

## Reviewing HR Processes to align with new design

In an organization redesign it is critical to ensure that processes and systems are reviewed and then aligned appropriately to support the new design. This often means jettisoning previous ways of doing things in favor of clearly planned and thought through new ways.

This tool focuses on three key HR processes that are likely to need to change in a new design. Remember that there are other support and operational processes that will also need review and alignment.

Discuss the three processes with appropriate stakeholders and agree any actions that need to be taken. Remember to assign accountability holders for the actions and dates for their completion.

HR Process	Action needed
<b>Recruitment process</b>	
What are the new competences or skills we need and how/where will we get them?	
How does our recruitment process reinforce the business goals of the new design?	
How does our recruitment process demonstrate our organization's values (and recruit for them)?	
<b>Reward process</b>	
What are the behaviors and skills we need to reward to support the new design?	
How will we reward demonstration of the new behaviors and skills?	
What elements of our reward processes are still grounded in the past and are hindering the adoption of new behaviors and methods?	
<b>Performance management process</b>	
What are the performance standards we need to set for the new design?	
How well does our current performance management process focus on the right performance standards for the new design?	
How will we make clear what the new performance standards are?	

Adapted from: Organization Development and Change, CIPD