throughout the report.

ORGANIZATIONAL EFFECTIVENESS

McLEAN & COMPANY
HR MANAGEMENT & GOVERNANCE FRAMEWORK

ORGANIZATIONAL EFFECTIVENESS: HR Strategy, Change Management, Organizational Design, Merger & Acquisition Management

EMPLOYEE EXPERIENCE & INCLUSION: Culture, Employee Engagement Strategy, Diversity, Equity & Inclusion Strategy, Health & Wellbeing

TALENT MANAGEMENT: Talent Management Strategic Planning, Workforce Planning, Succession Planning

TALENT ACQUISITION: Talent Acquisition Strategic Planning, Employer Brand, Recruiting Coordination, Candidate Sourcing, Internal Mobility, Candidate Selection

LEARNING & DEVELOPMENT: L&D Strategy & Operations, Onboarding, Learning & Talent Development, Instructional Design & Delivery, Leadership Development, Compliance Training

HR TECHNOLOGY & ANALYTICS: HR Technology Strategic Planning, HR Technology Operations, Metrics, Analytics & Reporting

CORE SERVICES: HR Policies, Employee Relations, Performance Management, Labor Relations, Attendance Management

AUXILIARY SERVICES: Payroll, Relocation Management, Employee Communications

TOTAL REWARDS: Total Rewards Strategic Planning, Total Employee Compensation, Recognition Programs, Benefits, Retirement Services

HR TEAM DIFFERENTIATORS
HR Governance, Business Partnership, HR Collaboration, HR Project Management, HR Development

Your Current HR Landscape

This diagram is a snapshot of the landscape within your HR department. Each area has been color coded based on your HR team's scores for relative importance and effectiveness

I IMPROVE

These areas are perceived as relatively high in importance and relatively low in effectiveness. Start with these areas when action planning.

E EVALUATE

These areas are perceived as relatively low in both importance and effectiveness. Look at these next to determine whether they should be a focus for improvement based on other functions and priorities.

M MAINTAIN

These areas are perceived as relatively low in importance and relatively high in effectiveness. They will likely not be a focus for improvement; therefore, the goal is to maintain their scores.

L LEVERAGE

These areas are perceived as relatively high in both importance and effectiveness. Try to leverage these strengths to make changes in other areas.

Use this page to help prioritize your area improvement initiatives.

McLEAN & COMPANY | HR MANAGEMENT & GOVERNANCE FRAMEWORK

ORGANIZATIONAL EFFECTIVENESS

HR Strategy (L)	Change Management (E)	
Organizational Design (I)	Merger & Acquisition Management (I)	Culture (L)

EMPLOYEE EXPERIENCE & INCLUSION

TALENT ACQUISITION

Talent Acquisition Strategic Planning (M)	Employer Brand (L)
Recruiting Coordination (M)	Candidate Sourcing (L)

TALENT MANAGEMENT

L&D Strategy & Operations (I)	Onboarding (I)	Employee Engagement Strategy (L)	Diversity, Equity & Inclusion Strategy (I)	Health & Wellbeing	Talent Management Strategic Planning (L)
				Workforce Planning (L)	Succession Planning (I)

Internal Mobility (E)	Candidate Selection (M)

| Learning & Talent Development (I) | Instructional Design & Delivery (E) | HR Technology Strategic Planning (E) | HR Policies (M) | Employee Relations (L) | Performance Management (E) | Payroll (L) | Total Rewards Strategic Planning (I) | Total Employee Compensation (L) | Recognition Programs (E) |

| Leadership Development (I) | Compliance Training (M) | HR Technology Operations (E) | Metrics, Analytics & Reporting (I) | Labor Relations (E) | Attendance Management (M) | Relocation Management | Employee Communications (L) | Benefits (M) | Retirement Services (E) |

LEARNING & DEVELOPMENT   HR TECHNOLOGY & ANALYTICS   CORE SERVICES   AUXILIARY SERVICES   TOTAL REWARDS

Average Scores: Area Importance

These are importance scores for each area, calculated by taking the average of all responses. Areas are also categorized based on their perceived importance, from high to minimal importance.

> Use this data to understand which areas your team believes are most important.

FUNCTIONS

- ⚙ ORGANIZATIONAL EFFECTIVENESS
- ❤ EMPLOYEE EXPERIENCE & INCLUSION
- 👤 TALENT MANAGEMENT
- 👤⁺ TALENT ACQUISITION
- ✍ LEARNING & DEVELOPMENT
- 🏆 TOTAL REWARDS
- ⏱ HR TECHNOLOGY & ANALYTICS
- ⚓ CORE SERVICES
- 🔧 AUXILIARY SERVICES

HIGH IMPORTANCE 9 - 10

MODERATE IMPORTANCE 7 - 8.9

8.8 Culture ❤	8.8 Employee Relations ⚓	8.6 HR Strategy ⚙	8.6 Payroll 🔧	8.6 Total Rewards Strategic Planning 🏆
8.6 Workforce Planning 👤⚙	8.5 Employee Communications 🔧	8.4 Total Employee Compensation 🏆	8.3 Leadership Development ✍	8.3 Organizational Design ⚙
8.3 Succession Planning 👤	8.2 Employee Engagement Strategy ❤	8.2 Learning & Talent Development ✍	8.2 Talent Management Strategic Planning 👤	8.0 Candidate Sourcing 👤⁺
7.9 Employer Brand 👤⁺	7.9 Merger & Acquisition Management ⚙	7.8 Diversity, Equity & Inclusion Strategy ❤	7.8 L&D Strategy & Operations ✍	7.8 Metrics, Analytics & Reporting ⏱
7.8 Onboarding ✍	7.7 Candidate Selection 👤⁺	7.7 Compliance Training ✍	7.7 Recruiting Coordination 👤⁺	7.7 Talent Acquisition Strategic Planning 👤⁺
7.6 Performance Management 👤	7.5 Attendance Management ⚓	7.5 Benefits 🏆	7.5 Change Management ⚙	7.4 Instructional Design & Delivery ✍
7.3 HR Technology Operations ⏱	7.3 HR Technology Strategic Planning ⏱	7.2 Health & Wellbeing ❤		

LOW IMPORTANCE 4 - 6.9

6.8 Recognition Programs 🏆	6.6 Retirement Services 🏆	6.5 Labor Relations ⚓	6.3 HR Policies ⚓	6.1 Internal Mobility 👤

MINIMAL IMPORTANCE 0 - 3.9

Average Scores: Area Effectiveness

These are effectiveness scores for each area, calculated by taking the average of all responses. Areas are also categorized based on their perceived effectiveness, from high to minimal effectiveness.

Use this data to understand which areas your team believes are currently performing well and which areas need attention.

FUNCTIONS

- ORGANIZATIONAL EFFECTIVENESS
- EMPLOYEE EXPERIENCE & INCLUSION
- TALENT MANAGEMENT
- TALENT ACQUISITION
- LEARNING & DEVELOPMENT
- TOTAL REWARDS
- HR TECHNOLOGY & ANALYTICS
- CORE SERVICES
- AUXILIARY SERVICES

HIGH EFFECTIVENESS 9 - 10

MODERATE EFFECTIVENESS 7 - 8.9

8.3 Payroll	7.9 Employee Relations	7.5 Candidate Selection	7.5 Culture	7.5 Recruiting Coordination	
7.3 Attendance Management	7.3 Employee Communications	7.2 Candidate Sourcing	7.1 Benefits	7.0 Employer Brand	

LOW EFFECTIVENESS 4 - 6.9

6.9 Talent Acquisition Strategic Planning	6.7 HR Strategy	6.6 Employee Engagement Strategy	6.6 HR Policies	6.6 Workforce Planning	
6.5 Compliance Training	6.4 Talent Management Strategic Planning	6.4 Total Employee Compensation	6.3 Diversity, Equity & Inclusion Strategy	6.3 Health & Wellbeing	
6.3 Organizational Design	6.3 Succession Planning	6.2 Instructional Design & Delivery	6.2 Retirement Services	6.1 Leadership Development	
6.1 Onboarding	6.1 Performance Management	6.0 L&D Strategy & Operations	5.9 Learning & Talent Development	5.9 Total Rewards Strategic Planning	
5.8 Change Management	5.8 HR Technology Operations	5.7 Labor Relations	5.7 Merger & Acquisition Management	5.5 Metrics, Analytics & Reporting	
5.5 Recognition Programs	4.9 HR Technology Strategic Planning	4.7 Internal Mobility			

MINIMAL EFFECTIVENESS 0 - 3.9

McLEAN & COMPANY

Use this matrix to prioritize focus areas for action planning. This matrix is based on aggregate responses with areas plotted relative to each other based on ranked importance and effectiveness.

> Focus on the areas in the Improve quadrant on the top left first (relatively high importance and relatively low effectiveness).

AVERAGE EFFECTIVENESS SCORE (TOP NUMBER)
AVERAGE IMPORTANCE SCORE (BOTTOM NUMBER)

I — IMPROVE

Area	Eff/Imp	Area	Eff/Imp	Area	Eff/Imp
Total Rewards Strategic Planning	5.9 / 8.6	Leadership Development	6.1 / 8.3	Organizational Design	6.3 / 8.3
		Succession Planning	6.3 / 8.3		
Learning & Talent Development	5.9 / 8.2	Diversity, Equity & Inclusion Strategy	6.3 / 7.8	L&D Strategy & Operations	6.0 / 7.8
Merger & Acquisition Management	5.7 / 7.9	Onboarding	6.1 / 7.8		
Metrics, Analytics & Reporting	5.5 / 7.8				

L — LEVERAGE

Area	Eff/Imp	Area	Eff/Imp	Area	Eff/Imp
HR Strategy	6.7 / 8.6	Total Employee Compensation	6.4 / 8.4	Culture	7.5 / 8.8
				Employee Communications	7.3 / 8.5
Workforce Planning	6.6 / 8.6			Employee Relations	7.9 / 8.8
				Payroll	8.3 / 8.6
Employee Engagement Strategy	6.6 / 8.2	Employer Brand	7.0 / 7.9	Candidate Sourcing	7.2 / 8.0
Talent Management Strategic Planning	6.4 / 8.2				

E — EVALUATE

Area	Eff/Imp	Area	Eff/Imp	Area	Eff/Imp
Change Management	5.8 / 7.5	Performance Management	6.1 / 7.6		
	7.5 / 7.7				
HR Technology Operations	5.8 / 7.3	Health & Wellbeing	6.3 / 7.2	Instructional Design & Delivery	6.2 / 7.4
HR Technology Strategic Planning	4.9 / 7.3				
Internal Mobility	4.7 / 6.1	Retirement Services	6.2 / 6.6		
Labor Relations	5.7 / 6.5				
Recognition Programs	5.5 / 6.8				

M — MAINTAIN

Area	Eff/Imp	Area	Eff/Imp	Area	Eff/Imp
Compliance Training	6.5 / 7.7	Talent Acquisition Strategic Planning	6.9 / 7.7	Attendance Management	7.3 / 7.5
				Benefits	7.1 / 7.5
				Candidate Selection	7.5 / 7.7
				Recruiting Coordination	7.5 / 7.7
HR Policies	6.6 / 6.3				

HIGHEST — IMPORTANCE — LOWEST

LOWEST — EFFECTIVENESS — HIGHEST

Area RACI: Team Roles & Involvement

RACI stands for responsible, accountable, consulted, and informed. To achieve success in a project or process, these roles need to be assigned to specific team members. Use this data to identify where there is overlap in the team's perception of their assigned roles and determine if any changes need to be made.

> Continue to reference these definitions throughout the report.

ACCOUNTABLE ONLY

I have ownership and authority over this area and am responsible for its overall success. I delegate execution of the day-to-day activities to others.

ACCOUNTABLE & RESPONSIBLE

I have ownership and authority over this area and am responsible for its overall success. I am also primarily responsible for execution of the day-to-day activities.

RESPONSIBLE ONLY

I am responsible for all or part of the execution of the day-to-day activities delegated to me for this area.

CONSULTED

I am consulted for input and/or decisions, but I am not involved in the execution of the day-to-day activities related to this area.

INFORMED

I am told about decisions or progress in this area.

NOT INVOLVED

I am not actively involved with this area or the decisions impacting it.

OVERLAPPING ROLES

Overlapping roles of accountability, or when one area has multiple individuals who perceive they are accountable, can lead to confusion and conflict within a team. Evaluate areas where there are overlaps of accountability and responsibility between team members. Ensure such overlaps make sense for your team and organization.

○ OVERLAPS IN ACCOUNTABILITY

◉ OVERLAPS IN ACCOUNTABILITY & RESPONSIBILITY

⊕ SEE EXCEL REPORT FOR ADDITIONAL RESULTS

Function Scorecard

ORGANIZATIONAL EFFECTIVENESS
4 AREAS

OVERALL RESULTS

This chart displays average overall function importance and effectiveness scores and ranks for the aggregate group, HR leader only, and HR team only, with previous scores included where applicable.

A benchmark is provided for effectiveness only. As importance rankings should not be influenced by other organizations, benchmarking is not provided.

IMPORTANCE

	SCORE	RANK
	8.1 MODERATE IMPORTANCE	**2nd**
PREVIOUS	--	--
HR LEADER	**7.8** MODERATE IMPORTANCE	**4th**
TEAM	**8.1** MODERATE IMPORTANCE	**2nd**

EFFECTIVENESS

	SCORE	RANK
	6.1 LOW EFFECTIVENESS	**7th**
PREVIOUS	--	--
BENCHMARK	--	--
HR LEADER	**6.8** LOW EFFECTIVENESS	**5th**
TEAM	**6.1** LOW EFFECTIVENESS	**7th**

AREA PRIORITY MATRIX

This matrix displays the areas within the function by ranked importance and effectiveness. It compares HR leader and team responses.

> Use this matrix to discuss differences in opinions and to reach a consensus before creating an area improvement plan.

I — IMPROVE
- Change Management ○
- Merger & Acquisition Management ◉
- Organizational Design ●

L — LEVERAGE
- HR Strategy ●
- Organizational Design ○

E — EVALUATE
- Change Management ●
- HR Strategy ○

M — MAINTAIN

HIGHEST / IMPORTANCE / LOWEST
LOWEST — EFFECTIVENESS — HIGHEST

OVERALL SCORES BY: ○ HR LEADER | ● TEAM | ◉ BOTH

Function Scorecard Details & Accountability

SAMPLE COMPANY, INC.
10 RESPONSES | 83.3% COMPLETION RATE

ORGANIZATIONAL EFFECTIVENESS
4 AREAS

This page details how each area scored and ranked out of all areas in importance and effectiveness. A rank of 1 means it is perceived as highest in importance or effectiveness. The circles denote overlaps in accountability or accountability and responsibility, listing up to the six most senior team members who identified themselves in this way.

○ OVERLAPS IN ACCOUNTABILITY
◉ OVERLAPS IN ACCOUNTABILITY & RESPONSIBILITY
⊕ SEE EXCEL REPORT FOR ADDITIONAL RESULTS

HR Strategy — LEVERAGE

8.6 MODERATE IMPORTANCE	**3rd**
AVG. SCORE	RANK
6.7 LOW EFFECTIVENESS	**12th**

○ 1. Goossens, Sunil; 2. Devine, Olivia

◉ 1. Booth, Seally; 2. Lama, Saramama; 3. Mayer, Uberto

Linking HR management directly to the strategic plan of your organization. Human resources planning identifies current and future human resources needs. This in turn supports an organization in achieving its business goals and objectives.

Change Management — EVALUATE

7.5 MODERATE IMPORTANCE	**27th**
AVG. SCORE	RANK
5.8 LOW EFFECTIVENESS	**31st**

◉ 1. Booth, Seally; 2. Devine, Olivia; 3. Mayer, Uberto

Using a structured process and set of tools to lead the people side of change and achieve a desired outcome.

Organizational Design — IMPROVE

8.3 MODERATE IMPORTANCE	**9th**
AVG. SCORE	RANK
6.3 LOW EFFECTIVENESS	**19th**

◉ 1. Goossens, Sunil; 2. Devine, Olivia; 3. Mayer, Uberto

Configuring structures, processes, reward systems, and people practices to create an effective organization capable of achieving the organizational strategy.

Merger & Acquisition Management — IMPROVE

7.9 MODERATE IMPORTANCE	**16th**
AVG. SCORE	RANK
5.7 LOW EFFECTIVENESS	**33rd**

Providing a human capital perspective to the analysis, strategic planning, and integration of mergers and acquisitions.

HR Team Differentiators

We feel the five HR Team Differentiators are key in setting your HR team up for success.

Q: Taking everything into account, how effective is our HR team?

SCORE
6.9
LOW EFFECTIVENESS

PREVIOUS
—

BENCHMARK
—

0%
0 - 3.9
MINIMAL EFFECTIVENESS

10%
4 - 6.9
LOW EFFECTIVENESS

90%
7 - 8.9
MODERATE EFFECTIVENESS

0%
9 - 10
HIGH EFFECTIVENESS

PREVIOUS
—%

—%

—%

—%

RESPONSE COUNT
0

1

9

0

RESPONSE DISTRIBUTION

Score	0	1	2	3	4	5	6	7	8	9	10
Count	0	0	0	0	1	0	0	7	2	0	0

0 - 3.9	4 - 6.9	7 - 8.9	9 - 10
MINIMAL EFFECTIVENESS	LOW EFFECTIVENESS	MODERATE EFFECTIVENESS	HIGH EFFECTIVENESS

AVERAGE EFFECTIVENESS SCORES & RESPONSE DISTRIBUTION

HR Governance
Providing a consistent approach so that HR-related decisions are made in line with organizational strategies and objectives. Ensuring that HR-related processes are overseen effectively and transparently and that legal and regulatory compliance requirements are met.

6.2 LOW EFFECTIVENESS
10%   40%   50%   0%

PREVIOUS —
BENCHMARK —

Business Partnership
Collaborating with senior leaders to build a strategic plan aligned to the organizational strategy. Representing the needs of the business in organization-wide HR program development and implementation.

6.3 LOW EFFECTIVENESS
10%   40%   40%   10%

PREVIOUS —
BENCHMARK —

HR Collaboration
HR team members leveraging each other's skills, experience, and knowledge to work together toward a common goal.

6.1 LOW EFFECTIVENESS
0% 50%   50%   0%

PREVIOUS —
BENCHMARK —

HR Project Management
Using a structured approach to organize, manage, and lead a team through all phases of a project. This includes determining timing, assigning roles and responsibilities, resourcing, and defining outcomes.

5.7 LOW EFFECTIVENESS
20%   50%   30%   0%

PREVIOUS —
BENCHMARK —

HR Development
Focus on individual HR professional and team development. Examples include business acumen, HR analytics, team dynamics, stretch projects, HR project management, etc.

5.7 LOW EFFECTIVENESS
10%   50%   40%   0%

PREVIOUS —
BENCHMARK —

Appendix: Summary Details

All areas are ordered from most to least important. You can compare current and previous ranks and scores for importance and effectiveness as well as benchmarks for effectiveness.

Use this table as a high-level overview of how all areas are ranked by deemed importance.

FUNCTIONS

- ORGANIZATIONAL EFFECTIVENESS
- EMPLOYEE EXPERIENCE & INCLUSION
- TALENT MANAGEMENT
- TALENT ACQUISITION
- LEARNING & DEVELOPMENT
- TOTAL REWARDS
- HR TECHNOLOGY & ANALYTICS
- CORE SERVICES
- AUXILIARY SERVICES

This report includes a generic benchmark. It comprises all HR Management & Governance diagnostics completed by McLean & Company members, so it contains results from organizations of all sizes from a variety of industries and locations. External comparisons should be used to provide context around your results rather than to make decisions.

AREAS ORDERED BY IMPORTANCE RANKING	OVERALL IMPORTANCE				OVERALL EFFECTIVENESS					
	RANK CURRENT	PREVIOUS	SCORE CURRENT	PREVIOUS	RANK CURRENT	PREVIOUS	BENCHMARK	SCORE CURRENT	PREVIOUS	BENCHMARK
Employee Relations	1st	--	8.8	--	2nd	--	--	7.9	--	--
Culture	1st	--	8.8	--	3rd	--	--	7.5	--	--
Workforce Planning	3rd	--	8.6	--	13th	--	--	6.6	--	--
Payroll	3rd	--	8.6	--	1st	--	--	8.3	--	--
HR Strategy	3rd	--	8.6	--	12th	--	--	6.7	--	--
Total Rewards Strategic Planning	3rd	--	8.6	--	29th	--	--	5.9	--	--
Employee Communications	7th	--	8.5	--	6th	--	--	7.3	--	--
Total Employee Compensation	8th	--	8.4	--	17th	--	--	6.4	--	--
Organizational Design	9th	--	8.3	--	19th	--	--	6.3	--	--
Leadership Development	9th	--	8.3	--	25th	--	--	6.1	--	--
Succession Planning	9th	--	8.3	--	19th	--	--	6.3	--	--
Talent Management Strategic Planning	12th	--	8.2	--	17th	--	--	6.4	--	--
Learning & Talent Development	12th	--	8.2	--	29th	--	--	5.9	--	--
Employee Engagement Strategy	12th	--	8.2	--	13th	--	--	6.6	--	--
Candidate Sourcing	15th	--	8.0	--	8th	--	--	7.2	--	--
Employer Brand	16th	--	7.9	--	10th	--	--	7.0	--	--
Merger & Acquisition Management	16th	--	7.9	--	33rd	--	--	5.7	--	--
Metrics, Analytics & Reporting	18th	--	7.8	--	35th	--	--	5.5	--	--
L&D Strategy & Operations	18th	--	7.8	--	28th	--	--	6.0	--	--
Diversity, Equity & Inclusion Strategy	18th	--	7.8	--	19th	--	--	6.3	--	--

Appendix: Summary Details

All areas are ordered from most to least important. You can compare current and previous ranks and scores for importance and effectiveness as well as benchmarks for effectiveness.

Use this table as a high-level overview of how all areas are ranked by deemed importance.

FUNCTIONS

- ORGANIZATIONAL EFFECTIVENESS
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This report includes a generic benchmark. It comprises all HR Management & Governance diagnostics completed by McLean & Company members, so it contains results from organizations of all sizes from a variety of industries and locations. External comparisons should be used to provide context around your results rather than to make decisions.

AREAS ORDERED BY IMPORTANCE RANKING	OVERALL IMPORTANCE RANK CURRENT	PREVIOUS	SCORE CURRENT	PREVIOUS	OVERALL EFFECTIVENESS RANK CURRENT	PREVIOUS	BENCHMARK	SCORE CURRENT	PREVIOUS	BENCHMARK
Onboarding	18th	--	7.8	--	25th	--	--	6.1	--	--
Compliance Training	22nd	--	7.7	--	16th	--	--	6.5	--	--
Candidate Selection	22nd	--	7.7	--	3rd	--	--	7.5	--	--
Recruiting Coordination	22nd	--	7.7	--	3rd	--	--	7.5	--	--
Talent Acquisition Strategic Planning	22nd	--	7.7	--	11th	--	--	6.9	--	--
Performance Management	26th	--	7.6	--	25th	--	--	6.1	--	--
Attendance Management	27th	--	7.5	--	6th	--	--	7.3	--	--
Change Management	27th	--	7.5	--	31st	--	--	5.8	--	--
Benefits	27th	--	7.5	--	9th	--	--	7.1	--	--
Instructional Design & Delivery	30th	--	7.4	--	23rd	--	--	6.2	--	--
HR Technology Strategic Planning	31st	--	7.3	--	37th	--	--	4.9	--	--
HR Technology Operations	31st	--	7.3	--	31st	--	--	5.8	--	--
Health & Wellbeing	33rd	--	7.2	--	19th	--	--	6.3	--	--
Recognition Programs	34th	--	6.8	--	35th	--	--	5.5	--	--
Retirement Services	35th	--	6.6	--	23rd	--	--	6.2	--	--
Labor Relations	36th	--	6.5	--	33rd	--	--	5.7	--	--
HR Policies	37th	--	6.3	--	13th	--	--	6.6	--	--
Internal Mobility	38th	--	6.1	--	38th	--	--	4.7	--	--

Appendix: Area Definitions

AREA DEFINITIONS

ORGANIZATIONAL EFFECTIVENESS

HR Strategy
Linking HR management directly to the strategic plan of your organization. Human resources planning identifies current and future human resources needs. This in turn supports an organization in achieving its business goals and objectives.

Change Management
Using a structured process and set of tools to lead the people side of change and achieve a desired outcome.

Organizational Design
Configuring structures, processes, reward systems, and people practices to create an effective organization capable of achieving the organizational strategy.

Merger & Acquisition Management
Providing a human capital perspective to the analysis, strategic planning, and integration of mergers and acquisitions.

EMPLOYEE EXPERIENCE & INCLUSION

Culture
Shaping and sustaining a pattern of values, beliefs, and behaviors to form the unique social and psychological environment desired for your organization. Demonstrated in many ways, including how the organization treats its employees, customers, and the wider community

Employee Engagement Strategy
Measuring and monitoring engagement by soliciting feedback to understand employee engagement levels and priority drivers, and supporting the development and implementation of action plans to increase engagement and ultimately organizational success.

Diversity, Equity & Inclusion Strategy
Developing a purposeful and intentional strategy that rests upon knowing the current state as well as the desired future state of DEI, understanding the lived experience, and implementing initiatives that are designed for inclusion, equity, and diversity at the forefront.

Health & Wellbeing
Ensuring the health, safety, and welfare of employees at work. Designing and implementing holistic programs that improve employees' physical, mental, and social state.

TALENT MANAGEMENT

Talent Management Strategic Planning
Identifying and overseeing talent management processes and programs that deliver on the strategic needs of the organization at the optimal level of standardization.

Workforce Planning
Forecasting and planning for gaps in talent supply and demand to ensure the organization has the workforce needed to achieve its goals.

Succession Planning
Developing and overseeing a program and process that proactively identifies and develops talent internally to fill key roles within the organization in the future.

Internal Mobility
Moving employees, both local and global, into similar or different roles as part of career development and an effective engagement and retention strategy.

Performance Management
Developing a framework to effectively equip managers to provide feedback and coaching to employees and evaluate their overall performance.

TALENT ACQUISITION

Talent Acquisition Strategic Planning
Identifying and implementing standardized talent acquisition processes, practices, and/or vendor partnerships across the organization.

Employer Brand
Clearly defining the employee value proposition (EVP) as a unique set of attributes and benefits that captures an employee's overall work experience within an organization. The employer brand is the external manifestation of the EVP.

Recruiting Coordination
Coordinating recruitment activities from the time a vacancy needs to be filled to the successful candidate's first day. This includes posting positions, coordinating interviews, screening candidates, preparing offer letters, etc.

Candidate Sourcing
Identifying target talent profiles, developing strategies to attract both active and passive candidates, and screening candidates both through their resume and through initial interviews.

Candidate Selection
Developing and deploying a selection method to evaluate candidates against a target talent profile and make predictions about candidates' future job performance. This also includes conducting reference and background checks as well as presenting and negotiating offers of employment.

LEARNING & DEVELOPMENT

L&D Strategy & Operations
Developing and managing L&D programs, practices, or vendor partnerships across the organization that are deeply aligned with the strategic needs of the organization and other HR programs. An L&D framework that clearly articulates the L&D purpose, governance, and roadmap for the future.

Onboarding
Welcoming, inducting, orienting, and engaging new employees to help them acclimate to the new environment and become productive members of the team.

Learning & Talent Development
Strengthening competencies employees need today and in the future by connecting the right development opportunities to the right employees at the right time through the use of a blend of learning methods.

Instruction Design & Delivery
Designing, developing, delivering, and managing learning programs/content/experiences that are efficient, effective, and engaging and result in learning transfer and improved job performance. Using standardized metrics for evaluation of programs.

Leadership Development
Strengthening leadership competencies by providing development programs and experiences that are ongoing and contextual and reflect strategic goals. Using a blend of learning methods that focus on behaviors and experiences that match the environment leaders operate in.

Compliance Training
Creating and tracking the completion of training initiatives including those mandated by local, national, or industry-specific entities as well as those mandated by the organization and/or function.

TOTAL REWARDS

Total Rewards Strategic Planning
Designing and maintaining competitive total rewards offerings to attract and retain the right talent while meeting budgetary requirements.

Total Employee Compensation
Designing and maintaining base pay and variable pay (e.g. short- and long-term incentive) programs for employees.

Recognition Programs
Designing and implementing programs and initiatives that acknowledge demonstrated desirable behaviors by employees that are aligned with core values and/or support organizational performance.

Benefits
Administering health plans, paid time off plans, and other benefits provided completely, provided partially, or facilitated by the organization.

Retirement Services

Designing and managing retirement and savings plans, including management of pension funds.

HR Technology & Analysis

HR Technology Strategic Planning

Planning, evaluating, and acquiring new HR tools, technologies, AI, and third-party services. Building and maintaining technology-related expertise, processes, and data needed to maximize HR's efficiency and enable HR to achieve organizational goals.

HR Technology Operations

Providing support services (employee inquiries, problem diagnosis and correction, etc.) for HR technology. Owning the configuration, implementation, and maintenance of existing HR technology to deliver more effective, efficient HR services.

Metrics, Analytics & Reporting

Measuring, collecting, analyzing, and reporting on data about HR KPIs and talent practices/outcomes to understand and improve organizational outcomes and actions as required.

Core Services

HR Policies

Developing and maintaining written directives, rules, and mandates that are designed and implemented to support the overarching goals and objectives of an organization.

Employee Relations

Managing productive individual employee-employer relationships and employment contracts in a non-unionized environment.

Labor Relations

Managing a unionized environment that includes disciplinary processes, negotiations, and maintenance and adherence to collective agreements, etc.

Attendance Management

Monitoring all forms of employee absence and ensuring absences are in line with organizational policy and jurisdictional regulations while working to minimize productivity loss.

Auxiliary Services

Payroll

Providing employees with the correct compensation while ensuring compliance with local and federal legislation and recordkeeping. Recording paperwork for new hires and editing employee files as required.

Relocation Management

Administration of expatriate and immigration services to ensure global talent mobility as required.

Employee Communications

Effectively sharing information in a timely manner with internal and external partners. Examples include: strategy updates, HR programs and initiatives, policy changes, action plans, etc.