STRATEGY | LEADERSHIP | ORGANIZATION

Association for Strategy & Leadership Professionals

White Paper, Quarter 1 2012

Strategy & Organizational Engineering
A s i a   P a c i f i c   P t e   L t d

Deploying Global HR Processes & Systems
Fernando Kevin Vince
PhD, DBA, MBA, MBus (Prof Accounting), MM, MSc, BSc

As more and more organizations seek to globalize their HR systems for competitive advantage the following eight step process may be used.

Step 1: List down core HR processes for the organization that are required to support the business strategy. *Examples of core HR processes may include:*

- *Strategic workforce planning*
- *Open position acquisition*
- *Work environment and culture development*
- *Workforce Capabilities development*
- *Performance alignment and management*
- *Employee communication, motivation and engagement*
- *Workforce Renewal management*
- *Leadership development*

Step 2: Evaluate each of the processes to identify those that provide a significant benefit to the implementation of strategy if globally aligned and consistent. *Examples of such a process would be strategic workforce planning and leadership development.*

Step 3: Evaluate each of the processes identified under step 2 using a 5 level globalization potential scale. Due to cultural differences, organizational maturity and national practices and legislative requirements there is a degree to which HR systems may be globalized. *An example of a five level globalization potential scale is:*

- *Level 1   Standard Global Policy Guidelines*
- *Level 2   Standard Global Policy and Objectives*
- *Level 3   Standard Global Policy, Objectives and Procedures*
- *Level 4   Standard Global Policy, Objectives, Procedures & Work Instructions.*
- *Level 5   Standard Global Policy, Objectives, Procedures, Work Instructions and Centralized management.*

Step 4: Prepare a consolidated list of the core HR processes and their globalization potential level. Appoint leaders and form global teams that will be responsible to design, review and deploy these processes. *An example of a table:*

HR Process	Level	Project Leader	Team Member	Start Date	End Date
Leadership Development	5	Brian Kim	TBA	Jan 2012	Mar 2013
Open position acquisition	2	Dale Johnson	TBA	Apr 2012	Dec 2012

Step 5: Develop a detailed project roadmap identifying key milestones that need to be achieved.

Step 6: Monitor progress and conduct regular reviews. Reviews should involve senior management. This is to ensure that top management support and involvement is clearly visible. *Examples of performance measures used include:*

- *Actual vs. Plan actions deployment status*
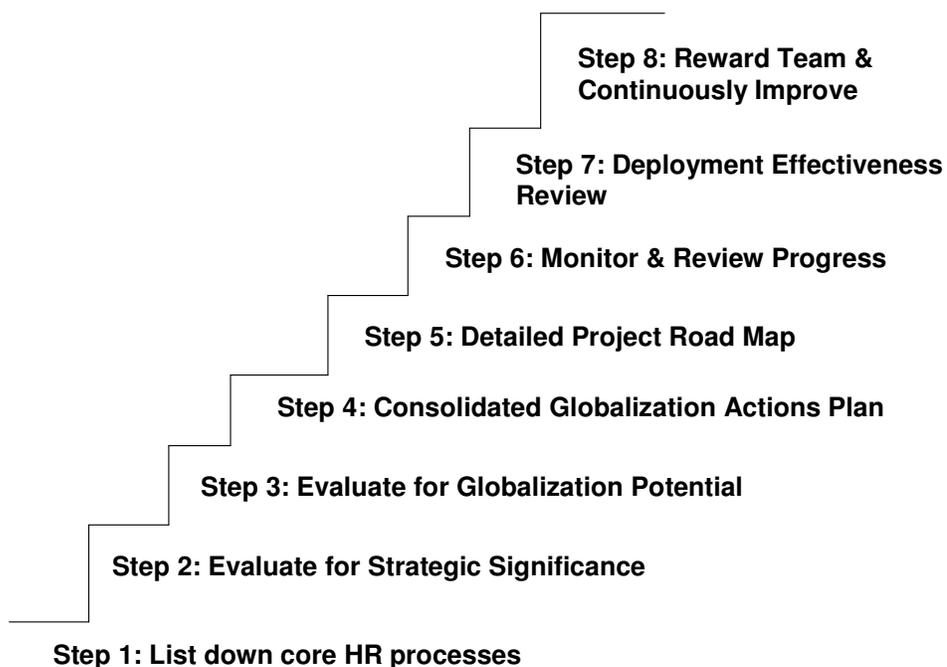- *Site deployment effectiveness audit scores*
- *Process specific ROI*

Step 7: Evaluate deployment effectiveness at the various locations, publish early wins and how these global processes are supporting the achievement of business goals.

Step 8: Reward teams and continuously improve processes

This eight step process described above is presented in Figure 1:

Figure 1

8 Step Deployment Process for Globalization of HR Processes

Step 8: Reward Team & Continuously Improve

Step 7: Deployment Effectiveness Review

Step 6: Monitor & Review Progress

Step 5: Detailed Project Road Map

Step 4: Consolidated Globalization Actions Plan

Step 3: Evaluate for Globalization Potential

Step 2: Evaluate for Strategic Significance

Step 1: List down core HR processes

In an environment where talent is limited and the competition for this talent is intense, organizations need to invest in the development and optimization of their total workforce. This is possible through the design and deployment of customized and strategy aligned human capital processes that are consistently deployed globally for maximum value-add.

- The End -

About the Author: **Dr Fernando Kevin Vince** *has more than 20 years of industrial experience. He is currently the Chief Operating Officer of Global Multinational with revenues in excess of US$500 million in revenue and operating in more than 21 countries. He holds three doctoral degrees, is the author of 7 books, published more than 20 articles in various industrial journals and a regular speaker at regional conferences.*