



# HUMAN RESOURCE EXCELLENCE®

IMPROVING THE PERFORMANCE OF ORGANISATIONS  
THROUGH THE PERFORMANCE OF PEOPLE





**Human Resource Excellence® is a carefully designed Standard which assists managers to improve the performance of their organisations through developing excellence in Human Resource Management and Development (HRM/D).**

The success of the vast majority of organisations is dependent on the performance of its people and this Human Resource Excellence® Standard benefits from the principles of the world's best HR standards & frameworks together with the thinking and experience of many leading academics and management practitioners internationally.

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# WHY CHOOSE HUMAN RESOURCE EXCELLENCE®?

1. Human Resource Excellence® provides an effective and practical **Performance Improvement Instrument** for your business/ organisation.
2. Human Resource Excellence® concentrates on Organisational Performance through People Performance as its primary objective.
3. Human Resource Excellence® allows for agreed flexibility so as to meet the specific needs of individual organisations and variations in socio-cultural issues.
4. In this light, Human Resource Excellence® allows Multinational organisations to adapt and implement the ethos of a common standard across its global organisation with appropriately reflecting local cultures and practices.
5. Human Resource Excellence® is Innovative, utilising technology to deliver cost & time effective, advanced on-line services together with having a Network of Accredited Partners in many parts of the world.
6. Human Resource Excellence® provides two Accreditation Levels: '**Best Practice Affiliate**' (*Self Assessed*) and '**Gold Standard of Excellence**' (*Audited*) [see page 6] allowing any organisation to build and grow relevant knowledge, skills, systems and procedures.
7. The Human Resource Excellence® Standard is a registered and protected service offering of Optimum Results Ltd in Ireland. However, it is advised and governed by an independent, expert panel of leading academic, business management and HR experts to ensure the highest standards in Impartiality, Professionalism and Best Practice in operations. [see page 17]
8. Client Organisation's may use the Human Resource Excellence® logo on all its literature, websites, recruitment advertising and all customer, staff and supplier communications.
9. Client Organisations may display their '*Best Practice Affiliate*' or '*Gold Standard of Excellence*' Award and attach an associated Plaque on the exterior or entrance to the building/s. (*with copies of Certificates and Plaques available for multiple location organisations*)
10. The Human Resource Excellence® Website will be promoted internationally and Client Organisations will appear on its 'Register of Best Practice Organisations'.



# BENEFITS FOR ORGANISATIONS

Organisations who operate demanding, formal Standards such as Human Resource Excellence® report many benefits such as:

An improvement in their ability to achieve Goals & Objectives.

A significant improvement in both their Customer Satisfaction and Staff Climate surveys.

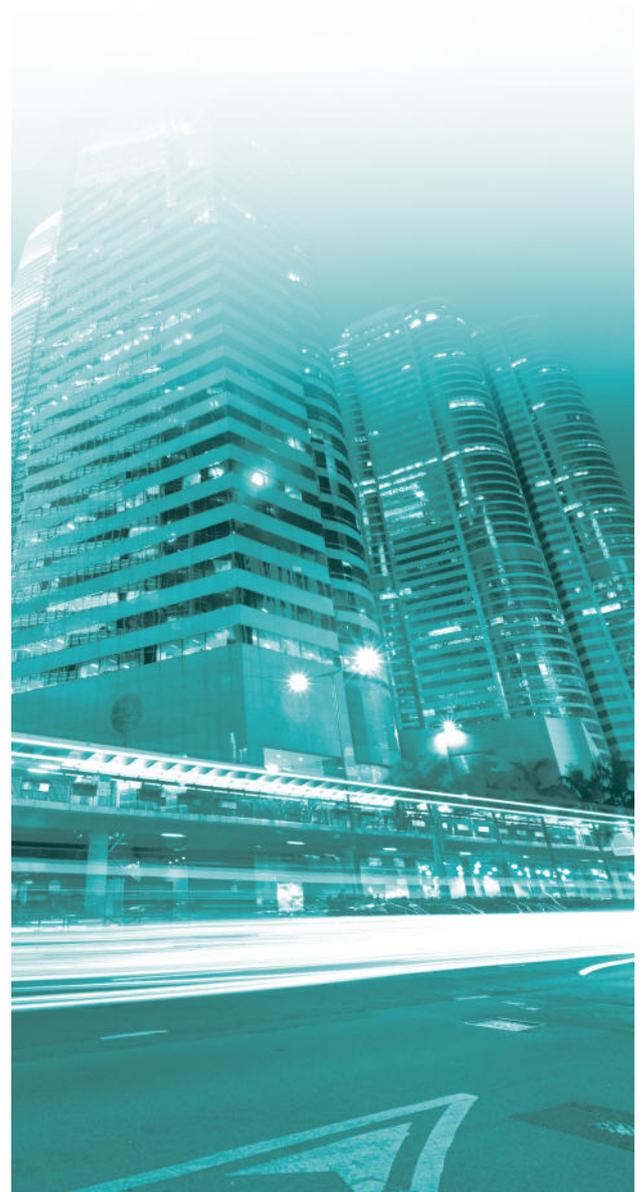
An increase in the calibre of job applicant wishing to work with their organisation.

Improvements in the far reaching and costly challenges of staff turnover.

A marked increase in the 'involvement & interest' of managers & staff in Organisation Development and the pursuance of its goals & objectives.

Improvements in succession planning for key people and important rolls & responsibilities.

Continual improvements, year after year, in their People Development practices including the upgrading of related Training & Development policies and cost effective systems, procedures and practices.





# HUMAN RESOURCE EXCELLENCE® OVERVIEW

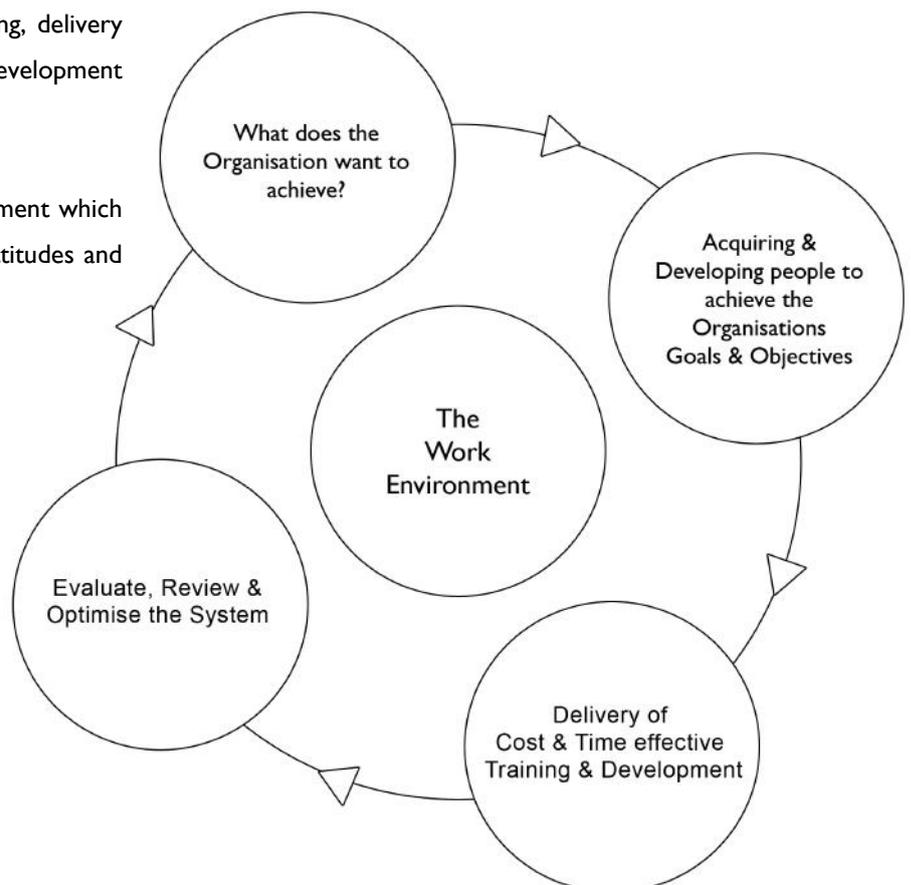
In summary, Human Resource Excellence® requires the Organisation to:

Continually analyse its performance and strategically plan for the future.

Devise effective systems to acquire the right people and develop its existing people so as to achieve its Goals & Objectives.

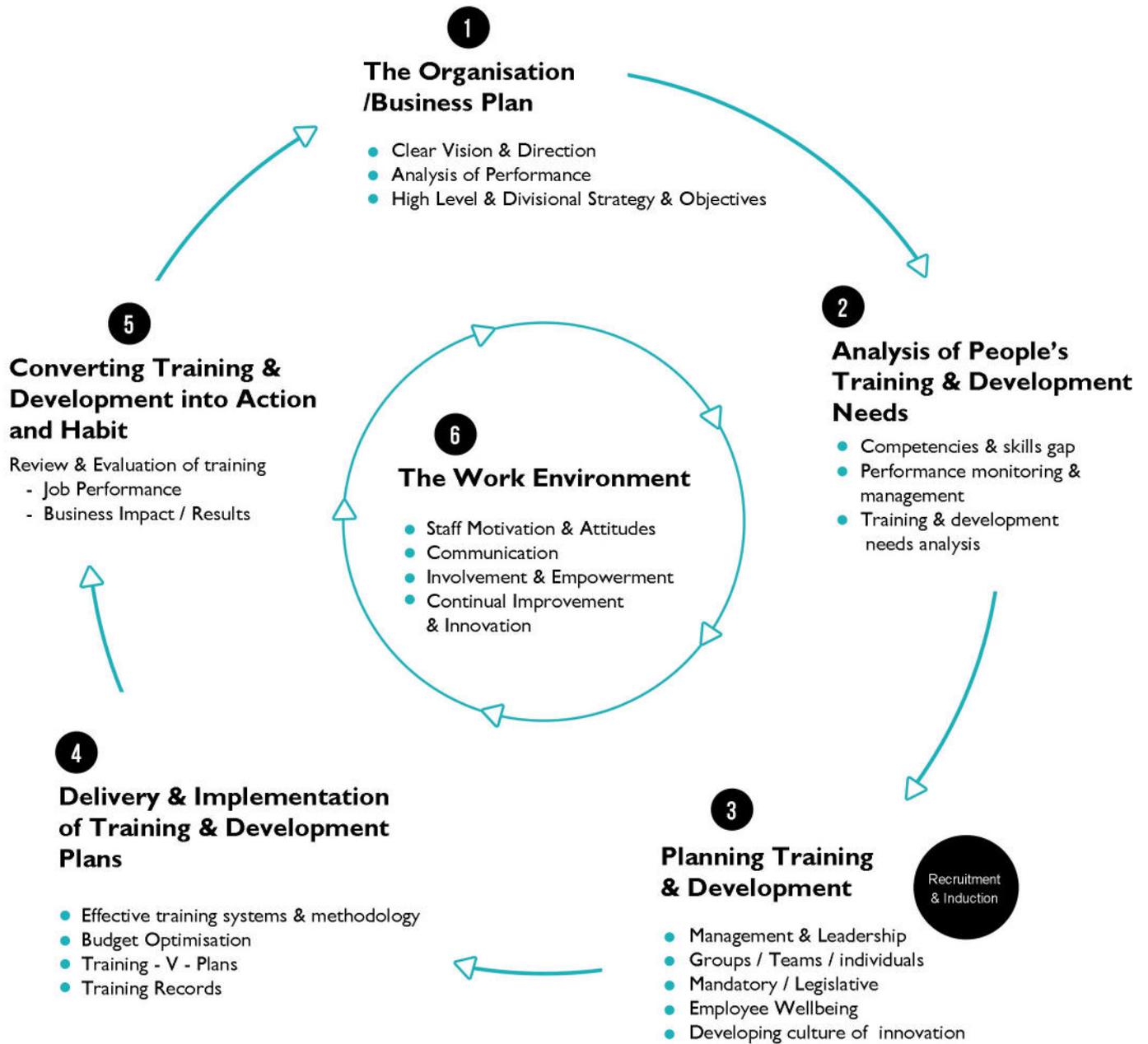
Achieve 'cost effective excellence' in the planning, delivery and analysis of the effectiveness of its training & development activities.

Develop an organisation culture / work environment which facilitates excellence in people's performance, attitudes and behaviours.





In more detail, Human Resource Excellence® is divided into six sections and each section is developed into a series of Statements against which the Standard is assessed.





# HUMAN RESOURCE EXCELLENCE® INTERNATIONAL AWARDS

## Best Practice Affiliate Self Assessed

Applies to an organisation which, with due regard to its size, resources and current practices, can provide adequate evidence to verify its compliance with the requirements of the Human Resource Excellence® standard and which intends to progress towards achieving the formally audited Gold Standard of Excellence.

## Gold Standard of Excellence Audited

Applies to an organisation which has verified its implementation of the Human Resource Excellence® standard through Professional Audit conducted by a qualified auditor and has achieved a minimum score of 80% in each section and 80% overall of the Standard.





# HUMAN RESOURCE EXCELLENCE® INTERNATIONAL AWARDS

## Human Resource Excellence® Entrance and display plaques

We believe it is important to widely display and acknowledge the achievement of the Human Resource Excellence® Standard and, as well as the framed Certificates to hang prominently on your organisation's walls, we also provide you with outdoor wall mounted, Entrance Plaques (10mm acrylic with stainless steel wall mountings) and tabletop or cabinet Display Plaques (5mm acrylic with display support leg)





# SECTION ONE

## THE ORGANISATION'S PLANNING & GOALS

200 POINTS

The specific elements of the Human Resource Excellence® standard will be agreed with clients prior to implementation so as to optimise benefits for the client organisation and meet the needs of socio-geographic cultural requirements:

Note that a minimum score of 80% in each section and 80% overall is required for certification.

- 1.1 The organisation has a documented business plan (one year detailed, + two additional years in outline) which clearly states:
- 1.1.1 The vision, mission & values of the organisation
  - 1.1.2 Measurable high level goals and objectives
  - 1.1.3 An analysis of key external & internal influencing factors
  - 1.1.4 Shows the organisational structure and key roles / responsibilities of the board and management team

**80 Points**

- 1.2 The organisation's business plan has linked sub plans for each of its divisions /units, each with measurable goals / objectives and clean implementation programme for achievement.

**40 Points**

- 1.3 The organisation has a quality policy and utilises other appropriate quality management tools and standards.

**20 Points**

- 1.4 An effective system exists for the communication of the organisation's plan to all managers & staff.

**20 Points**

- 1.5 The plan shows how all elements of the plan are implemented and how progress is recorded.

**20 Points**

- 1.6 Systems are in place which reviews and updates the Organisation's Plan and encourages continual improvement.

**20 Points**



# SECTION TWO

## ANALYSIS OF PEOPLES TRAINING & DEVELOPMENT NEEDS

### 200 POINTS

- 2.1 The organisation has defined the competencies, (*inc Knowledge, Skills and abilities*) it requires at all levels to achieve its goals & objectives.  
**60 Points**
- 2.2 The organisation operates an effective system to review & evaluate the performance of all managers & staff against well defined criteria of individual performance.  
**40 Points**
- 2.3 All managers and staff have a clear understanding of their roles & responsibilities and how these contribute to the achievement of the organisation's goals & objectives.  
**30 Points**
- 2.4 All managers & staff clearly understand how their current performance meets management's / organisation's expectations.  
**20 Points**
- 2.5 All managers and staff have been involved in establishing a documented plan for their development and training needs.  
**30 Points**
- 2.6 The manager with responsibility for training and HRM/D is aware of all the training and development needs of all managers and staff throughout the organisation.  
**20 Points**

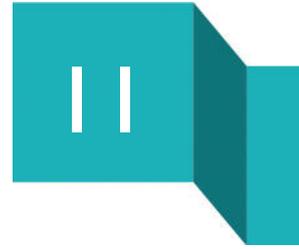


# SECTION THREE

## PLANNING TRAINING & DEVELOPMENT OF PEOPLE

### 150 POINTS

- 3.1 The Organisation has a documented training and development plan covering all groups and individual members of management & staff.  
**35 Points**
- 3.2 Individual's Training and Development needs are documented under at least two categories:
- 3.2.1 Essential for job performance.
  - 3.2.2 Further developmental for current job and future.
- 10 Points**
- 3.3 Training plans include all relevant mandatory / legislative training including health & safety and employee well being.  
**20 Points**
- 3.4 Specifications (showing learning outcomes) are in place for all relevant Training & Development programmes.  
**15 Points**
- 3.5 Training specifications and development programmes place a strong emphasis on how Learning is to be implemented.  
**15 Points**
- 3.6 Training for managers / supervisors includes Leadership (as well as Management) knowledge & skills training.  
**15 Points**
- 3.7 The Organisation's training and development programme encourages innovation and creativity for relevant managers & staff.  
**10 Points**
- 3.8 Systems are in place to ensure 'good practice' in recruitment, selection and induction (including re-induction) of all staff.  
**15 Points**
- 3.9 Training and HR management operates an effective system to prioritise & optimise the organisation's training and development budget/s.  
**15 Points**



# SECTION FOUR

## DELIVERY & IMPLEMENTATION OF TRAINING

### 150 POINTS

- 4.1 The organisation effectively and efficiently implements its planned training and development programmes for all managers & staff.  
**60 Points**
- 4.2 The Organisation can show how it organises the appropriate time, resources and facilities for all training and development programmes.  
**15 Points**
- 4.3 Guidelines exist for best practice in the delivery of all Training & Development initiatives and interventions.  
**15 Points**
- 4.4 Systems are in place to ensure that all training is delivered by appropriately skilled, experienced and qualified providers (internal & external).  
**15 Points**
- 4.5 Training is prioritised and available budgets optimised through the appropriate selection of training technologies (workshops, e-learning / blended learning etc).  
**15 Points**
- 4.5 The organisation maintains effective, confidential and appropriate training records.  
**15 Points**
- 4.6 A system is in place which regularly monitors the delivery of training & people development initiatives against the organisation's training & development plan.  
**15 Points**



# SECTION FIVE

## THE IMPACT & EFFECTIVENESS OF TRAINING & DEVELOPMENT

### 150 POINTS

- 5.1 Managers operate an effective system to review and evaluate the impact, benefits and cost effectiveness of its training and development programme in how it achieves the organisation's objectives.  
**50 Points**
- 5.2 Managers understand the principles of leading and best practice training evaluation models.  
**20 Points**
- 5.3 All recipients of training & development activities can clearly explain how the programme has helped them:
- 5.3.1 To improve their current job performance.
  - 5.3.2 Benefit them for the future.
- 30 Points**
- 5.4 Managers and staff can explain how training & development activities contribute to the achievement of the organisation's plans & goals.  
**20 Points**
- 5.5 People who have received training can explain how they have implemented the learning.  
**20 Points**
- 5.6 All recipients of training & development activities are encouraged to identify and communicate additional training and development needs.  
**10 Points**



# SECTION SIX

## THE WORK ENVIRONMENT

### 150 POINTS

- 6.1 Managers can demonstrate how they operate and encourage an effective communication system throughout the organisation and managers & staff can explain how they are kept informed about all relevant organisational / divisional matters.  
**50 Points**
- 6.2 Managers and staff can explain how they are involved in the business planning process of their division and the organisation.  
**15 Points**
- 6.3 People throughout the organisation can explain how their work for the organisation is valued and appreciated.  
**15 Points**
- 6.4 The organisation conducts research annually to establish the perceptions and feelings of both customers and staff and can show how the findings are acted upon.  
**15 Points**
- 6.5 All managers & staff can explain how the organisation encourages them to take responsibility & feel 'empowered', so as to contribute to the achievements of the organisations goals and objectives.  
**15 Points**
- 6.6 All relevant managers & staff received training in 'Innovation', and can explain the need for continual improvement.  
**15 Points**
- 6.7 People throughout the organisation can identify and describe recent innovations and improvements in how the organisation operates.  
**15 Points**
- 6.8 People throughout the organisation can describe how their ideas for improvement are processed.  
**10 Points**



# ACHIEVING THE HUMAN RESOURCE EXCELLENCE® STANDARD

A question often asked is “what is the typical process and time frame for the implementation of the Human Resource Excellence® Standard”?

The answer is that it varies depending on the size and location of the organisation together with existing standards, practices and the resources allocated to the programme.

However, it is advised that the process of implementation should be completed in a 6 to 12 month period, anything shorter is probably not allowing for appropriate ‘imbedding’ of the elements of the Standard and anything longer, the programme can lose momentum and the excitement of achievement.



# HUMAN RESOURCE EXCELLENCE® IMPLEMENTATION

## **MONTH 1 : GETTING STARTED**

Initial discussions with the Human Resource Excellence® providers.

Organisation decides to implement the Human Resource Excellence® Standard and agrees an internal team (and team leader).

Register with Human Resource Excellence® International.

Devise the Human Resource Excellence® Work Plan.

Undertakes initial Management & Staff briefings

Commence the programme with Facilitator / Trainer.

## **MONTH 2-4 : EARLY PHASE IMPLEMENTATION**

Ongoing work programme with local Facilitator / Trainer

On Line supports and Audio Visual advice and mentoring

Revisions and updating of the Work Plan



# HUMAN RESOURCE EXCELLENCE® IMPLEMENTATION

## **MONTH 5 : REVIEW PROGRESS / IDENTIFICATION OF OUTSTANDING ISSUES**

Review progress across all 6 Sections:

Review of how Human Resource Excellence® fits into the existing. HRM/D policies, systems and procedures of the organisation.

Review of all related policies, procedures and systems.

Review the effectiveness of the Implementation Team.

Review of the overall Management and Divisional implementation progress.

Review Training & Development needs relating to the Human Resource Excellence® Standard.

Revision of the Work Plan for programme completion.

## **MONTH 6 : PROGRAMME COMPLETION PHASE**

Ongoing work programme with local Facilitator / Trainer.

On Line supports and Audio Visual advice and mentoring.

## **MONTH 7 : SELF ASSESSMENT OR AUDIT**

## **MONTH 8 : EVIDENCE PROVIDED FOR ANY REMAINING ISSUES (IF APPLICABLE) AND CERTIFICATION\***

Inclusion on the Human Resource Excellence International® Register of 'Best Practice HRM/D Organisations'.

Use of the Human Resource Excellence International® Logo and details on all relevant Organisations Brochures, Stationary, Literature, Websites, Business Communications etc.

Included in all ongoing Supports from Human Resource Excellence®.

*\*Perhaps celebratory ceremony for management & staff with press and PR as deemed appropriate by the client organisation*



# BOARD OF ADVISORS & GOVERNORS



**Mr Dermot Ahern**

Formally qualified Mediator and Lawyer, Mr Ahern recently retired from political life having spent over 14 years as an Irish Government Minister in several Departments including Justice & Law Reform, Foreign Affairs, Communications Marine & Natural Resources, Social Community & Family Affairs and previously served as a Minister of State at the Departments of Defence and An Taoiseach (Prime Minister).

He chaired the British-Irish Interparliamentary Body in which he played a key role in establishing the Irish Peace Process and has also served as a UN Special Envoy.



**Professor Thomas M. Cooney**

Professor in Entrepreneurship at the Dublin Institute of Technology, Tom has worked closely with Business Managers and their challenges for over 15 years as well as his academic work. He is President of the International Council for Small Business (ICSB), Council Member at IRCSET, Adjunct Professor at Turku School of Economics, Member at Marketing Institute of Ireland and Academic Director of the Institute for Minority Entrepreneurship (DIT).



**Ms Assunta Delany**

Ms Delany holds a Masters Degree in HRM from Leicester University specialising in Training & Performance Management together with a HR Dip from the National College of Ireland. She has over 20 years' experience at senior Management level (including 5 years as Assistant Director General) with Ireland's Training & Employment Authority, FAS. This career has seen her deeply involved in the development and implementation of best practice HRM/D Standards to improve the performance of both Public and Private Sector Organisations.



**Dr. Livingstone Thompson**

International expert on Cultural Diversity and related Cultural Awareness training, Dr Thompson holds a PhD from Trinity College Dublin, is a practicing consultant delivering specialist training in diversity and cultural awareness to companies, statutory bodies, educational institutions, NGO's, and community organisations. He is Managing Director of Living Cultural Solutions Ltd and is a widely published author who supervises postgraduate and lectures in colleges of Dublin City University, Ireland. He is President of the Society for Intercultural Education, Training and Research (SIETAR) Ireland and a member of the Irish Institute of Training and Development (IITD).



# BOARD OF ADVISORS & GOVERNORS



**Dr. Fahad Fallaha**

Dr. Fallaha holds a BSc and PhD from the University of Birmingham in England and his 33 year career with DuPont has seen most of his work in the UK, the US and frequent projects in Europe. Fahed is fluent in Arabic and English and has extensive expertise in all many aspects of business, including Quality Standards, Performance Management, Leadership, Safety, People Management & Development, Operations, Assets and Technology with his main experience being in the Chemical, Fibre and Oil industries in the US, UK, Middle East and Eastern Europe.



**Ms Caoimhe O'Grady Tegart**

Caoimhe O'Grady Tegart holds a BCom Degree majoring in HR from NUI Galway and a Masters in Psychology at Work from the University of Leicester. She has had 15 years experience in HR Management in the Private Sector working as HR Manager for Conrad Hotel Dublin, Addison Lee plc in London and '3 Ireland' (Mobile Communications company) owned by Hutchison Whampoa in Hong Kong. She has also worked in Recruitment in Australia for Hudson, and as an Independent HR & Training Consultant in Ireland for over 2 years. She is currently a HR Project Manager in Hertz European and is a qualified Personal and Business Coach.



**Mr Aidan Harte**

## **Secretarial Role Only**

Managing Director of Optimum Results Ltd and Customer Perceptions Ltd together with other business interests, Aidan has some 35 years of wide ranging experience in all aspects of Business Management & Development with a particular emphasis on Organisational Development and 'Enhancing People's Performance'.

He holds an 'MSc in Executive Leadership' has two 'Business Counselling' qualifications and is a formally qualified Trainer. He is a Fellow of the Marketing Institute, The Chartered Institute of Marketing, The Institute of Management Consultants & Business Advisers and The Institute of Leadership & Management.



# DEFINITIONS AND FAQ'S

More information on [www.humanresourceexcellence.com](http://www.humanresourceexcellence.com)

## What is a standard?

A standard is defined by the National Standards Policy Advisory Committee in the USA as:

*"A prescribed set of rules, conditions, or requirements concerning definitions of terms; classification of components; specification of materials, performance, or operations; delineation of procedures; or measurement of quantity and quality in describing materials, products, systems, services, or practices."*

## What is Human Resource Management (HRM)?

*"HRM is the policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruiting screening, training and appraising"*

*"HRM is a strategic approach to managing employment relations which emphasises that leveraging people's capabilities is article to achieving sustainable competitive advantage this being achieved through a distinctive set of integration employment policies, programs and practices".*

HRM is *"the management of an organisations human resources, it is responsible for the attraction, selection , training, assessment and rewarding of employees. HRM is the function within an organisation that focuses on recruitment of, management of, and providing direction for the people who work in the organisation"*

## What is Human Resource Development?

*"Investment in human beings may be examined from the Human Resource Development approach (HRD) and the Human Development approach (HD).*

*The human-resource developers stress the productivity and efficiency aspect of investments. The basic premise of the HRD approach is that human beings invest in themselves by means of education, training or other activities, which raises their future income by increasing their lifetime earnings.*

*The other approach is that of Human Development that stresses the quality of life or well-being dimension of such investments. The Human Development approach considers the acquisition of education, health and nutrition as an end in itself and as essential components that ensure better quality of life rather than as a means to ensuring higher productivity and earnings"*

## What are Competencies?

Competencies are a set of behaviours that encompass skills, knowledge, abilities, and personal characteristics that, taken together, are critical to successful work accomplishment.

Competencies are what successful performers do more often, more completely, and consistently. They are observable behaviours that make a difference, often referred to as the "how" side of performance. Competencies may be defined organisationally or on an individual basis.

### Organizational competencies

Identifying competencies on an organisational basis provides a means for pinpointing the most critical competencies for organisational success. These are an organisation's core competencies.

### Individual competencies

Individual competencies are those that each employee brings to his or her function. Individual and team competencies are critical components of organisational competencies. If the individual competencies in the workforce are not in accord with those needed by the organisation, work force planning will point out these gaps.

### Competency Assessment

The process of developing a set of competencies that is aligned with an organisation's mission, vision, and strategic goals. The assessment is developed based on information collected by studying what successful performers do in the defined job context. This may be gathered in a variety of ways, including employee surveys, focus groups, and interviews with managers and employees.

## Confidentiality & Data Protection

Human Resource Excellence operates a strict client information protection policy in full compliance with international best practices together with EU and Irish data protection legislation.

No client information is used for any other purposes and never divulged to any third party.



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