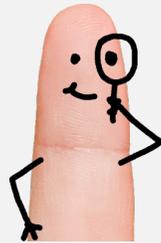


HR Plan - DD/MM/YYYY

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Preparing to Write the HR Plan

The Plan should answer the following three questions:

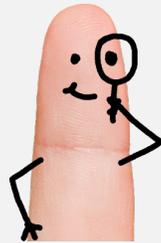
1. Where are we now?
2. Where do we want to go?
3. How will we get there?

Where are we now?

- ◆ Do we have the right leadership?
 - Do our leaders have the skills they need to be successful?
- ◆ How many employees do we have?
 - Do we have enough?
 - Too many?
 - How many do we need to reach our goals?
- ◆ Is our productivity where it needs to be?
 - How much revenue is being generated by employee?
 - If it's not enough, what can we do to increase it?
 - Do our employees have the skills they need to be successful?
- ◆ What's our position in the talent market relating to our ability to attract and hire staff?
 - Are we well known? Not well-known?
 - Is there market confusion about our brand?
 - If so, are there ways to take advantage of it?
 - What's compelling about us? What attracts top talent to us?
- ◆ What's our position in the talent market relating to our ability to retain staff?
 - What's the word on the street?
 - Are we known as a good company to work? If not, why not?
 - What can we do about it?

Where do we want to go?

- ◆ We want to provide our leaders with the skills they need to be successful



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HR Principles – How We Treat Each Other

Ethics

The Company is committed to operating in an ethical manner and expects all its staff, partners, vendors and affiliates to operate accordingly.

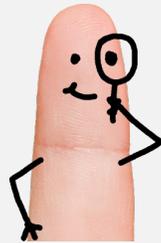
Respectful Workplace

The Company is committed to providing a workplace that is free from disrespectful and bullying behavior such as:

- ◆ Yelling or shouting at an employee
- ◆ Scolding an employee in public (verbally or via email/social media)
- ◆ Using foul language
- ◆ Hitting, spitting, or kicking an employee
- ◆ Throwing a temper tantrum
- ◆ Excluding an employee from a meeting/email/communication that they need to be party to in order to be effective in their position
- ◆ Sabotaging an employee by interfering in their work (deleting, changing or otherwise tampering with files/products)

Feedback is not disrespectful or bullying behavior. Managers – anyone leading people – have an obligation and are expected to provide both positive and constructive feedback to their staff to enable the company to enhance its collective performance. Similarly, employees have an obligation and are expected to provide both positive and constructive feedback to their managers. The Company provides mechanisms to gather this feedback such as 360 performance reviews, employee engagement surveys and an online survey for day-to-day feedback about any aspect of the work environment. Staff should feel free to take advantage of these mechanisms or talk directly to anyone on the senior management team.

Debate is not a disrespectful or bullying behavior. People that have different points of view should be encouraged to respectfully express their opinions. Employees have a right to question the prevailing thinking and engage in healthy debate. At the end of the day, it will still be the Manager's responsibility to make the decision – whatever that decision may be – but it is also their responsibility to listen to other perspectives.



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HR Plan – HR Fundamentals

Leadership

We define leadership as having the ability to:

- ◆ Inspire, influence, motivate, and empower workers to act towards achieving a common goal and achieve greatness.
- ◆ Understand our business and sector.
- ◆ Analyze and plan proactively by identifying opportunities and threats.
- ◆ Help to establish and communicate our vision.
- ◆ Provide information, knowledge, and methods to realize the vision.
- ◆ Coordinate and balance conflicting interests of stakeholders.
- ◆ Step up, and think and act creatively in difficult situations.
- ◆ Gain trust and respect.
- ◆ Lead by example.

LEADERSHIP COMPETENCIES

In addition to the above, we expect all staff in leadership roles to possess the following competencies:

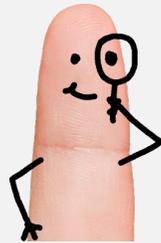
- ◆ Staff Management
- ◆ Business Acumen
- ◆ Values and Ethics Champion
- ◆ Financial Management
- ◆ Strategic Focus
- ◆ Change management

If an employee is promoted into a leadership role but does not yet possess these competencies, we expect them to acquire the competencies within 6 months by:

- ◆ Attending courses (internally or externally)
- ◆ Seeking out the assistance of a mentor (internally or externally)
- ◆ Working with a coach

Progress will be assessed through 360° reviews.

No employee will be promoted into a leadership role unless they champion our values and ethics principles and lead by example in this realm.



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- ◆ Company strategy
- ◆ Customer value proposition
- ◆ Employee value proposition (what's in it for employees)

Creating a Respectful Work Environment

Nothing builds our brand better from an employee's perspective than creating a respectful work environment. This includes taking action when performance doesn't meet expectations because employees shouldn't bear the burden of others' poor performance.

Recruiting & Hiring

What's our philosophy?

Who are we going to hire? Who are they? Do we care? If not, why not?

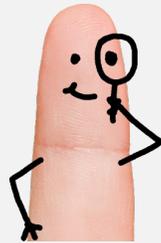
How do we feel about making the wrong hire?

Turnover costs the Company 150% of an employee's salary

Severance is a factor in that 150% but what's the real cost?

Low morale, low productivity, collateral turnover

When our needs change, what how will we deal with people who won't/can't come along with us? We'll need to recruit new people so let's be clear about that now. Transparent.



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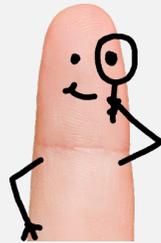


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COMPENSATION SURVEYS

We will strategically understand the external market compensation by:

- ◆ Networking with people in our industry/sector.
- ◆ Conducting informal ad hoc compensation surveys with companies in our industry/sector for individual positions when required.
- ◆ Purchasing the following annual salary surveys:
 -
 -
 -
- ◆ Engaging a third-party consultant to conduct ad hoc compensation surveys in our sector, annually or when required, and sharing the cost and results of those surveys with other companies participating in the survey.
- ◆ Supplementing the above with free online survey resources.
- ◆ Collecting and recording compensation data from interviews.



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SALARY SCALES

In the absence of maintaining a detailed job evaluation system, or determining pay ranges for individual positions, we will establish and maintain a salary scale for position families/levels. This will provide guidelines to ensure a minimum level of consistency is applied in our pay practices.

Example:

Job Family Level	(or) Job Level	Min	Mid	Max	P90 See 'salary ranges' below
Clerical	1	\$28,000	\$32,500	\$37,000	
Administration 1	2	\$35,000	\$39,000	\$43,000	
Administration 2	3	\$40,000	\$45,000	\$50,000	\$60,000
Professional 1	4	\$47,000	\$54,500	\$62,000	\$80,000
Manager/Professional 2	5	\$60,000	\$70,000	\$80,000	\$100,000
Director 1	7	\$78,000	\$86,500	\$95,000	\$120,000
Director 2	8	\$95,000	\$107,500	\$120,000	\$140,000

Base Salary

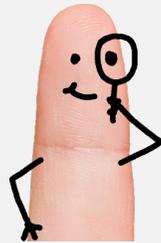
MARKET-BASED COMPENSATION

- ◆ We pay the going market rate for base salary for all positions at the mid-point of our salary ranges, i.e., P50 of the market.
- ◆ To attract and retain employees, we pay market plus 10% for base salary for all positions.
- ◆ We pay market minus 10% for base salary for all positions where our incentive plans, perks, benefits, and stock options bring us above market.

DIFFERENTIATION & PERCENTILES

We are strategic with our compensation expenditures. As such:

- ◆ We differentiate the value of positions in the Company.
- ◆ We pay a more aggressive salary rate, up to P90, for positions that are deemed 'must keep' as follows:
 - Specialists or positions that are highly competitive in our sector of the labor market.
 - Positions that are key to our success and give us a competitive edge.



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	existing knowledge
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- ◆ Where it has been identified that an employee is overpaid based on guidelines for salary ranges or the external job market, that employee will be red-circled and will remain at the same salary until job conditions change or the individual increases their skills. An example of this is the case where an employee has high seniority and has been provided yearly salary increases that have resulted in an eventual salary that is outside the established salary range.
- ◆ In the absence of determining pay ranges for individual positions, we will establish and maintain a salary scale for position families/levels to provide guidelines to ensure some consistency in awarding pay. (See *Salary Scales*.)

SALARY REVIEWS

ANNUAL SALARY REVIEWS

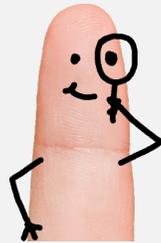
In line with our financial ability and job market conditions, a set pool of funds will be determined and approved by **EXAMPLE: CFO** for distribution to employees, in line with our Compensation Strategy as follows:

- ◆ Salary ranges will be reviewed annually against market, by way of salary survey data and other methods of gauging the labor market and our sector. Individual salaries will be adjusted accordingly, and the pool of available funds for salary increases will be applied based on established priorities.
- ◆ Base salaries will be increased annually across the board based on cost of living increases.
- ◆ Base salaries will be increased annually based on ranked individual performance levels.
- ◆ 50% of the available pool of funds will be used for adjustments of salaries for key identified positions.
- ◆ The process for awarding salary increases is as follows:
 - Salary increases will be effective retroactively to January 01.
 - Employees who did not receive performance reviews will not be considered for salary review.
 - Employees who were hired after October 01, or who received a salary increase after October 01, are not eligible for salary review under this process.
 - Salary recommendations will be reviewed and approved by **Example: Board of Directors or CEO**

MID-YEAR SALARY REVIEWS

We may conduct a mid-year or ad hoc salary review in the following circumstances:

- ◆ There is a significant change in market conditions.



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- Paid memberships
- Football or sports event tickets
- Computer equipment
- Reimbursed home ISP expenses
- Lump sum retirement plan contribution
- Paid day off on birthday
- Paid parking
- Paid cell phones
- Product discounts
- Monetary awards for marriage or birth of a child
- Ability to work remotely for a percentage of the week
- Flex hours
- Transit passes

Incentives

Insert Incentives details here

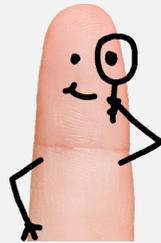
SIGNING BONUS

To attract highly qualified and sought-after candidates/new hires, we may award signing bonuses. For example, this might be appropriate in circumstances where a top candidate's current compensation is outside of our salary ranges. This would ensure that the individual receives an equalization payment, but also ensures their base salary is not affected and remains within our salary ranges.

RETENTION BONUS

To attract or retain highly qualified and sought-after candidates/new hires/ or existing employees, we may award retention bonuses. For example, we may provide an individual with monetary incentive to remain with the Company for a certain period of time, to be paid once that retention date has expired. This would ensure that the individual's salary is not affected and remains within our salary ranges, and also ensures that the Company receives something in return for the payout – guaranteed retention of a high-performer.

An annual recurring retention bonus may be an ongoing strategy for certain key individuals and will be determined by management on a case-by-case basis.



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Benefits

- ◆ We provide benefits to employees based on P75 of the market to attract the best talent.
- ◆ We provide benefits to employees based on P50 of the market to remain competitive.
- ◆ We provide benefits to employees based on P25 of the market and will focus compensation funds on rewards for high performers.
- ◆ We provide benefits to employees based on P25 of the market and will focus compensation funds and efforts on perks (allocated to high performers).
- ◆ We provide 2 tiers of benefits based on P50 of the market and P75 of the market based on:
 - Job value to the Company
 - Position level
 - Performance
- ◆ We provide cafeteria-style benefits to allow employees to choose benefits that are meaningful for them.

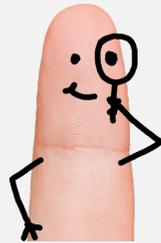
Training/Development

We encourage or require employees to remain current in their fields to increase their value and contribution to the Company; to increase their movement on the salary scale; and to enjoy increased job satisfaction.

- ◆ Employees are expected to be responsible and accountable for their own development. Development will not be financially supported by the Company, with the exception of mandatory training (for example, safety training).
- ◆ Employees identified as 'must keep' or high performers, or those with a high probability of growth or movement within the Company will be financially supported with 8% of salary for development benefits.
- ◆ All employees are eligible for development as per the following training budget guidelines:

Position	% of Salary
Directors	5% of salary
Professionals and Managers	4% of salary
Individual Contributors	2% of salary

- ◆ All employees are eligible for training up to 3% of base salary.



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Performance Management Approach

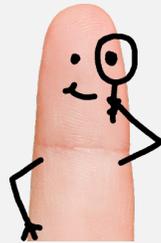
We accurately assess performance by providing ratings. Ratings are used for linking to additional rewards as determined by the annual budget, and are also used to compare employees to one another by using calibration or ranking.

Performance Management Purpose

- ◆ To continuously ensure that individuals are supported to align with and contribute to Company's long-term goals and current priorities.
- ◆ To ensure that employees are meeting basic criteria included in their job description.
- ◆ To reinforce and clarify performance expectations. (What does success in the position look like?)
- ◆ To reinforce individual strengths.
- ◆ To provide individuals with feedback on areas for development.
- ◆ To measure individual contributions and accountabilities.
- ◆ To reward exceptional performers.
- ◆ To manage poor performers.
- ◆ To ensure that employees who do not meet the Company's core success traits expectations are managed out.
- ◆ To ensure that responsibility for employee growth, career, and success is shared between the manager and employee.

Performance Management Process

- ◆ Performance management is a collaborative process between managers and staff.
- ◆ Managers are ultimately responsible and accountable for the performance of their teams and direct reports. As such, rating performance management will be an integral component of all managers' performance reviews.
- ◆ Managers, together with their staff, will create a documented performance plan for each employee by setting performance standards, expected results, and training or development plan at the beginning of the performance cycle.
- ◆ Managers and staff will engage in ongoing dialogue about performance standards and expectations throughout the year.
- ◆ Managers will provide ongoing, informal, meaningful, and constructive feedback throughout the year to their direct reports about their performance. No elements of the annual performance appraisal should be a surprise.



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- ◆ The following components of our HR strategy will be made public as follows:
 - Our compensation strategy will be shared with all staff and with final shortlisted candidates in the hiring stages.
 - Insert section that will be made public
 - Insert section that will be made public