**Human Resources Plan on a Page**

Those not integrally involved in developing or delivering the Human Resources (HR) strategy are unlikely to read the entire strategy. A good Plan on a Page (POP) will condense your HR plan to the most salient points and ensure that it is easily understood by all levels of your organisation and relevant stakeholders. Your POP can be developed once you have completed your HR Strategic Plan.

If you find that your purpose, objectives and strategies cannot fit onto one page, resist the temptation of making it two or more pages. While this can be challenging, it ensures the POP is high-level enough that the reader quickly grasps the key messages without getting caught up in the detail. The POP quickly tells the reader where the organisation is going and how you’re getting there.

POPs serve as internal marketing plans. If we think about the best marketing campaigns, they usually follow a very similar, short and sharp messaging format. As the champion of your new HR strategy, it is helpful to think of how you will market your POP to internal stakeholders. Some examples of how you can raise awareness of your HR Plan include:

* induction programs and onboarding kits
* staff meetings
* notice boards
* executive meetings and reports
* individual development plans
* policy guides and frameworks.

As your POP is intended for all internal stakeholders to read and become familiar with, it’s important to consider accessibility and readability. Use plain English and consider printing on A3 paper to ensure the text is not too small. It’s important to ensure your HR strategy is brought to life through conversation and action – those who may not connect well to a paper-based document will find it much easier to understand and support a strategy they’ve had the opportunity to discuss.

On the next page, an example POP for a mid-sized learning organisation has been provided. In this example the organisation has just undergone growth and is beginning to professionalise its approach to HR management. As can be seen in the example, the HR plan’s objectives have a cascading relationship to the organisational strategic objectives and purpose. They do not to line up or fit perfectly, however, the HR objectives do relate to one or multiple broader organisational objectives. This relationship is important for many reasons, arguably the most significant being that failure to do so can render your new plan as strategically irrelevant.

**Plan on a Page EXAMPLE (2023-2025)**

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| **Purpose** | **Ensure all migrant learners have access to high quality learning in our local government area.** | | | | | |
| **Organisational Strategic Objectives** | **FINANCIAL** To ensure revenues are diversified, stable, and sufficient to achieve our purpose, long-term goals and strategic direction  **OPERATIONAL** To ensure people and practices are modernised, diverse and efficient enough to deliver great client services  **GOVERNANCE** To build an environment of trust, transparency and accountability to deliver organisational success and growth  **SOCIAL IMPACT** To research, evaluate and maximise our social impact in our local community  **MARKETING** To formulate and implement a new marketing strategy that makes us an agency and employer of choice | | | | | |
| **HR Plan**  **Objectives** | **WORKFORCE PLANNING**  Develop and deliver a workforce plan that aligns with our workforce needs by 01/24 | **TALENT & RETENTION**  Develop and implement a talent acquisition policy that aims to attract and retain top talent by 01/24 | **LEARNING & DEVELOPMENT**  Implement a learning and development program, calendar, and system by 01/25 | **DIVERSITY & INCLUSION**  Create a diverse and inclusive workplace that reflects the community we serve by 01/25 | **PERFORMANCE**  Develop and implement a performance management policy and program by 01/24 | **ENGAGEMENT**  Improve overall employee satisfaction ratings by 5% by 01/25 |
| **Strategies** | Conduct a workforce analysis to determine the organisation’s current and future talent needs by 06/23  Develop a succession plan to ensure key positions have suitable talent pipelines incorporating  D&I targets  Implement flexible work arrangements by 09/23 | Develop an employer brand and employee value proposition to attract top talent by 06/23  Buy and implement HR software to improve the recruitment process by 01/24  Conduct a salary benchmark analysis for executives and staff by 01/24 | Conduct a skills gap analysis by 06/23  Create a career development policy that includes coaching, mentoring and job rotation opportunities  by 06/24  Implement a learning management system (LMS) to provide  on-demand learning opportunities by 01/25 | Develop diversity metrics and targets reflective of our community and regularly report progress by 06/23  Develop a D&I resource for staff that includes hiring practices, resources and conducting regular D&I training by 01/24  Set an annually reviewed calendar and budget of D&I events by 06/23 | In consultation with teams, develop performance measures for each team by 06/23  Implement regular performance evaluations using the strengths-based approach 01/24  Develop a team-based and individual reward and recognition program that celebrates success by 01/24 | Redesign the employee engagement survey to align with this plan’s objectives by 06/23  Create a culture of open communication and transparency by implementing regular town hall meetings, feedback sessions and team building exercises by 01/24 |