

Strategic HR Review: Parenting



Introduction

Profile of Organisation

Founded 12 years ago with the aim of providing parents with the tools and skills necessary for better parenting. It also operates transitional shelters for homeless families.

Background

DecodeHR was engaged to conduct a strategic review of its HR policies, practices, and procedures, and benchmark them, where appropriate, against the HR best practices adopted by organisations especially within the same sector. A key outcome would be to strengthen the organization's Employer Brand through aligning HR practices to the company's mission, vision and core values.

Challenges

Based off Organisation's Situation

HR policies and practices were developed over time as the organization grew and were not benchmarked against market or against best practices in general.

Hiring decisions were often based on instinct than fit for the role and organization culture as the team was not equipped with behaviour/competency based interviewing skills.

Merit increases and bonus payouts were not reflective of performance although performance appraisals were conducted annually. With a family-oriented culture, managers found it difficult to provide negative feedback as well.

In addition, learning and development interventions were heavily focused on classroom learning although it may not be the most effective form of learning in every situation. Employees were not clear about the purpose and what was expected of them from the training they attended as learning objectives and outcomes were not communicated.

The Plan

A thorough review of the existing HR policies and procedures was conducted across all HR functions from workforce planning and recruitment, to performance management, rewards and learning and development.

The review included a systematic examination of organisational practices and accomplishments vis-a-vis organisational objectives, policies, and professional standards.

Emphasis was placed on:

1. **Recruitment & Selection (R&S)**

Using a competency based approach, we developed new R&S policies and procedures, refined the selection process, manuals & toolkits.

2. **Compensation & Benefits (C&B)**

We calibrated the C&B system to better reflect the compensation philosophy of the organization.

3. **Performance Management**

Put in place competency based performance management measures, created toolkits to assist both managers and individual contributors in designing goals, providing and giving feedback and coaching to improve performance.

4. **Career & Talent Management**

Linked learning and development to career pathways with new manuals and toolkits.

Outcome

Recruitment and selection process is now based on competencies required for the role. Competency based interview (CBI) questions were included in the interview forms to ensure consistency in the types of questions asked and to enable interviewers to assess candidates using the same matrix. Interview guides were also created to ensure that new comers or first time interviewers are familiar with the CBI questions and how to go about preparing for an interview.

Compensation and benefits were revamped to maintain market competitiveness and were aligned to the organisation's values.

Performance management forms were redesigned to incorporate key responsibility areas as well as core and leadership competencies required for the role. A performance management handbook was introduced to guide managers and employees. For instance, guidelines on creating SMART goals and providing constructive feedback were included.

Concise career development guides were adapted from industry frameworks to the organisation's needs and requirements to provide employees with information on the career pathways and how to get there; encouraging employees to see the value of the learning and development interventions and to take responsibility for their careers.

The employee handbook was revamped to reflect changes as a result of the review and a more vibrant image of the organization.

Results

- ✓ Robust Recruitment and Selection Process
- ✓ Competitive Total Rewards aligned with organisation's values
- ✓ Performance driven culture aligned with organizational mission and goals
- ✓ Culture of learning and encouraging individuals to own their career and professional development

Employee Handbook

