



**Develop, Maintain & Evaluate The Organizational Structure Strategy**

- organizational & social strategy assessment tools, metrics & benchmarks
- M&A/divestiture analysis & support
- cultural, leadership, mission, values assessment tools & metrics
- HR organizational design & governance, incl. social networks
- HRMDS strategy & tactics with process assignments

**Develop, Maintain & Evaluate Organizational Components**

- job descriptions
- position descriptions
- designation of key & succession positions
- competency models
- team/work unit descriptions
- personal network charts & analyses

**Develop, Maintain & Evaluate The Organizational Structure**

- roles & responsibilities
- org designs, changes & charts
- personal network charts & analyses
- competency forecasts
- workforce planning tools & plans
- reporting hierarchies, matrices, networks

**Manage Workforce Value & Risks**

- budgets, actuals & variances - total labor costs, HRMDS costs & HRM leadership costs
- cost acctg. structures & cost center assignments
- risk assessments, e.g. loss of KSAOCs or IP
- TCSD, TCBO, etc.
- programmatic ROI tools

**Manage Overall Regulatory & Contractual Relationships**

- strategy & tactics with process assignments
- HRM vendor life cycle mgmt.
- regulatory recognition & relationship mgmt
- formal compliance plans, e.g. AAP, and coordination
- compliance mgmt.
- internal audits mgmt.
- ethics rules & audits

**Develop, Maintain & Evaluate Workforce Development Strategy**

- development strategy assessment tools, metrics & benchmarks
- rampup, seasonal, acquisition and other bulk development program designs
- social networking strategy & governance
- HRMDS design

**Develop, Maintain & Evaluate Developmental Products**

- curriculum design, development & mgmt
- content design, development & mgmt
- workforce competency assessment & gap analysis
- design of measurement
- developmental network design

**Administer Developmental Events**

- social network events
- curriculum & content delivery
- invoicing/billing for delivery
- training records admin.
- delivery administration
- delivery facilities & human resources scheduling
- leadership event mgmt
- development measurements

**Develop, Maintain & Evaluate Work Environment Strategy**

- work environment strategy assessment tools, metrics & benchmarks
- cultural assessment tools & results
- employee relations strategy & tactics with process assignments
- social networking strategy
- HRMDS design

**Develop, Maintain, Administer & Evaluate Work Environment Programs**

- employee assistance pgms.
- event mgmt. pgms.
- work/life pgms.
- labor relations pgms.
- best place to work pgms.
- unemployment
- health & safety pgms.

**Manage Work Environment Events**

- social networking support
- suggestion life cycle support
- grievances/complaints life cycle support
- EHS incidents life cycle support
- incident prevention programs

**Develop, Maintain & Evaluate Workforce Communications**

- best practice support to communications design & delivery
- communications templates
- communications delivery
- social network-based communication

**Develop, Maintain & Evaluate HRM Policies**

- best practice support to policy design & admin
- policy & practices delivery & tracking
- policy design templates
- policy governance

**Develop, Maintain & Evaluate Labor Relations Strategy**

- labor relations strategy assessment tools, metrics & benchmarks
- prevention pgms design and oversight
- social networking strategy
- HRMDS design

**Negotiate, Maintain & Evaluate Labor Agreements**

- admin & labor cost estimates for current & proposed agreement terms
- negotiation & agreement mgmt. tools
- social network governance

**Manage Work Disruptions**

- workforce planning & scheduling support
- social network & message mgmt.

**Administer Labor Organization Relations**

- CRM-style support
- contract admin. tools
- membership admin.

**Develop, Maintain & Evaluate Staffing Strategy**

- staffing strategy assessment tools, metrics & benchmarks
- rampup, downsizing, seasonal swings and other bulk staffing program designs
- workforce diversity strategy
- use of contingent workers strategy & tactics with process assignments
- social networking strategy
- HRMDS design

**Generate Position Seekers**

- campus recruiting
- job/position posting/networking
- sourcing, including use of staffing agencies & PEOs
- employment verification
- preliminary applicant screening/tracking
- labor pools mgmt.
- execution of succession plans

**Manage HRM Testing**

- drug/medical -- pre-employment & ongoing testing
- skills assessment -- pre-employment & ongoing testing
- work shift acuity tests
- background investigations: -- work/education -- criminal/security -- financial -- right to work

**Fill/Empty Positions & Work Units**

- new hire & contingent worker offers & acquisition
- relocation & expat/repatriation admin
- succession plan dev & admin
- termination & outplacement
- onboarding & acculturation
- visas/right to work
- deployment actions
- network impact assessments
- position seeker assessment

**Develop, Maintain & Evaluate Total Compensation Strategy**

- social networking strategy
- total comp strategy assessment tools, metrics & benchmarks
- total comp plan acquisition/auctions
- acquisition, merger and other bulk total comp reviews
- HRMDS design

**Develop, Maintain & Evaluate Total Compensation Plans**

- comp & benefit plan designs
- comp & benefit plan admin designs
- plan goals & utilization
- job design & pricing
- worker's comp
- leave pgm. design

**Administer Total Compensation Plan Enrollment**

- comp & benefit plan enrollment
- plan participant life event changes
- eligibility to enroll

**Administer Total Compensation Plan Funds**

- DC plan investment & match mgmt.
- DB plan valuations, funding & mgmt.
- stock options & shares

**Administer Total Compensation Plan Entitlements**

- payroll zero-to-gross
- comp & benefit plan eligibility for payout
- H&W plan admin.
- expat/repatriation plan admin.
- executive comp
- claims processing & adjudication

**Manage Human Resource Financial Interactions**

- payroll gross-to-net
- payroll disbursements
- payroll, A/R & A/P reconciliation
- garnishments
- tax admin
- labor distribution & G/L entries

**Develop, Maintain & Evaluate Workforce Leadership Strategy**

- leadership and performance strategy assessment tools, metrics & benchmarks
- acquisition, merger, rampup, seasonal bulk leadership programs
- social networking strategy & governance
- HRMDS design

**Manage Individual & Group Performance**

- individual & group performance reviews & disciplinary actions
- individual & group performance plans
- at risk total comp plan award decisions
- organizational performance plans

**Manage Individual & Group Development**

- individual & group dev. plans & assessments
- organizational dev. plans & assessments
- mentoring and counseling pgms.
- career dev. pgms.

**Do The Work**

- internal & external networks
- workforce leadership tools
- workforce scheduling & attendance mgmt.
- timekeeping & work results
- workload scheduling
- personal and work life event mgmt.
- worker/work coord.

Note: It's presumed in this model that, at every level, the following are included:

- Creation and Use of Social Networks and Related Technologies for Collaboration, Communication, Content Creation/Distribution, Crowdsourcing, etc.
- Event Processing with Embedded Intelligence and Related Communications
- Data Collection, Records Management, and Data Analysis, with Metrics, Benchmarks, Alerts, Audit Trail, and Periodic Reporting
- Regulatory and Contractual Reporting, Compliance and External Audit/Claims Support