The **HR** Scorecard: Self-Evaluate your Digital Transformation Journey

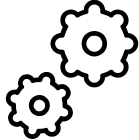|	Functional	Tactical	Strategic
Talent	Simple recruiting and development structures in place – disconnected from each other and with minimal ability to engage contingent labor	Some integration between recruiting and development and performance management but still siloed – gig economy still at arms' length.	Integrated talent attraction, retention and engagement planning with regular performance and development feedback with talent tapped everywhere and anywhere
Culture	Lack of unified culture – departmental guidelines and local practices prevail	General values and principles that guide a corporate vision but not fully aligned between roles, functions and departments	Well communicated and articulated culture that drives business, digital and HR transformation across all departments, roles and geos.
Learning	Decentralised and ad hoc, learning is completed to satisfy legislative requirements or CPDs and is disjointed from performance, compensation and development	Breadth and width of corporate knowledge and corporately sanctioned training materials but rigid and inflexible learning structures with regular intervals and limited input by end users.	Distributed learning where company curated material and end user created content coexist to support engagement, on-the job learning and KPIs.
Planning	Ad hoc planning decision making and processes, no distinct plan for the future, no succession planning or talent pool in place.	Some succession planning and some best practices in place and the ability to plan in the medium term but limited view beyond the horizon.	Clearly defined succession planning, alumni programs, ability to adjust in flexible workforce requirements and ability to plan for the long term.

The HR **Talent** Scorecard: Self-Evaluate your Digital Transformation Journey

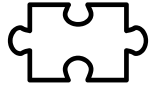| Talent	Functional	Tactical	Strategic
1 Recruitment	Standard recruitment and policies in place filling in positions in an ad hoc basis based on current openings.	Recruitment tied to business unit growth forecasts, with some best practices and guidelines based on previous iterations.	Forward looking recruiting based on overall business growth, assessment of skillsets needed and tied to Digital transformation objectives.
2 Development	Cyclical and hierarchical development based on set policies and pre-existing guidelines on employee growth.	Limited flexibility for employees to develop some new skills, apply for positions outside their LoB and get new responsibilities.	Employees are free to try different initiatives, explore and collaborate with different business units and move laterally within the organization expanding their scope and skills.
3 Succession	Succession planning is conducted on ad hoc basis if and when employees depart and usually revolves around internal promotions based on seniority.	Line managers have identified possible replacements for important positions within their unit and have spend time and resources to prepare them for the transition	HR and LoB are working closely to identify, prepare and, internally grow future leaders with the necessary skills to replace valuable individuals in the organisation.

The HR **Culture** Scorecard: Self-Evaluate your Digital Transformation Journey

Culture	Functional	Tactical	Strategic
1 Values	Generic set of values, sparingly communicated and focused around employee behaviour rather than engagement and productivity.	Business oriented values based on common practices in the organisation's vertical, emulating successful peers but with limited differentiation.	Bespoke value set, designed around the organisation's core principles, frequently communicated and evolving, focused on employee engagement and employer brand.
2 Guidelines	Minimum set of guidelines as required by common practice and local legislation with narrow geographical focus and application.	Company wide guidelines for different types of engagement (i.e. internal, external etc.) with limited versatility and influence outside the business unit.	Global set of guidelines with strong local awareness and encompassing the entirety of the engagement spectrum, easily accessible and communicated
3 Practices	Practices abide only to legal standards and are relatively rigid and process based, with standardization as the only priority.	Departments have concentrated and communicated some examples of best practices among their group based on past interactions but not centrally available or extensively communicated	The organizations fosters and requires the curation of best practices for all types of activities and engagements, disseminates information around them freely and frequently and maintains detail records on standardisation across all geographies

The HR **Learning** Scorecard: Self-Evaluate your Digital Transformation Journey

Learning	Functional	Tactical	Strategic
1 Knowledge management	Knowledge is the responsibility of the individual, disconnected from HR's KPIs and not factored on employee evaluation.	Managers are engaged in their employees training and development with a narrow business focus tailored to the specific business unit needs.	Company wide policies that put emphasis on training and development as means of growing internal talent, ensuring smooth transition between business units, and create higher engagement among staff.
2 Content	Standard learning materials based on generic courses or mandated by legal requirements only.	Line of Business focused materials, with a mix of internal and external resources oriented on the business unit's remit and area of expertise.	A combination of external and internal resources, available freely to all employees. Curated content that is updated and refreshed, while allowing for the interactive rating of the materials by the user.
3 Sharing	Sharing is done on an ad hoc basis, after being requested and/or mandated via bulk channels (emails/VPN) and requires access to company network for completion.	Different business units have created isolated platforms where contributions can be made by employees after managerial approval.	Employees and managers have access to a company wide platform, full ability to contribute, with ease of use, accessibility on mobile devices and free of role restrictions.

The HR **Planning** Scorecard: Self-Evaluate your Digital Transformation Journey

Planning	Functional	Tactical	Strategic
1 Talent Pool	Talent pools exist in isolation with a small number of CVs that could potentially fill some future openings and some seasonal experience schemes	Business unit leaders have identified potential external fits and have pooled resources within their departments in order to fill in future openings or secure coverage for new roles	Company wide, easily accessible talent database, with numerous options and filters that have integrated smart recommendations and are connected with the recruitment and development functions, cutting time to fill positions and allowing for higher efficiency
2 Role Profiles	Traditional role profiles based on work function and process required to fulfil duties as per job description	The organisations has designed role profile for wider business functions that look into a wider array of skills and attributes, easing succession and development	Profiles are versatile yet comprehensive, allowing for managers to identify high value individuals that can help with projects in flatter and more project based engagements, creating synergies and a collaborative teamwork environment
3 Digital Transformation	Ad hoc small scale digital projects that require limited DX skills and have a narrow scope	DX projects are tied to business results and the skills required to see them through are pulled in from different departments in order to successfully complete them.	Organisations plan ahead in view of the digital disruption looking to grow or acquire talented staff with the necessary skills to complete DX and