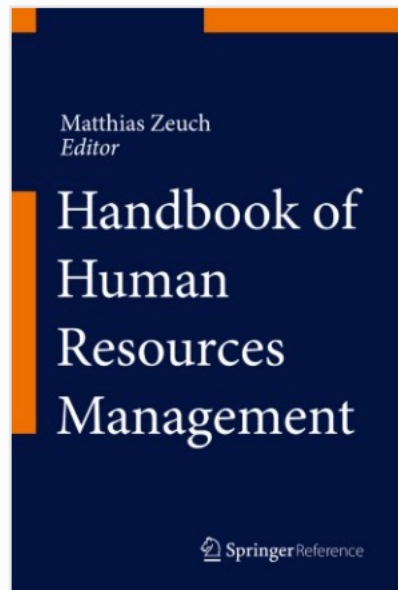


A hand holding a circular mirror over a body of water. The mirror reflects the sky and the water, creating a symmetrical effect. The text 'HR Self-Assessment' is overlaid on the mirror.

# HR Self-Assessment

This assessment is based on the collective knowledge and experience of 85 global HR leaders, documented in the Springer „Handbook of Human Resources Management“.

With more than 600 K downloads, this handbook has become one of the world's major references in HR management.



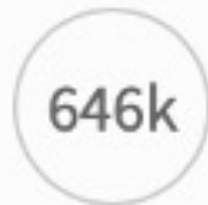
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# Handbook of Human Resources Management

**Editors**

Matthias Zeuch

Reference work



**Downloads**



# Overview HR Self-Assessment

## 1. HR MARKETING AND RECRUITING

- Employer Branding
- Recruiting Process
- Recruiting Channels

## 2. TRAINING AND QUALIFICATION

- Skill Management
- Training Management
- New Hire Integration

## 3. PERFORMANCE AND TALENT

- Performance and Potential Management Process
- Coaching and Mentoring
- Succession Planning

## 4. ENGAGEMENT AND RETENTION

- Employee Surveys
- Cultural and Social Activities
- Idea Management and Rewards

## 5. COMPENSATION AND BENEFITS

- Job Evaluation and Benchmarking
- Bonus Plans
- Benefits

## 6. ADMINISTRATION AND PAYROLL

- HR IT System
- HR Process Management

## 7. HR GOVERNANCE AND COMPLIANCE

- HR Policies and Guidelines

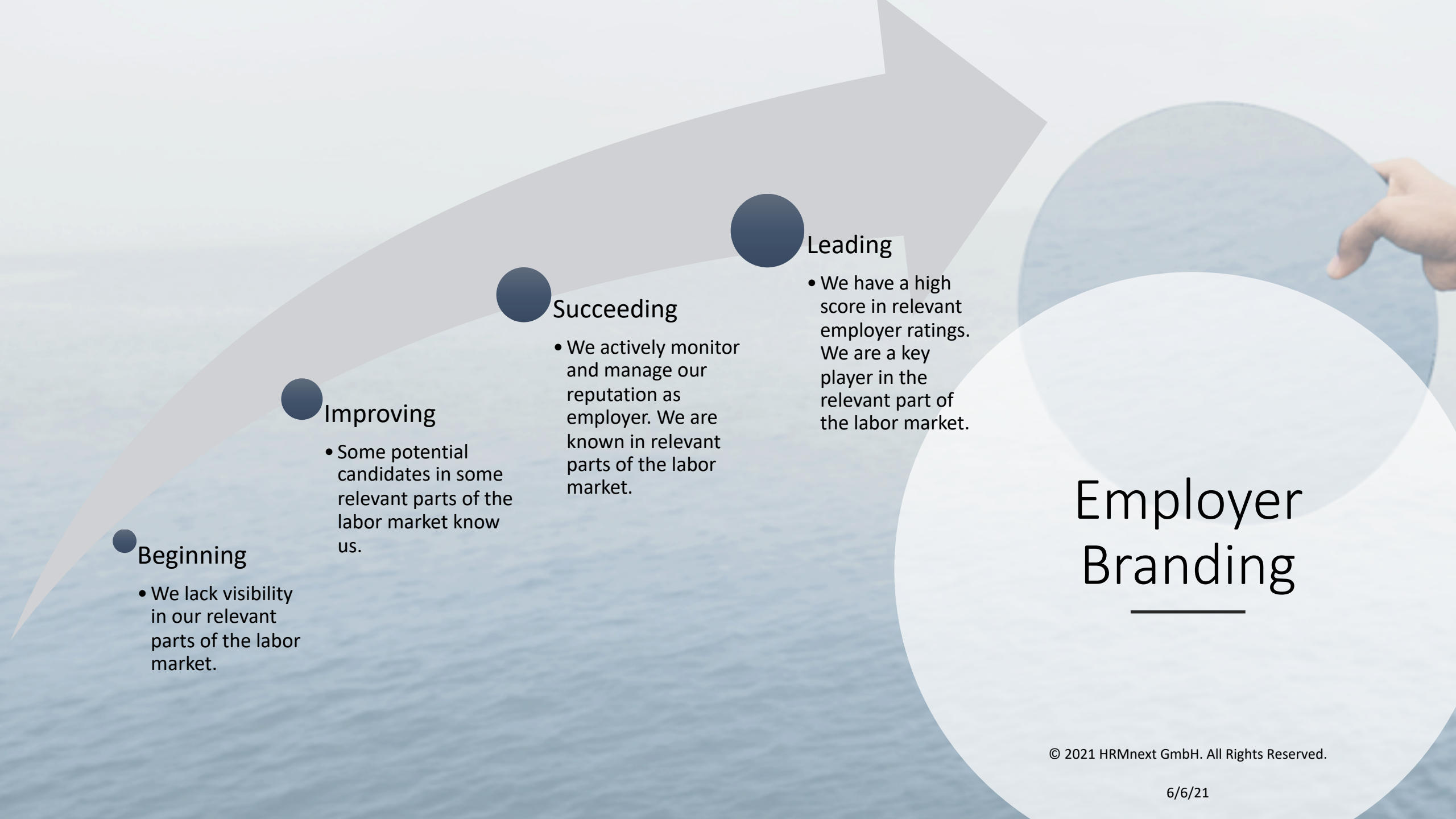
## 8. HR STRATEGY AND CHANGE

- HR Strategy
- Change Management

A hand holding a circular mirror over a body of water. The mirror reflects the blue water and the overcast sky. The background shows a vast expanse of water meeting a hazy horizon under a grey sky.

## Part 1: HR Marketing and Recruiting



- 
- Beginning**
- We lack visibility in our relevant parts of the labor market.

- Improving**
- Some potential candidates in some relevant parts of the labor market know us.

- Succeeding**
- We actively monitor and manage our reputation as employer. We are known in relevant parts of the labor market.

- Leading**
- We have a high score in relevant employer ratings. We are a key player in the relevant part of the labor market.

# Employer Branding



## Beginning

- We recruit based on legally demanded standards and procedures.

## Improving

- We have a defined recruiting process using some technology.

## Succeeding

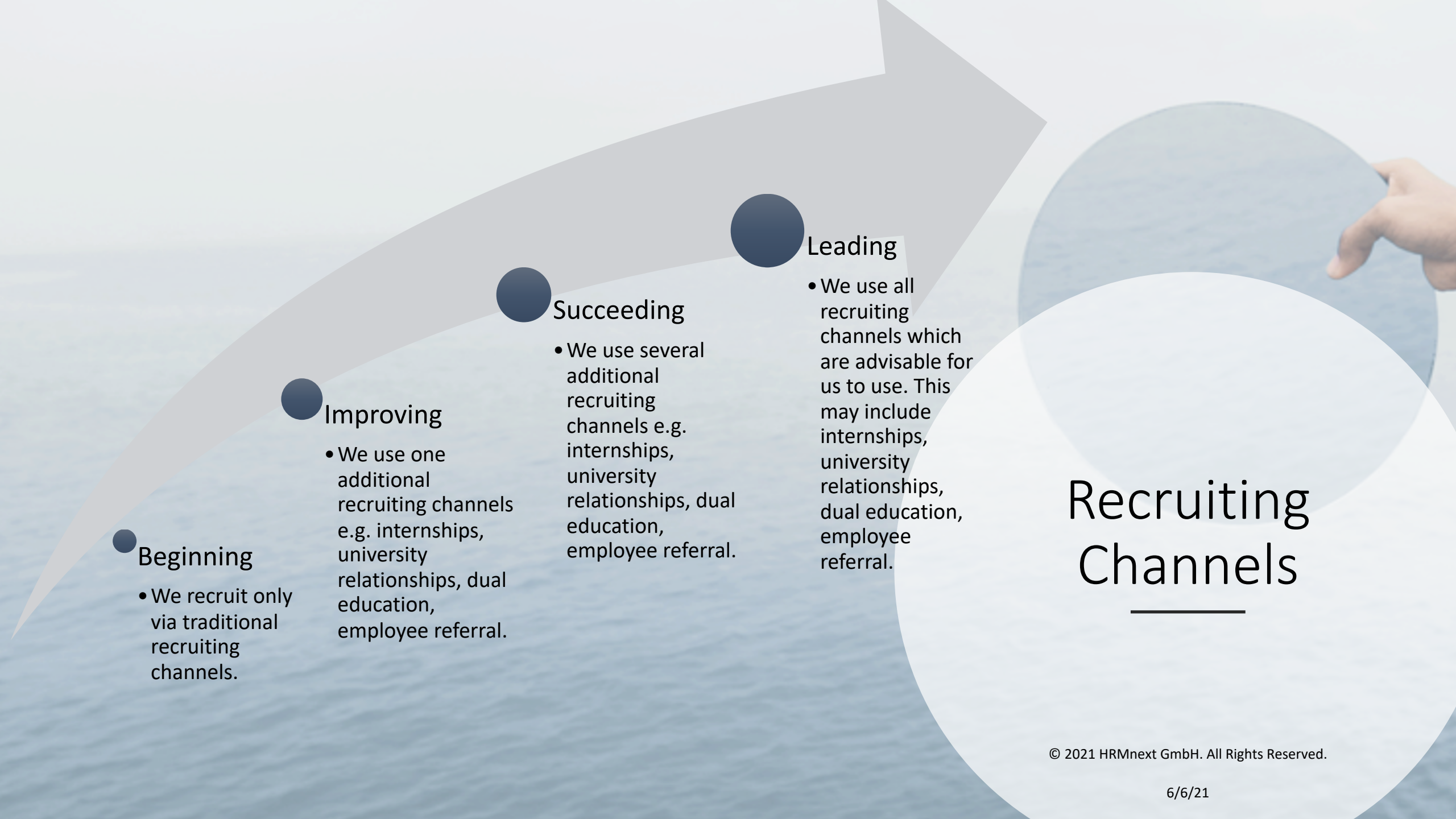
- We use an Applicant Tracking Systems for the complete process chain of recruiting. We use some competencies for selection.

## Leading

- We use an Applicant Tracking Systems for the complete process chain of recruiting. Our recruiting is based on defined technical skills and competencies and uses behavior based selection.

# Recruiting Process



- 
- Beginning**
- We recruit only via traditional recruiting channels.

- Improving**
- We use one additional recruiting channels e.g. internships, university relationships, dual education, employee referral.

- Succeeding**
- We use several additional recruiting channels e.g. internships, university relationships, dual education, employee referral.

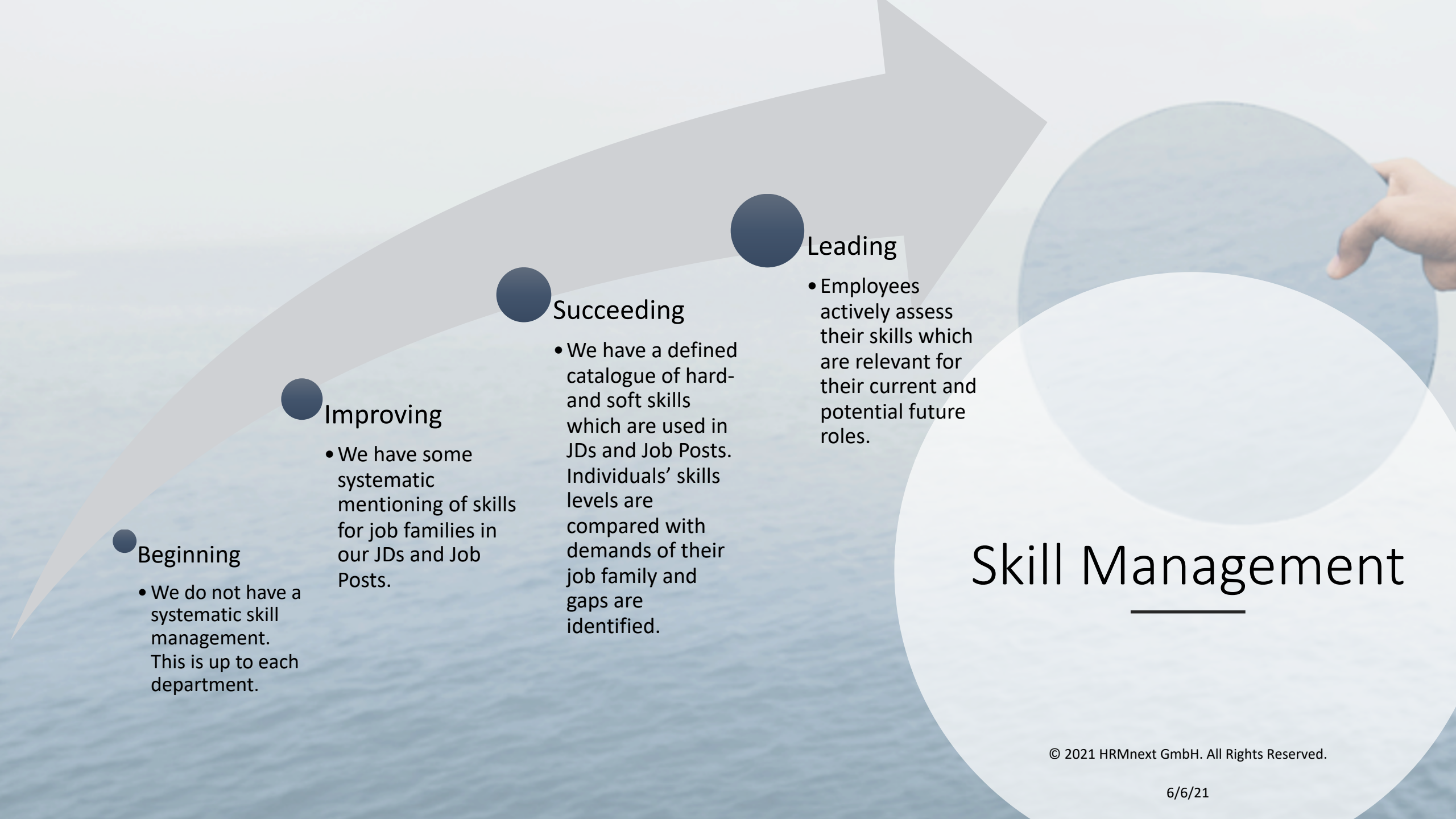
- Leading**
- We use all recruiting channels which are advisable for us to use. This may include internships, university relationships, dual education, employee referral.

# Recruiting Channels

A hand holding a circular mirror that reflects the ocean, set against a background of the actual ocean under a cloudy sky.

## Part 2: Training and Qualification



- 
- Beginning**
- We do not have a systematic skill management. This is up to each department.

- Improving**
- We have some systematic mentioning of skills for job families in our JDs and Job Posts.

- Succeeding**
- We have a defined catalogue of hard- and soft skills which are used in JDs and Job Posts. Individuals' skills levels are compared with demands of their job family and gaps are identified.

- Leading**
- Employees actively assess their skills which are relevant for their current and potential future roles.

# Skill Management



# Training Management

## Beginning

- We do not have a systematic training management. Some employees attend courses, but this is decided by the departments. HR is not in the loop.

## Improving

- We have some standard offering of courses and other learning experiences which can be found and booked in internal systems.

## Succeeding

- Learning experiences are embedded in a systematic overview, structured by competencies and functional areas.
- There is a regular process in which individual learning needs are identified and decisions on training courses and other learning experiences are made.

## Leading

- Learning and Knowledge Management have merged to become an interactive platform in which people exchange knowledge and experience. A quality management process ensures that valid, up-to-date knowledge is distributed.



# New Hire Integration

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6/6/21

- Beginning
  - New hire integration is managed by the department of the new hire only.

- Improving
  - New hire integration is partially structured with focus on formal integration.

- Succeeding
  - New hire integration covers all areas: formal, emotional, technical, social.

- Leading
  - New hires are positively surprised about the outstanding quality of our new hire integration.



## Part 3: Performance and Talent





# Performance Management

## Beginning

- We do not have a systematic performance and potential management.

## Improving

- We have a systematic performance and potential management, but there is hardly any follow up to it.

## Succeeding

- Our systematic performance and potential management leads to some tangible actions for selected employees, e.g. individual development plans, succession planning, training, self-learning, coaching, re-assignment.

## Leading

- Our systematic performance and potential management leads to tangible actions for all employees, e.g. individual development plans, succession planning, training, self-learning, coaching, re-assignment.



## Beginning

- Coaching and Mentoring are not a practice.

## Improving

- There is some Coaching and/or Mentoring.

## Succeeding

- We have a processes to assign Coaching and Mentoring to individuals based on their development plan.

## Leading

- Coaching and Mentoring are an integral part of our people development. We actively manage the quality of both.

# Coaching and Mentoring



# Succession Planning

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- Beginning
  - We do not have a succession planning process.

- Improving
  - For some key positions potential internal successors are defined.

- Succeeding
  - For all key positions we have succession plans. In case of lack of internal candidates we have clear external channels.

- Leading
  - Internal succession management has become a highly appreciated element of our employer attractiveness. People are confident that they do not have to leave the company to have a rewarding career.

A hand holding a circular mirror over a body of water. The mirror reflects the blue water and the sky. The background is a vast, calm body of water under a hazy sky.

## Part 4: Engagement and Retention



# Employee Surveys

## Beginning

- We do not regularly survey our employees regarding their satisfaction and expectations.

## Improving

- From time to time we survey our employees regarding their satisfaction and expectations. There is only marginal follow-up.

## Succeeding

- We regularly survey our employees regarding their satisfaction and expectations. There is an organized follow-up process.

## Leading

- There are frequent pulse checks and an open internal feedback culture, ensuring that immediate actions are initiated in case of deviations. People feel that the company listens and responds to their needs.



## Beginning

- Cultural and Social Activities are not part of our practice. We focus on work and performance only.

## Improving

- Our Cultural and Social Activities meet the standards of the markets we are present in.

## Succeeding

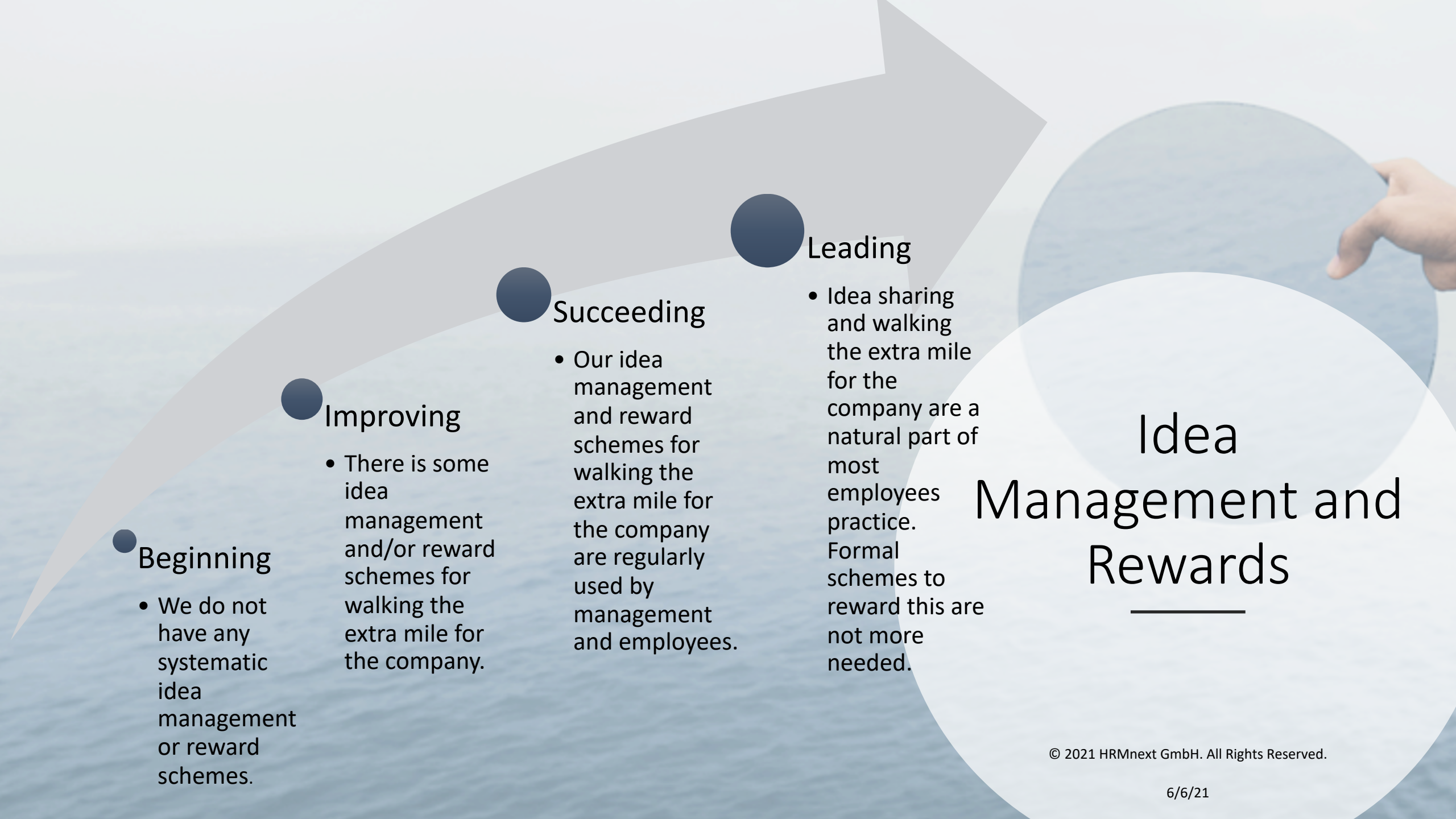
- Our Cultural and Social Activities meet and partially exceed the standards of the markets we are present in.

## Leading

- Our Cultural and Social Events have such an outstanding quality that they have become a major factor of our employer attractiveness and retention.

# Cultural and Social Activities



- 
- Beginning**
- We do not have any systematic idea management or reward schemes.

- Improving**
- There is some idea management and/or reward schemes for walking the extra mile for the company.

- Succeeding**
- Our idea management and reward schemes for walking the extra mile for the company are regularly used by management and employees.

- Leading**
- Idea sharing and walking the extra mile for the company are a natural part of most employees practice. Formal schemes to reward this are not more needed.

# Idea Management and Rewards

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## Part 5: Compensation and Benefits





## Beginning

- We do not have a systematic job evaluation. Salaries are determined mostly on existing compensation within the company.

## Improving

- We use some external comparisons to determine salary levels but no systematic approach.

## Succeeding

- We have defined job families and levels based on external benchmark in major markets and for major job families. We compare our compensation levels with market practice.

## Leading

- In all markets and for all job families we have levels based on external benchmark. We compare our compensation levels with market practice and actively follow up to this. We know that we neither underpay (causing unwanted attrition) or overpay.

# Job Evaluation and Benchmarking

# Bonus Plans

## Beginning

- We do not have any bonus plan.

## Improving

- Our bonus plan is based on general KPIs or are rather flat payments.

## Succeeding

- Our bonus plan is also based on individual and/or team performance. With higher performance individuals and teams feel an impact on their bonus amounts.

## Leading

- Our bonus plan is a major factor of employer attractiveness and talent retention.






Remark: To be “Leading”, benefits do not have to be “rich” and “highly generous” but to meet the emotional needs of employees.

# Benefits



## Part 6: Administration and Payroll





## Beginning

- Our HR administration is based on manual tools e.g. Excel tables and Word documents.

## Improving

- There is some first automation of base HR processes.

## Succeeding

- We use an integrated HR administration platform.

## Leading

- Our HR administration includes self-services for leaders and employees, is integrated with other systems (e.g. application tracking system, learning management system) and contributes to a positive employment experience.

# HR IT Systems



# HR Process Management

## Beginning

- HR processes are based on individual experience.

## Improving

- HR processes are documented and in most cases complied with.

## Succeeding

- All HR processes are documented complied with.

## Leading

- HR has become as transparent as possible in their processes, creating a feeling of fairness and professionalism for all employees.



A hand holding a circular mirror over a body of water. The mirror reflects the blue water and the sky. The background is a vast, calm body of water under a hazy, overcast sky. A hand in a dark sleeve holds a circular mirror, which perfectly reflects the blue water and the horizon line. The overall mood is serene and contemplative.

## Part 7: HR Governance and Compliance



## Beginning

- HR policies and guidelines are limited to the legally demanded minimum. They are not known to employees

## Improving

- Most HR policies and guidelines are limited to the legally demanded minimum. Most of it is not known to employees.

## Succeeding

- HR policies and guidelines cover the full scope which is in line with market practice. Employees know where to find them.

## Leading

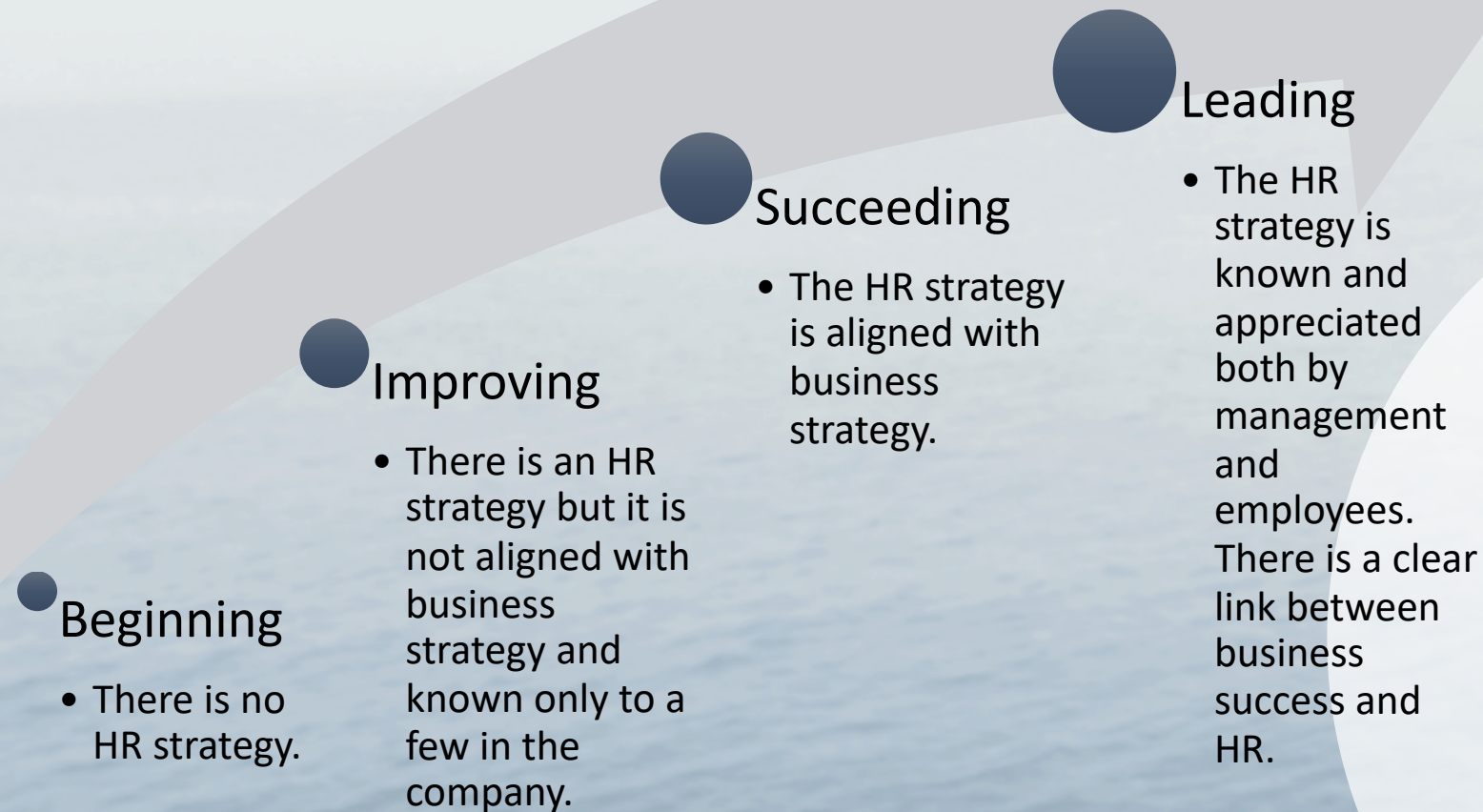
- HR policies and guidelines are highly appreciated and well understood by employees. They increase a feeling of fairness, corporate citizenship and professionalism of employees.

# HR Policies and Guidelines



A hand holding a circular mirror over a body of water. The mirror reflects the blue water and the sky. The background is a vast, calm body of water under a hazy, overcast sky. A hand in a dark sleeve holds a circular mirror on the right side of the frame. The mirror's surface is clear, reflecting the blue water and the pale sky above. The water in the foreground is slightly rippled, while the horizon is visible in the distance.

## Part 8: HR Strategy and Change



# HR Strategy





# Change Management

## Beginning

- HR does not support change management.

## Improving

- HR supports change management on demand with focus on HR-related topics.

## Succeeding

- HR is integral partner / consultant in managing change.

## Leading

- For upper management, HR has become a source of highly appreciated, valuable coaching and guidance in managing change.

How to improve your HR processes?

Contact us:

[mzeuch@icloud.com](mailto:mzeuch@icloud.com)

<https://hrmnext.net>

