

The HR Matrix

	Stage I Start Up	Stage II Functional Growth	Stage III Controlled Growth	Stage IV Functional Integration	Stage V Cross-Functional Integration	Stage VI Focus on Core Competencies
Manager Awareness	Not aware	Aware, but often indifferent	Aware, frustrated at fragmentation	Cooperative	Part of all processes, changes	Managers seek strategic advice
Management of HR	Loose, often none	Budgets	Accounting & cost controls, metrics, ratios.	Planning & evaluation of problems & issues	Total HR measurement system, consistent with corporate goals	Measurement by ROI and manager satisfaction.
Portfolio of Programs	Record keeping, salary admin.	Training, employment, performance appraisal	Training & development, coaching.	Customer service, productivity programs	Change management. Emphasis on effectiveness, integrated HR programs	Competency focus. Vendor, program., product mgmt
Information Technology	Record keeping	Automated record keeping and processing	Computer analysis	Computer projections, planning, analysis, evaluation.	Planning, analysis of strategic effectiveness. Information system fully linked.	Employees & mgers control processes. Outsourcing.
HR Skills	Administrative & technical	Functional specialists	Increased professionalism	VP of HR, generalists integrate functions	Cross functional project teams with HR facilitation. Access to top management.	Management consultants. Teams of external and internal experts
Awareness of Business Environment	Not aware	Beginning awareness of risks.	Awareness of risks & opportunities.	Aware & react to external environment.	Use HR tools to make internal culture responsive to external environment	Proactive thinking and planning for more than a year .