



# STRATEGIC HRM

- **COMPETENT PEOPLE, CREDIBLE RESULTS, PUBLIC TRUST!**

**Drs. Eelke Pol MMC**  
Head of Human Resources  
Algemene Rekenkamer, the Netherlands

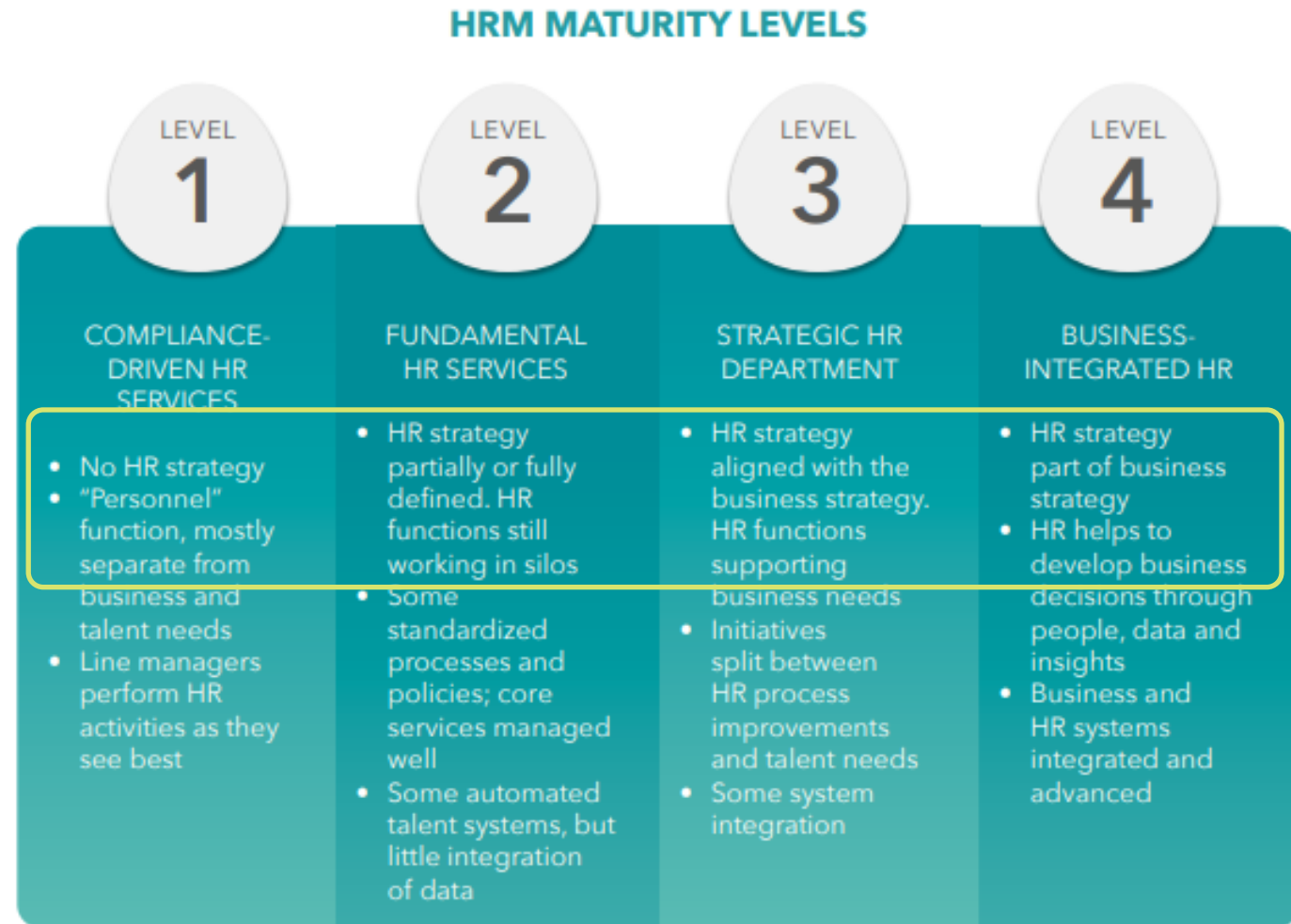
# WHAT WILL WE DO?

- Short introduction
- HRM Maturity Model
- Connection between SAI strategic plan and strategic HRM
- 5 Steps towards strategic HRM
- Recap
- Questions?

# HRM LEVELS OF MATURITY



# STRATEGIC HRM: WHAT IS YOUR AMBITION?



Progressing from no HR strategy, to partially defined HR strategy, to alignment of HR strategy with SAI strategy, to full integration of HR strategy into the business strategy.

# STRATEGIC HRM: WHERE DO YOU STAND NOW AND WHAT IS YOUR AMBITION?

## HRM MATURITY LEVELS

LEVEL

1

### COMPLIANCE-DRIVEN HR SERVICES

- No HR strategy
- "Personnel" function, mostly separate from business and talent needs
- Line managers perform HR activities as they see best

LEVEL

2

### FUNDAMENTAL HR SERVICES

- HR strategy partially or fully defined. HR functions still working in silos
- Some standardized processes and policies; core services managed well
- Some automated talent systems, but little integration of data

LEVEL

3

### STRATEGIC HR DEPARTMENT

- HR strategy aligned with the business strategy. HR functions supporting business needs
- Initiatives split between HR process improvements and talent needs
- Some system integration

LEVEL

4

### BUSINESS-INTEGRATED HR

- HR strategy part of business strategy
- HR helps to develop business decisions through people, data and insights
- Business and HR systems integrated and advanced

Which of the four HRM maturity levels best describes your SAI?

*Select one of the options in the survey that will appear on the screen.*

# CONNECTION BETWEEN SAI STRATEGY PLAN AND STRATEGIC HRM

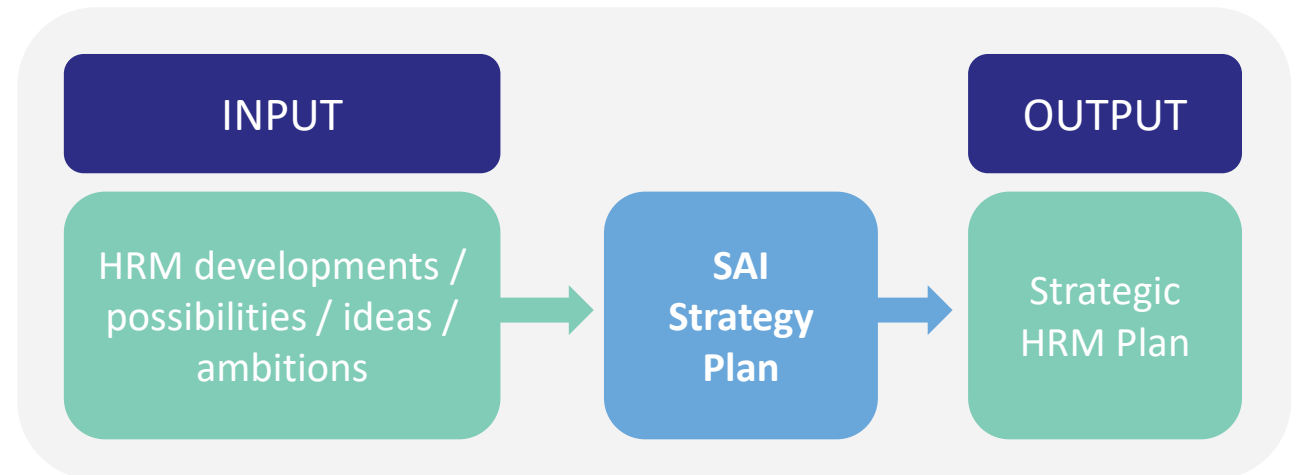
The chapter on SAI Governance in the Global Stocktake Report 2023 shows that strategic planning must consider HR management as part of organisational capacity. It explicitly lists **human resource management** as a key governance area that SAIs must address strategically. [\[gsr.idi.no\]](https://www.gsr.idi.no)

## THIS MEANS:

- Strategic HRM Plan as *output* of the SAI Strategy Plan

## BUT ALSO

- Strategic HRM ideas and suggestions as *input* to the SAI Strategy Plan



# 5 STEP MODEL:

1



HRM input for Strategic Plan SAI

2



Participating in dialogue for Strategic Plan SAI  
*(with at least 1 HRM oriented goal)*

3



Developing SAI Strategic Plan into a Strategic HRM Plan

5



Implementing Operational HRM Plan

4



Developing Strategic HRM Plan into an Operational HRM Plan

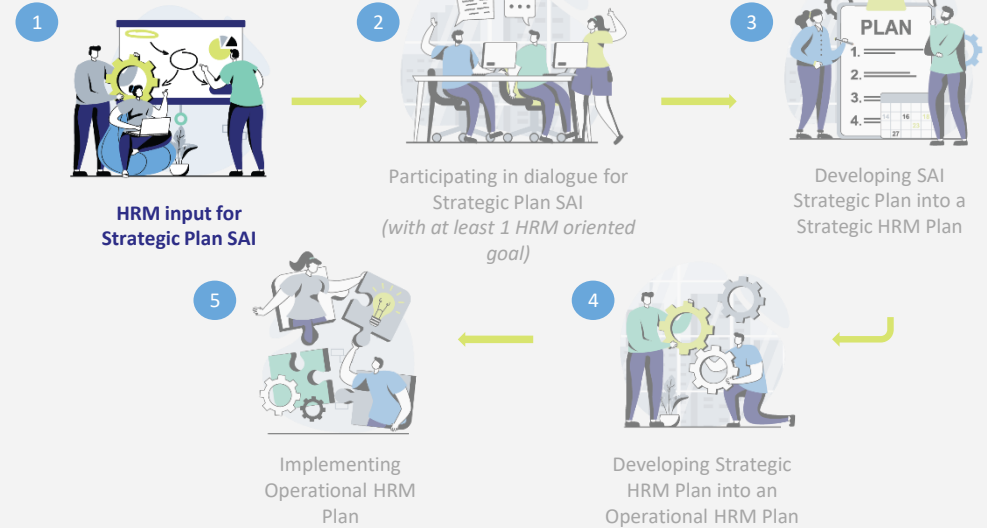
1

# HRM input for Strategic Plan SAI



- What are the main categories of HRM data available?
- What are your thoughts about current and desired culture, leadership and HRM-tools?
- What becomes possible when you raise the bar for staff?
- What is the SWOT analysis of your HR policies?

## 5 STEP MODEL:



## TIP!

*Do this together with your HRM colleagues!*

*Take your time for this first step!*

KEY METRIC (KPI - key performance indicator)	DEFINITION	PURPOSE
1. <b>Absence Rate</b>	The percentage of workdays lost due to sickness or other unplanned absences.	Measures organizational health and employee wellbeing.
2. <b>Employee Turnover Rate</b>	The percentage of employees who leave the organization during a specific period.	Indicates retention success and cultural health.
3. <b>Time to Hire</b>	The average number of days between opening a vacancy and a candidate accepting the offer.	Measures the efficiency of the recruitment process.
4. <b>Cost per Hire</b>	The total recruitment costs (advertising, agency fees, internal hours) divided by the number of hires.	Tracks the financial efficiency of talent acquisition.
5. <b>eNPS (Employee Net Promoter Score)</b>	A score based on how likely employees are to recommend their company as a place to work.	Measures employee loyalty and engagement.
6. <b>Training ROI (return on investment)</b>	The financial return on investment for employee training and development programs.	Evaluates the effectiveness of “upskilling” and “reskilling” initiatives.
7. <b>Retention Rate</b>	The percentage of employees who stay with the organization over a set period.	Focuses on the stability of the workforce and talent preservation.
8. <b>Internal Mobility Rate</b>	The percentage of vacancies filled by existing employees through promotions.	Measures the success of internal career development and talent.

# MAIN DATA

2

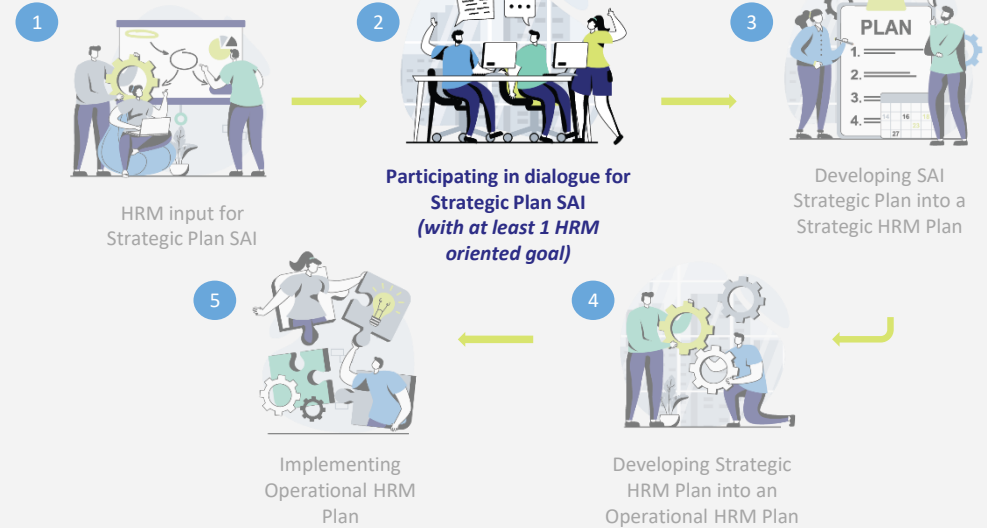
## Participating in dialogue for Strategic Plan SAI

*(with at least 1 HRM oriented goal)*



- Bring your input from Step 1 into the dialogue
- What does your HRM input mean for the organization as a whole?
- What does the other strategic inputs mean for strategic HRM?

### 5 STEP MODEL:



*It is great and it is obvious that HRM has a seat at the table!*

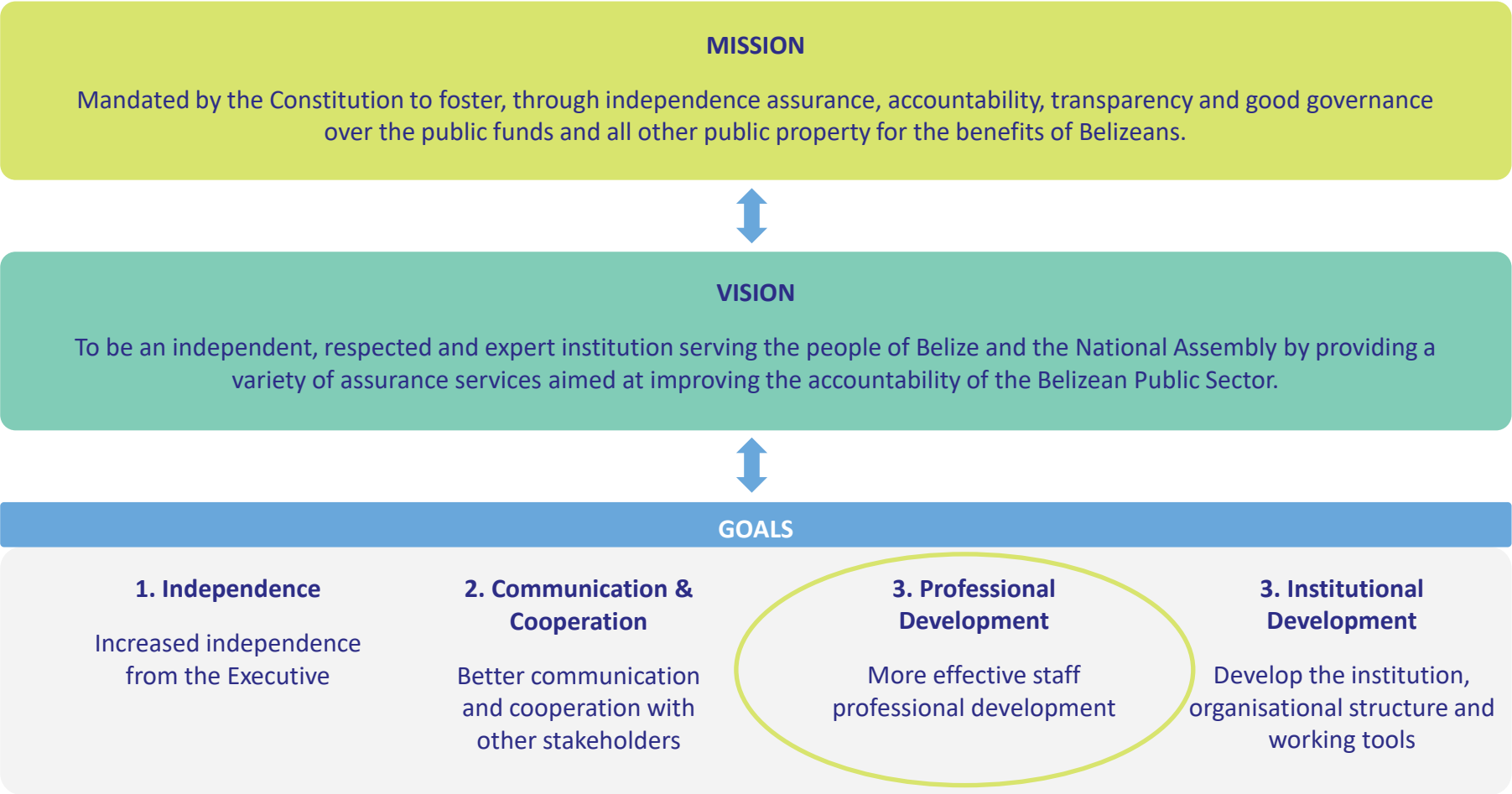
# EXAMPLE 1: RWANDA

STRATEGIC GOALS	STRATEGIC OBJECTIVES (SO)/ INTERVENTIONS
1. Enhanced legal framework and Independence	1. Review OAG special statutes
2. Enhanced institutional capacity	2. Strengthen manpower capacity 3. Strengthen IT infrastructure and systems 4. Strengthen performance management systems
3. Optimized staff competency	5. Continued capacity building and training of staff 6. Establish audit functions
4. Enhanced quality and impactful audits	7. Widen audit coverage and increase OAG capacity for performance and other specialized audits 8. Strengthen system of quality management
5. Enhanced transparency and accountability systems	9. Strengthen engagement with stakeholders 10. Monitor parliamentary resolutions



# EXAMPLE 2: BELIZE

## KEY ELEMENTS OF THE STRATEGY



3

## Developing SAI Strategic Plan into a Strategic HRM Plan



- Choose a limited number of strategic HRM goals: 3 – 5 goals
- The strategic HRM goal out of Step 2 is of course one of them...and besides this, another 2 – 4 goals
- The HRM goals should be aligned with the Strategic Plan SAI
- **The HRM goals must be convertible in 3 aspects: hrm-tools, leadership and culture**

### 5 STEP MODEL:



## TIP!

*Do this together with your HRM colleagues!*

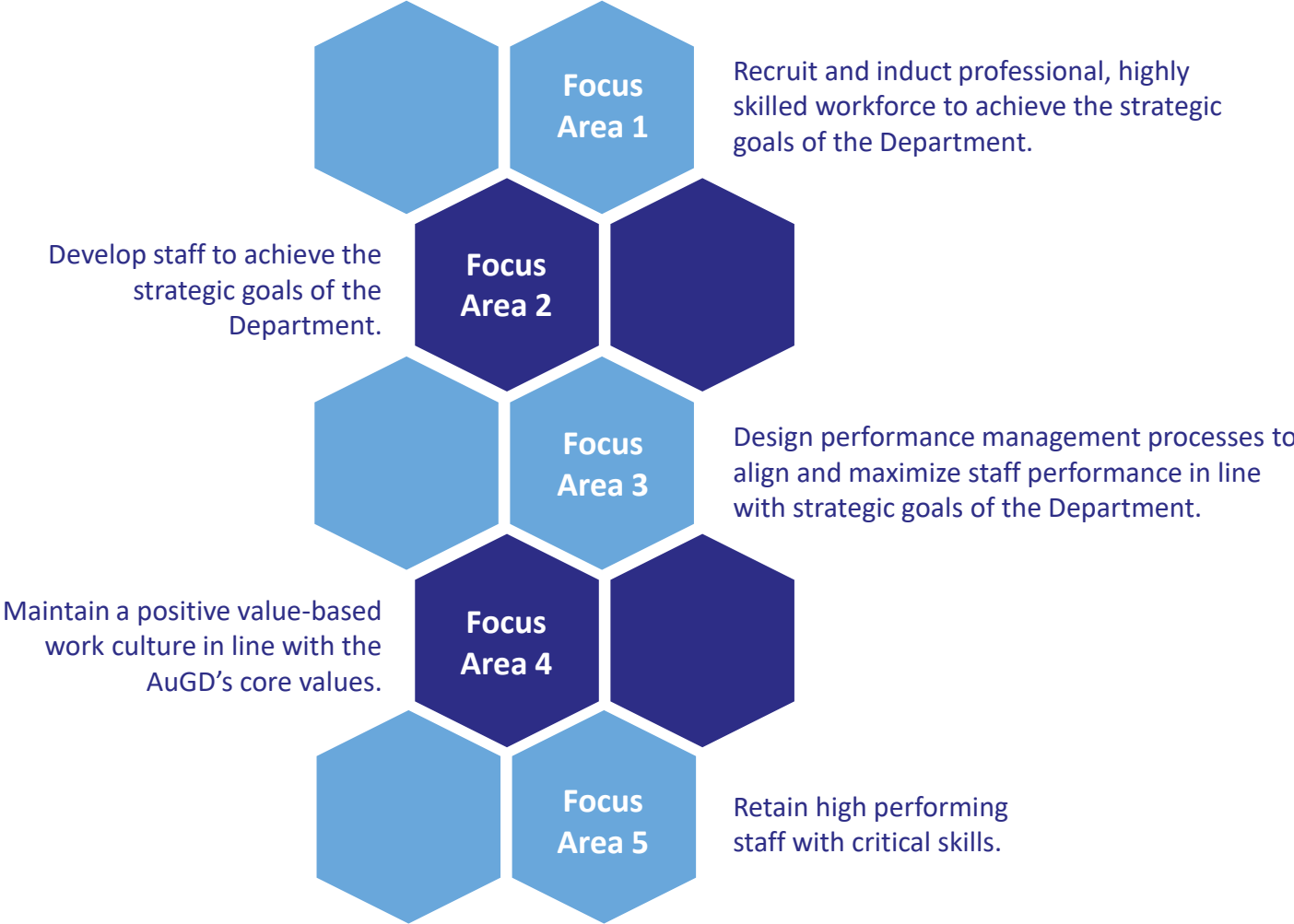
*Take your time for this step!*

# EXAMPLE 3: JAMAICA

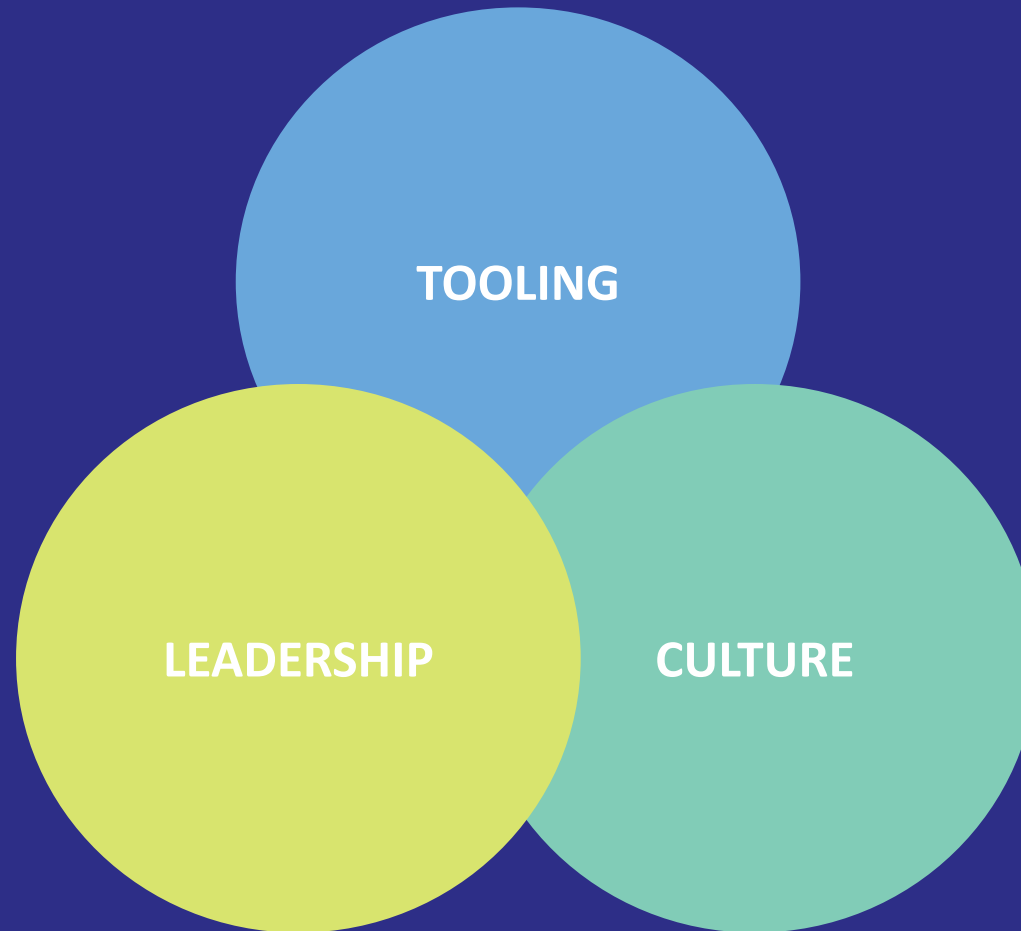


## STRATEGIC BUSINESS PLAN

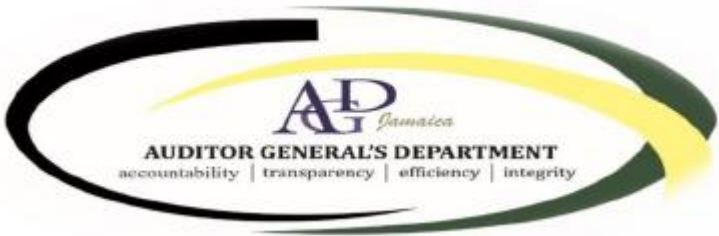
The key components of the strategy are defined below, and will serve as the pillars of the plan:



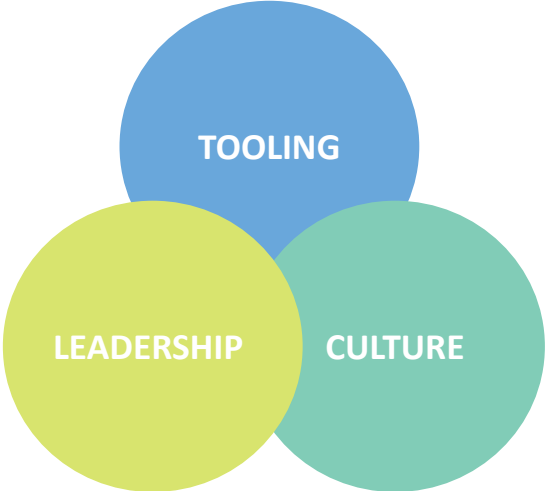
# HRM: TOOLS + CULTURE + LEADERSHIP



# EXAMPLE 3: JAMAICA



## STRATEGIC BUSINESS PLAN



The key components of the strategy are defined below, and will serve as the pillars of the plan:



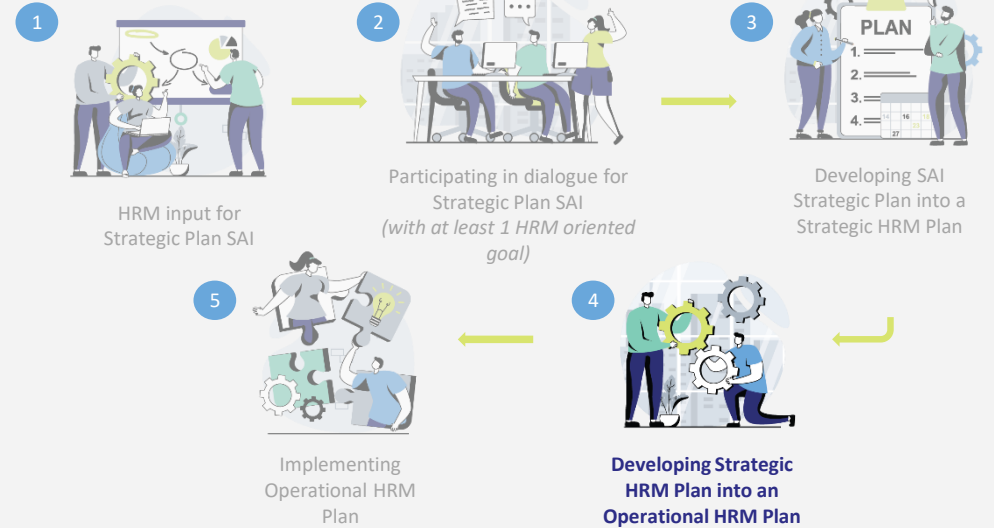
## 4

## Developing Strategic HRM Plan into an Operational HRM Plan



- Work out the strategic HRM goals into concrete issues: what, who, when, how...
- What does each HRM goal require on the area of leadership, culture and HRM-tools?
- What does each HRM goal require with respect to issues like HRM processes, cooperation with line management, internal regulations (like sick leave, occupational health and safety, working times, employment conditions etc).

## 5 STEP MODEL:



## TIP!



5

## Implementing Operational HRM Plan



- Make colleagues accountable
- For major goals, make use of project management

### 5 STEP MODEL:



**TIP!**

*Celebrate your success and be not too modest about it!*

# EXAMPLES OF HR OPERATIONAL PLAN

## Strategic Focus Areas 4 in the Strategic Plan

Well qualified, professional staff and management.

## Strategic Focus Areas 1

A robust and competency-based recruitment process developed and implemented ensuring short and long-term key competencies at the SAI.

4.1.1 Develop a recruitment policy and handbook based on good practice, legal framework and cultural understanding.

RELATION TO STRATEGY	ACTIVITY OUTPUT	START AND END	RELATED TO MONITORING	RESPONSIBLE	EXTERNAL SUPPORT	COST	FUNDING	RISK	RISK MITIGATION	STATUS
4.1.1.1	Establishing routines and setting the key activities with Public Administration in which OAG can be responsible in the recruitment process	January 15 – April 15	Q1 and Q2	HR manager / expert and DAG XX	SNAO / A FROSAI-E Experts	Staff hrs / part of assignment for HR	n / a	Negative response at Public Administration	Letter from AG focusing on mutual gain foregoing meeting	Open

# RECAP

- HRM is about HRM tooling, leadership and culture
- Relevant starting point: the SAI strategy must acknowledge the vital importance of HR and must include at least one HR-related strategic objective to enable/make possible the HR strategy
- Cooperation between HRM professionals and line management is crucial
- A good process is at least 50% of your success

**THANK YOU.**