HR STANDARD ASSESSMENT TOOL

Prepare

Business Strategy, HR Business alignment

- Strategic HRM
- Talent Management
- HR Risk management

Implement

HR Architecture

- Workforce planning
- Learning & Development
- Performance Management
- Reward
- Wellness
- ERM
- OD

HR Delivery & Value Platform

- HR Service Delivery
- HR Technology

Review

HR Metrics

- HR Measurement System

Improve

HR Competencies
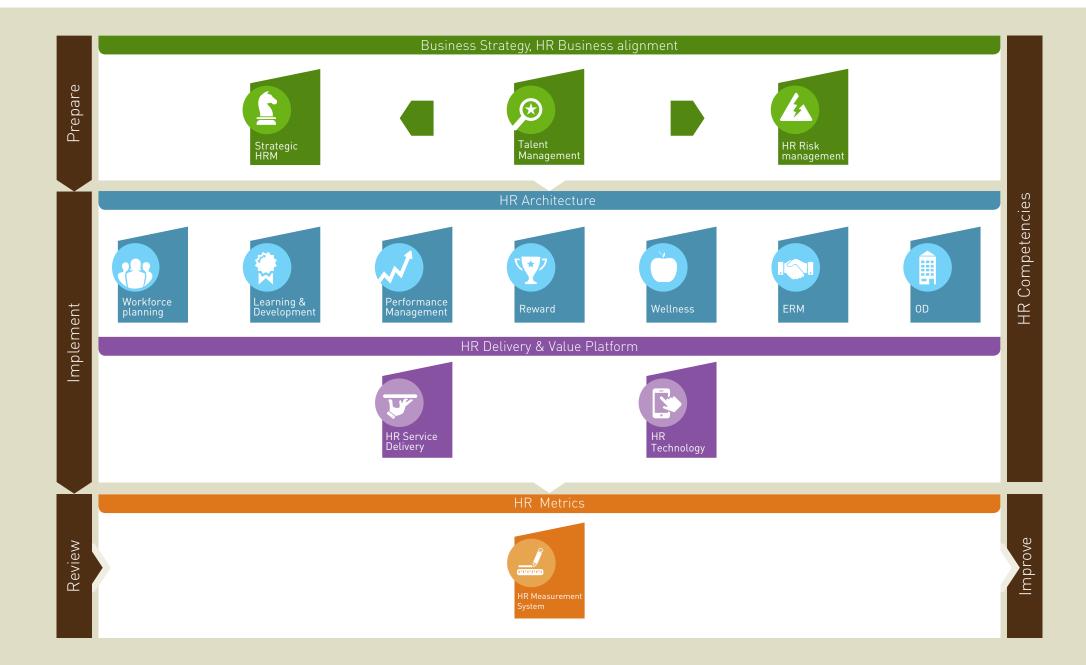
SABPP HR AUDIT UNIT ASSESSMENT TOOL

PURPOSE OF THE TOOL

This tool is for the use of both the organisation to be audited and for the auditors – it is the common basis off which both will work. The tool lists the outcomes to be achieved under each element of the HRM Standard; the type of evidence to be provided to the auditors to show that the outcomes have been achieved; and the sources from which the evidence is likely to come.

THE OUTCOMES ARE DRAWN DIRECTLY FROM THE MAIN HRM STANDARD

How organisations can use the Tool to assess their gaps against the Standard

The following steps can be followed to assess gaps:

- Discuss each outcome in the HR team and establish which outcomes are well achieved, partly achieved or not achieved at all.
- Test these conclusions with line management and other relevant internal stakeholders – for example, a skills development committee.
- Reconvene as an HR team to review stakeholder input and agree on what gaps exist and what business results can be achieved by working to close those gaps.

HOW ORGANISATIONS CAN USE THE TOOL TO PREPARE FOR AN AUDIT

The steps listed below can be followed to prepare for an SABPP Audit. Note that it is up to the organisation being audited to produce evidence to convince the auditors that the listed outcomes are being met. If no evidence is produced or if the auditors are unconvinced, that/those outcome(s) will be scored zero or at a low score.

- Work through the evidence requirements for each outcome and list what evidence you have in your company.
- If you don't think you have sufficient existing evidence, then work out how to go about collecting suitable evidence.
- Assemble the evidence and organise it so that the auditors can easily find it. (Note: the auditors will go through the evidence on site and will not remove any documentation.)
- Where appropriate, and by prior arrangement with the Head of the SABPP Audit Unit, some evidence will be provided on a sample basis, for example, interviews with employees, completed performance appraisal documents. The basis for sampling will be agreed with the Head of the SABPP Audit Unit.

WHAT ARE THE AUDITORS LOOKING FOR?

The SABPP Auditors are looking for evidence that the outcome has been met in terms of three dimensions, namely:

- Quality of the approach
  - How soundly based is it
  - How systematic is it
  - How well integrated is it, is it part of normal operations
  - How regularly is it reviewed and updated.

- Extent of application
  - Is it used across the whole organisation or only in certain parts
  - Is it used right up and down the organisation.

- Quality of results achieved
  - Is there a positive trend in results, sustained over time
  - Are internal targets being met
  - How do the results compare with external benchmarks that the organisation has chosen for itself
  - Is there a clear link between the approach chosen and the results achieved.

FEEDBACK ON THE TOOL

Feedback on the Tool, tips and tricks and experiences, should please be sent to hraudit@sabpp.co.za

HR STANDARD ELEMENT 1
STRATEGIC HR MANAGEMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
1.2.1 To ensure the HR strategy is derived from and aligned to the organisation's objectives in consultation with key organisational stakeholders.	• Documentary • Interviews with key stakeholders	• CEO/Head of Organisation • Head of HR • Key stakeholders
1.2.2 To analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions.	• Presentations, documents prepared for strategy sessions	• CEO/Head of Organisation • Other Senior practitioners • Head of HR
1.2.3 To provide strategic direction and measurements for strategic innovation and sustainable people practices.	• Documents • Discussion	• Head of HR
1.2.4 To provide a foundation for the employment value proposition of the organisation.	• Documents • Marketing material	• Head of HR and/or Head of Talent Management
1.2.5 To establish a framework for the HR element of the organisation's governance, risk and compliance policies, practices and procedures which balance the needs of all stakeholders.	• Documents	• HR management team
1.2.6 To determine an appropriate HR structure, allocate tasks and monitor the development of HR competence to deliver HR strategic objectives.	• Documents	• Head of HR • Head of Talent Management

HR STANDARD ELEMENT 2
TALENT MANAGEMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
2.2.1 To build a talent culture which:		
• defines the organisation's philosophy, principles and integrated approach to talent • leverages diversity and • is communicated in a clear employment value proposition.	• Documents • Employee surveys • Employment Equity Plans and Reports • Interviews	• HR practitioners • Senior line managers • Identified talent
2.2.2 To identify strategically critical positions and leadership roles and capabilities in the organisation into the future from the Workforce Plan that will determine the sustainability and growth of the organisation.	• Documents	• HR practitioners
2.2.3 To set up processes and systems which will:		
• Attract a sustainable pool of talent for current objectives and future organisation needs.	• Documents • Discussions	• HR practitioners • Senior line managers
• Achieve employment equity progress in the spirit of the legislation to achieve transformation.	• Employment Equity Plans and Reports	• HR practitioners
• Manage the retention and reward of talent.	• Statistics • Documents	• HR practitioners • Senior line managers
• Develop the required leadership skills.	• Leadership competency model • Individual Development Plans • Management Development Programme	• HR practitioners • CEO/Head of organisation
• Plan for succession to key roles.	• Succession plan • Documented succession planning process	• HR practitioners

SABPP HR AUDIT UNIT
*Providing external assurance
on HR standards*

HR STANDARD ASSESSMENT TOOL

HR STANDARD ELEMENT 2
TALENT MANAGEMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
• Identify high potential employees and link them with key future roles in the organisation through monitored development plans.	• Succession plans, career paths • Individual Development Plans • System to monitor implementation of IDPs	• HR practitioners • Senior line managers
• Identify where there is under-performance in a key role or in a person identified as high potential and raise the level of performance through a Performance Improvement Plan.	• Documents (Performance Improvement Plans)	• HR practitioners • Senior line managers
• Identify through assessment the optimal development opportunities for talent.	• Assessment processes and resources	• HR practitioners
2.2.4 To agree appropriate roles for relevant stakeholders in the development and management of talent.	• Documents • Discussions	• HR practitioners • Senior line managers • Employee forums
2.2.5 To monitor and report on talent management key results areas and indicators.	• Talent Management reports	• HR practitioners

HR STANDARD ELEMENT 3
HR RISK MANAGEMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
3.2.1 To increase the probability and impact of positive events and decrease the probability and impact of negative events caused by people factors on the achievement of organisational objectives.	• Documents – risk mitigation plans	• HR practitioners • Risk management practitioners
3.2.2 To align HR and people management practices within the governance, risk and compliance framework and integrated reporting model of the organisation.	• Documents of organisation's governance, risk and compliance framework showing how HR and people management practices are included	• HR practitioners • Risk management practitioners
3.2.3 To ensure appropriate risk assessment practices and procedures relating to people factors are embedded within the organisation.	• Documents of HR risk assessment practices and procedures	• HR practitioners • Risk management practitioners
3.2.4 To ensure appropriate risk controls are designed and applied to HR activities and that interventions are based on evidence to ensure best use of time and resources (efficient and cost-effective).	• Documents of HR risk controls	• HR practitioners • Risk management practitioners
3.2.5 To contribute in creating and sustaining a risk management culture in an organisation which also encourages innovation, creativity, management by fact and continuous learning.	• Interviews • Employee survey items on innovation and creativity	• Line managers • Employees

HR STANDARD ELEMENT 4
WORKFORCE PLANNNG

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
4.2.1 To design a strategic workforce plan which meets the needs of the organisation in consultation with line management, and adjust strategy accordingly, taking into account workforce and labour market trends in relation to the relevant industry sector, within the spirit of the employment equity legislation.	• Documents showing the plan • Documents showing consultation with line management • Documents showing research into labour market trends • Documents/statistics showing internal trends impacting on the workforce plan • Employment Equity Plan and Report • Discussions	• HR practitioners • Senior line managers
4.2.2 To align the workforce planning cycle with the strategic planning and budgeting cycle of the organisation, as well as talent management where relevant.	• Documents showing the workforce planning process/cycle and the strategic planning/ budgeting cycle	• HR practitioners • Finance practitioners • Strategy practitioners
4.2.3 To ensure appropriate budgeting or cost modelling to prepare the budget for the workforce plan.	• Demonstration of the modelling process • Budget documents	• HR practitioners
4.2.4 To ensure an adequate supply and pipeline of appropriately qualified staff through sourcing staff and building the future supply of the right skills to meet the needs of the organisation.	• Documents showing recruitment process and links to workforce plan • Discussions on long term sourcing strategy • Documents on assessment and selection process • Discussions with line managers	• HR practitioners • Line managers

HR STANDARD ELEMENT 5
LEARNING AND DEVELOPMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
5.2.1 To create an occupationally competent and engaged workforce which builds organisational capability, providing employees with opportunities to develop new knowledge and skills.	• Documents showing analysis of future skills requirements • Documents/statistics showing results of competency assessments • Employee engagement/satisfaction surveys • Interviews with line managers • Interviews with employees	• HR/HRD practitioners • Line managers • Employees
5.2.2 To focus learning and development plans on improving people's ability to perform to achieve organisational objectives and provide the means for measuring the impact of learning and development interventions.	• Documents or other evidence demonstrating the link between learning and development plans and performance management processes • Workplace Skills Plan and Annual Training Report • Documents showing process for measuring impact of L&D • Interviews with line managers	• HR/HRD practitioners • Line managers
5.2.3 To support and accelerate skills development and achievement of employment equity and organisational transformation and limit the impact of skills shortages.	• Workplace Skills Plan and Annual Training Report • Employment Equity Plan and Report • Evidence of analysis of impact of skills shortages • Evidence of proactive interventions to mitigate skills shortages • Interviews with line managers	• HR/HRD practitioners • Line managers
5.2.4 To create a learning culture and environment that enables optimal individual, team and organisation learning and growth in both competencies and behaviour.	• Results of employee surveys • Interviews with line managers and employees • Evidence of individual, team and organisation learning and growth in both competencies and behaviour	• HR/HRD practitioners • Line managers • Employees
5.2.5 To capture and replicate and enhance critical knowledge within the organisation.	• Evidence of processes to capture and replicate critical knowledge • Interviews with line managers	• HR/HRD practitioners • Line managers
5.2.6 To ensure learning and development is a catalyst for continuous improvement, change and innovation.	• Evidence of results in continuous improvement, change and innovation through L&D – documents and discussion	• HR/HRD practitioners • Line managers • Employees

HR STANDARD ELEMENT 6
PERFORMANCE MANAGEMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
6.2.1 To translate and cascade broad organisational performance drivers into team and individual performance targets.	• Evidence of process to set team and individual targets • Discussion on effectiveness of the process	• HR practitioners • Line managers at senior, middle and supervisory levels • Employees
6.2.2 To establish an appropriate performance management system, process, and methodology relevant to the needs, size, scope and complexity of the organisation which will support the development of a performance culture.	• Results of employee surveys • Documents on the system, process and procedures • Evidence of compliance with the process and procedures	• HR practitioners • Line managers • Employees
6.2.3 To link performance management to other HR processes to align appropriate performance consequences (reward, recognition and development opportunities) that attract, retain and motivate employees and to address poor performance.	• Evidence of linkages between PM and other HR processes • Evidence of approach to aligning performance consequences • Results of employee surveys	• HR practitioners • Line managers • Employees
6.2.4 To ensure fair, ethical and organisation cultural practices focusing on the achievement of performance targets (that is, a high performance culture) in a sustainable way.	• Documents on disciplinary cases and grievances related to performance management • Results of employee surveys • Discussions	• HR practitioners • Line managers • Employees
6.2.6 To measure progress against agreed individual and team objectives that enable attainment of organisational objectives.	• Evidence of process used to measure performance at intervals	• HR practitioners • Line managers

HR STANDARD ELEMENT 7
REWARD AND RECOGNITION

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
7.2.1 1 To design and implement an appropriate reward strategy aligned with business strategy, organisation operating conditions, culture, objectives and employment value proposition which drives the achievement of organisation objectives, and achieves a fair balance between the needs of the all shareholders.	• Documents on the reward strategy • Remco minutes • Results of employee surveys on general engagement • Financial indicators • Business Productivity norms • Client/customer surveys • Discussions	• HR practitioners • Line managers • Employees • Employee representatives
7.2.2 To deliver a fair and equitable reward system and process that is ethical, cost effective and sustainable.	• Documents on the reward system and process • Remco minutes • Documents/discussion showing cost analyses of the reward system • Scrutiny of reward/recognition related grievances and disciplinary cases	• HR practitioners • Line managers • Employee • Employee representatives
7.2.3 To ensure the reward strategy is in line with current national and international industry and sector norms.	• Documents showing reasons for using chosen benchmarks • Documents/discussion on results of benchmarking	• HR practitioners • Line managers
7.2.4 To ensure compliance with organisational governance principles and practices aligned to national and relevant international governance codes of practice and relevant legislation.	• Documents showing remuneration governance processes • Documents demonstrating results of compliance audits (legal and internal processes) • Statistics on pay and benefits	• HR practitioners • Company Secretary
7.2.5 To design and implement an appropriate recognition strategy which meets employees' need for recognition of particular efforts or achievements which are valuable to the organisation and are not catered for in the reward strategy.	• Documents showing the recognition strategy and processes • Results of employee surveys on perceptions of being recognised • Interviews with line managers and employees	• HR practitioners • Line managers • Employees

HR STANDARD ELEMENT 8
EMPLOYEE WELLNESS

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
8.2.1 To promote opportunities and guidance that enable employees to engage in effective management of their own physical, mental, spiritual, financial and social well-being.	• Evidence of interventions to enable employees to take charge of their own well-being • Usage statistics on such interventions • Interviews with line managers and employees	• HR/SHE practitioners • Line managers • Employees • Medical advisors • Wellness managers • Wellness provider partners
8.2.2 To enable the employer to manage all aspects of employee wellness that can have a negative impact on employees' ability to deliver on organisational objectives and to demonstrate the impact of wellness activities on the achievement of organisational objectives.	• Evidence of analysis of possible wellness risks and impact on the organisation • Evidence of tracking of wellness activities and measurement of results and impact	• HR/SHE practitioners • Line managers • Medical advisors • Wellness managers • Wellness provider partners
8.2.3 To promote a safe and healthy working environment in pursuit of optimum productivity and preservation of human life and health.	• Evidence of compliance with Occupational Health, Safety and Environment legislation • Illness/disease, absenteeism, mortality and accident statistics over time	• HR/SHE practitioners • OH practitioners • Wellness provider partners • Line managers
8.2.4 To reduce employee risk emanating from health and wellness issues.	• Evidence of management of health and wellness risks • Illness / lifestyle indicators (eg cholesterol, stress levels, blood pressure, BMI) over time	• HR/SHE practitioners • Line managers • Medical advisors • Wellness managers • Wellness provider partners
8.2.5 To contain health and wellness costs.	• Evidence of calculation of costs and tracking over time against forecasts	• HR/SHE practitioners • Medical benefit/Medical Aids • Pension Funds • Disability and incapacity insurance providers
8.2.6 To enhance the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.	• Results of employee surveys	• HR practitioners

HR STANDARD ELEMENT 9
EMPLOYMENT RELATIONS MANAGEMENT (ERM)

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
9.2.1 To create a climate of trust, cooperation and stability within an organisation and a harmonious and productive working environment which enables the organisation to compete effectively in its market place and contributes to a respected reputation	• Results of employee surveys • Results of exit interviews • Statistics such as lost days due to collective action, turnover • Interviews with line managers and employees, including shop stewards	• HR practitioners • Line managers • Employees • Shop Stewards
9.2.2 To provide a framework for conflict resolution.	• Documents such as ER policies, procedures and rules • Scrutiny of grievances and disciplinary cases • Documents such as minutes of shop steward/management meetings • Evidence of collective actions	• HR practitioners
9.2.3 To provide a framework for collective bargaining where relevant.	• Documents on collective bargaining structures, policies and procedures • Documents such as minutes of collective bargaining meetings and agreements • Discussions on effectiveness of collective bargaining	• HR practitioners • Line managers • Shop stewards
9.2.4 To ensure capacity building and compliance to relevant labour legislation, codes of good practice (ILO and Department of Labour) and international standards.	• Documents/statistics showing capacity building interventions at HR, management, shop steward and employee levels • Evidence of results of compliance audits	• HR practitioners

HR STANDARD ELEMENT 10
ORGANISATION DEVELOPMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
10.2.1 To establish links with organisational purpose across all levels and functions of an organisation.	• Results of employee surveys • Interviews with employees • Risk analysis	• HR practitioners • Employees
10.2.2 To ensure organisation design facilitates the purpose of the organisation.	• Documented organisation strategy • Documents on organisation design/structure • Discussions	• HR practitioners • CEO/Head of Organisation • Senior line managers
10.2.3 To improve the ability of individuals, teams, departments and functions to work co-operatively to meet organisation objectives and optimise engagement at work.	• Operating Metrics • Financial outcomes • SHEQ outcomes • Customer satisfaction • Evidence of diagnostics of cooperation and engagement issues • Evidence of interventions to address diagnosed issues • Evidence of measurement of impact of interventions • Results of employee surveys • Roles and responsibilities definitions • Individual role profiles • Documents on delegation of authority • Discussions	• HR practitioners • Line managers • Financial manager • SHEQ manager • Employees • Customers
10.2.4 To facilitate stakeholder involvement in all OD processes to ensure optimum engagement.	• Evidence of stakeholder identification and consultation before, during and after OD interventions • Evidence of appropriate behaviour change by stakeholders	• HR practitioners • Line managers • Employees
10.2.5 To build the relevant OD capability to meet organisational needs.	• Evidence of assessment of OD capability and gap analysis • Evidence of interventions to build capability where appropriate	• HR practitioners
10.2.6 To ensure compliance with relevant continuous improvement principles and good practices.	• Discussions to show evidence of reviewing and improving OD processes and practices	• HR practitioners

HR STANDARD ELEMENT 11
HR SERVICE DELIVERY

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
11.2.1 To ensure timeousness, consistency, credibility and quality in the delivery of HR services, using resources productively and measuring and improving on delivery.	• Evidence of measurement of factors in HR service delivery and tracking of trends over time • Scrutiny of HR staff/employee ratios and costs of HR service • Discussions on service delivery with line managers	• HR practitioners • Line managers
11.2.2 To ensure sustainability of HR practices within the organisation.	• Evidence of capacity building and individual development of HR staff • Evidence of full documentation, regularly updated, of HR processes • Evidence of capacity building of line managers to manage their people and of employees to manage themselves	• HR practitioners • Line managers • Employees
11.2.3 To support the effective management of the human element in an organisation by means of an effective HR service delivery model and system.	• Documents showing HR service delivery model and system	• HR practitioners
11.2.4 To provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws and other legislative requirements, HR policies, practices and procedures.	• Evidence of communication of legal requirements, policies and procedures and their applicability to the organisation across the organisation • Evidence of checking understanding of these • Results of compliance audits • Discussions on quality of advice and guidance with line managers	• HR practitioners • Line managers
11.2.5 To establish functional standards for accurate HR record-keeping and administration, developing and implementing an end-user friendly administrative process and system enabling proper data management.	• Documents of HR administration processes • Demonstration of end user interface with HR administration processes • Evidence of checking accuracy of employee data	• HR practitioners • Employees
11.2.6. To measure employee engagement on the one hand, and satisfaction with the delivery of HR services on the other hand.	• Results of employee surveys and action plans coming from them • Evidence of measurement of customer satisfaction and action plans coming from such measurement	• HR practitioners • Line managers

HR STANDARD ELEMENT 12
HR TECHNOLOGY

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
12.2.1 To leverage technology to allow easy access to relevant data (real-time, self-service) in compliance with relevant data security and other information technology compliance requirements, laws, codes and standards (privacy); and to support efficiency and effectiveness in HR functions (for example, learner management systems and e-learning in Learning and Development); and to create more capacity within existing HR structures to deliver value-adding services and interventions.	• Documents, presentations, discussions to show how employees and managers get easy access to HR data from a central source. • Employee self-service should be available for at least basic information such as personal details, payslips, leave balances, training history. • Documents which show compliance to data and IT requirements • Documents, presentations, discussions showing how efficiencies and effectiveness of administration and other HR processes have been improved through technology • Documents, presentations, discussions showing how technology has released HR practitioners to work on other activities	• HR practitioners • IT practitioners • Service providers • Line managers • Employees
12.2.2 To consolidate and rapidly extract HR information in real time to deliver effective presentation of HR information to the board or governing body, line management and executive committee meetings to support planning, decision-making and management of the workforce with full knowledge of potential people risks.	• Documents, presentations, discussions to show how reports are rapidly generated and presentations prepared • Standard reports that should be available include · Leave liability · Staff turnover · Promotions, demotions · Transfers · Staff listings per line manager · Employee-related costs per line manager against budget • Interviews with line managers to obtain feedback on how HR information supports them in planning, decision making and management of the workforce • Documents, discussions on identification and management of people-related risks	• HR practitioners • Line managers
12.2.3 To streamline the HR Management System and its associated processes for effective and efficient use.	• HR process documentation and discussions showing streamlining and relationship with other processes • Quantitative evidence of savings in time or money	• HR practitioners • IT practitioners

HR STANDARD ELEMENT 12
HR TECHNOLOGY

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE

12.2.4 To ensure that appropriate information security principles, policies and practices are developed and implemented.	• Documents
	• Results of compliance audits/checks. Such audits should include checks on:
	  · Password validity
	  · Password composition
	  · Data base accuracy
	  · Unauthorised access attempts
		• HR Practitioners
		• IT practitioners

12.2.5 To enable the effective implementation of change and improvements to the technology solutions to ensure they remain continually aligned with the organisation's objectives.	• Documentation, presentation and discussions to show recent projects aligning HR technology to organisation objectives. • Evidence of incorporation of new technologies such as Cloud based solutions, mobile phone access	• HR practitioners • IT practitioners

HR STANDARD ELEMENT 13
HR MEASUREMENT

	TYPE OF EVIDENCE	LIKELY SOURCE OF EVIDENCE
13.2.1 Determine measurement approaches, methodologies and metrics to assess the effectiveness and efficiency of HR practices. 13.2.3 Implement appropriate tools and methods to measure in a timely manner the efficiency, effectiveness and consistency of HR practices across the organisation.	• Documentation of measurement procedures and tools • Demonstration of use of tools in measuring efficiency, effectiveness and consistency of HR practices	• HR practitioners
13.2.2 Identify relevant measurement areas for the purpose of integrated reporting.	• Documents and discussion on linkages of HR measurement and integrated reporting	• HR practitioners • Company secretary or official responsible for integrated reporting
13.2.4 Provide a clear framework for measuring HR impact on the bottom-line of the organisation.	• Demonstration of linkage of HR work to bottom line results • Demonstration of reporting on chosen metrics	• HR practitioners • Senior line managers
13.2.5 Develop performance indicators for HR service delivery and business impact and present to the organisation in an appropriate HR Scorecard.	• Documentation of the HR scorecard and reporting regularly against targets • Discussion of effectiveness of HR scorecard	• HR practitioners • CEO or head of organisation