

## HR MATURITY MATRIX

Organisational Maturity Level	HR Level	OE	C&T	EE	PMS	R&R	ED
1 <i>Compliance Management</i>	<i>Initial</i>	No systematic OD practices Erratic change management 'Irresponsible Autonomy'	Ad hoc resourcing Unstructured interviews 'Hiring hands' 'Bums on seats' Hero model of leadership	Poor communications ('noise') No listening Legal and collective compliance I&C - statutory only Union negotiations if forced Continuous ER Conflict Pattern Disputes and grievances over insecurity and inequity No or restricted 'voice'	AOP/Budget Delivery No formal systematic feedback Ad hoc reports Dismissal as the only sanction	Extrinsic Motivation 'Money solves all problems' No unified reward structure Confused 'messages in the money' Bonuses for 'heroics' Basic Payroll Administration	Spasmodic or absent Ad hoc training 'Sitting next to Nellie' 'Sink or Swim' ED for the favoured few only
2 <i>Process Management</i>	<i>Foundation</i>	Formal functional structures ('organising principle') Organisation Charts Job Design Job Descriptions Competent Management Teams Competent Operators Meeting Management Tools Basic Change Management Comms Pack	Systematic Staffing and Resourcing Person Specifications Structured interviews Personnel Requisition Form Attendance Management T&A Systems Return To Work interviews 'Closed' Calibre Agenda Critical Calibre Roles CARdE	"Tell & Sell" Local effective management meetings 'Big' business messages and 'small' local messages 'Push' or 'send' comms channels Basic channels: 'events and newsletters', notice boards, etc. Conferences Work instructions H, S & W actively addressed EAP Grievance etc. procedures Consultation Procedure Procedural justice Trad. Formal TU Bargaining	Clear definitions of Jobs & Duties Focused (narrow) 'jobs' MbO SMART goals: financial, projects, personal Annual Appraisals Mid-Year Reviews Full-Year Reviews Sales Incentive Plans Performance Improvement Plans (PIP) and Processes Discipline Procedure	Company-wide unified Reward Structure 'Parity': vertical; horizontal; external Job Families Grading structure Market benchmarking Terms & Conditions Matrix Short-Term Incentive Plans (STIP): profit-related Employee Portfolio 'Hard formula' Sales Incentive Bonus Plans Payroll Change Form Rewards as an annual event	"Establishing Operational Effectiveness" Basic Job Training (BJT) for all On the Job Reinforcement "Developing Managerial Skills" Core Curriculum for Managers Managers' Handbook Induction/Orientation TNA
3 <i>Capability Management</i>	<i>HR Agenda</i>	'Flat' structures Accountability levels 'Roles, Responsibilities, Accountabilities and Authority' Job Design Role Descriptions Liaison Devices to manage the 'white space' Competent Teams supported Intermed. Change Management	"Competency Agenda" Functional Competency Framework Succession Plans Career Ladders Leadership Model Individual Career Plans (ICP) for 'high calibre' C = f (3P, O) Career Development Competency-based selection techniques: CBI, Psychometrics, Assessment Centres	"Listen" Functional 'message' Director Forums Top Team Briefings HR 'Breakfast' Meetings Shift 'morning prayers' Monthly team briefings Functional Meetings Calendar Annual (functional) Comms Calendar '4 Ps' Briefing Agenda Employee Surveys Suggestion Schemes Indirect (functional) Employee Voice Focus Groups Extensive Union Participation Works Councils Job enlargement	"Expectations Management" 'Management by Consequence' Functional KPIs (process and results) Balanced Scorecards (Operational) Short-interval measurements Team and individual T&Ms CI plans and targets Project Benefit Tracking Visual Management Individual Accountability Review Individual Contribution Report D/W/M/Q Reviews for all Closed-loop performance cycle: VTT ⇒ RCA ⇒ C/A ⇒ MoE Min. Stds. of Performance (MSOP) 'CRAGS' PIP	Comprehensible and Transparent Reward Structure Reward product positioning Calibre-Differentiated Rewards Performance-Related Pay STIP: individual performance-related Recognition Schemes Total Reward Statements	"Enhancing Leadership" Leadership Dev. Plans for top players Basic Personal Dev. Plans (PDP) Career Dev. Training Competency-based training: BJT Management Toolkit training Project Management Training
4 <i>Strategic (Cultural) Management</i>	<i>Integrated People Strategy</i>	'Vision and Values' <u>in use</u> Flexible 'Bamboo' Structures ('organising principle') OD Tools Self-Managed Teams supported Role Profiles Adv. Change Management 'Responsible Autonomy'	Integrated Workforce Planning Strategic Competency Framework 'Open' Calibre Agenda CARdE ICPs for all	"Dialogue" Internal Marketing Employer Branding Strategic business messages 'Strategic' Opinion Surveys Direct involvement Organisational Meetings Calendar Annual Comms Calendar 1-2-1s for all Job enrichment 'Quality Circles' Procedural <u>and</u> substantive justice (ER/TU) Partnership	Shared strategic direction cascaded Balanced Scorecard (Strategic) Deployment of Strategic KPIs Aligned and cascaded individual and team T&Ms External benchmarking ('best in class') 360° target-setting Strategic Competency Performance Measurement Real-time Measurement System	Intrinsic Motivation Defined 'psychological contracts' Contribution-Related Pay PRP bonuses for all Flexible Benefits: 'Choice' Money as a hygiene factor Equity: Vertical; Horizontal; External; Personal	Knowledge Management Learning Organisation "Supporting Personal Development" Mentoring Enhanced PDPs Personal Excellence Training External 'visits'