



# HR Full Circle

Plan - Acquire - Engage - Develop - Evolve

How strategic is your HR function? Can you win the game?

<b>B</b>	<b>I</b>	<b>N</b>	<b>G</b>	<b>O</b>
Basic	Improving	Next-Level	Going Further	Optimized
No real HR strategy, just a payroll budget	HR strategy partially defined; priorities and goals	HR strategy fully defined; long-and short-term needs linked to business	HR strategy aligned and supporting business goals	HR strategy part of the business strategy; integrated planning process
Manual, paper or redundant HR processes like forms and spreadsheets	Beginning to use recruiting technology to post jobs and manage applicants	Training, talent, or recognition technology being incorporated	Hiring practices (internal and external, aligned with operational results)	HR is collaborative and provides a strategic trusted advisory role to the business
“Personnel” type function separated from the business	Silo’d HR functions; small team all doing their own thing	 FREE Space! You deserve a rest!	Documented, consistent HR processes; managers trained to lead people	Consistent HR delivery model; anticipates and navigates new compliance requirements
Line managers doing their own thing; reactive compliance	HR systems not integrated; limited reporting	Some systems integration and reporting capabilities; still patchwork	HR metrics provide feedback to the business	KPIs evaluate staffing and talent-management effectiveness
Payroll, scheduling, time off and some benefits are the main functions	Complete time off, leave, and benefits plan; comp strategy in place	HR process improvements, talent development such as onboarding and performance management	Proactively engage and nurture talent development; train future leaders	Multiple talent initiatives (engagement, workforce planning, DEI, leader development) meet business needs

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