



HR Strategic Plan

TEMPLATE COLLECTION

HR Strategy Canvas

Instructions









1. Carefully review the canvas and the guiding questions in each section.
2. Gather relevant information to complete each section, using the guiding questions to inform your answers.
3. Once completed, the canvas should provide a clear roadmap for your HR strategy. Revisit it regularly to track progress and adjust as needed.

1. Business priorities  What is the overarching business strategy? What are the strategic priorities for the business? How does the business define success?	2. HR strategic focus areas  What does HR have to focus on to enable the business to achieve its strategic objectives? What are the three to five things HR has to deliver on to drive value and impact for the business? How do these focus areas reflect the industry, workforce, and organizational identity?	3. People risks to mitigate  What people risks do we anticipate, based on the external environment and business priorities? How do we proactively manage these risks in the HR strategy? 4. Stakeholders  Who are the key stakeholders that have to be considered in the strategy development? What are their needs? How should the strategy be translated for them?	6. Strategic initiatives  What are the initiatives that HR has to focus on to deliver on the strategic focus areas? What are the timelines associated with these?	7. Key resources  Which physical, human, and financial resources are required to deliver on the strategic initiatives? Who is responsible for execution? What enablement is required? 8. Success metrics  How will execution of the strategy be monitored and measured? How will impact of the strategy be measured?
5. HR ambition and mandate  What is our overall strategic intent, ambition, and vision as HR? What is HR's mandate in delivering on this? What are the strategic choices HR will make to deliver on the strategy?			9. HR investments to be made  What investments need to be made to successfully deliver on the HR strategy?	
STRATEGY			EXECUTION	

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1. Business priorities 	2. HR strategic focus areas 	3. People risks to mitigate 	6. Strategic initiatives 	7. Key resources 
		4. Stakeholders 		
5. HR ambition and mandate 			9. HR investments to be made 	
STRATEGY			EXECUTION	

HR Strategy on a Page

Instructions

Complete each section of the strategy and make sure it fits on one page. Use the information you gathered in the HR Strategy Canvas. Be critical about what you include.

Strategic ambition

*What do we want to achieve, and why is this important?
(Explain in two to three sentences.)*

Strategic focus areas

*To achieve our overarching strategy, what will we collectively focus on?
(Choose three to five things.)*

- 1.
- 2.
- 3.
- 4.
- 5.

Key initiatives and success measures

<i>What will we be delivering in line with our strategic focus areas?</i>	<i>How will we know that we have been successful?</i>

Our values and beliefs

What do we fundamentally believe about our people, what experiences are we crafting, and how do they contribute?

Translating the Strategy for Various Audiences

Instructions

To ensure that the HR strategy is impactful and relevant, it needs to be tailored for various audiences. There are multiple stakeholders who have different needs and interests in the HR strategy. Based on their unique needs, adjust the core messaging of the HR strategy on a page. Fill in the templates on pages 6–9 for each audience.



Board & executive team

The board and executive team are particularly interested in the HR strategy's key performance indicators and metrics and how they support and enable the business strategy. Each strategic focus area is translated into clear objectives and measures for this audience.

Core message:



Line managers

The strategic HR focus areas are embedded into the culture, values, and HR practices to ensure leaders understand and contribute to the overall HR strategy. This approach clarifies how leaders contribute and delineates what HR is accountable for.

Core message:



HR community

The strategic HR focus areas are translated into key initiatives, with timelines and accountabilities assigned. This ensures that the HR team is clear on how they contribute to the execution of the HR strategy and what is expected of them.

Core message:



Employees

For employees, the HR strategy is brought to life through the initiatives that they engage in, and the culture, values, and experiences that this supports. The HR strategy provides insight into what they can expect from the organization when it comes to their experience at work.

Core message:

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Key initiatives and success measures

<i>What will we be delivering in line with our strategic focus areas?</i>	<i>How will we know that we have been successful?</i>	<i>What investment is required?</i>

Risk and governance

What risks are anticipated, how will these be managed, and what governance structures are in place to manage decisions and provide oversight?

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Key initiatives and success measures

<i>What will we be delivering in line with our strategic focus areas?</i>	<i>How will we know that we have been successful?</i>	<i>In which time frame will this be delivered?</i>

Our values and beliefs

What do we fundamentally believe about our people, what experiences are we crafting, and how do they contribute?

Strategic ambition

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To achieve our overarching strategy, what will we collectively focus on?
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- 2.
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Key initiatives and success measures

What will we be delivering in line with our strategic focus areas?	How will we know that we have been successful?	In which time frame will this be delivered?	What are the dependencies?	Who is responsible?

Strategic ambition

What do we want to achieve, and why is this important?
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Strategic focus areas

To achieve our overarching strategy, what will we collectively focus on?
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Key initiatives and success measures

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Our values and beliefs

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Tips and Considerations

You now have a basis for communicating your HR strategy in a simple, concise, and relevant way. By adapting the core messaging of the strategy to various audiences, their needs are addressed, and it creates clarity around the HR strategy's value and impact.

To optimize the process, make sure to consider the following best practices:

1

Make the HR strategy visible.

Think about existing mechanisms for communication that can be used to keep the HR strategy visible and top-of-mind. This can include using a tagline in HR communications, making it visible on the intranet, or providing quarterly updates on progress. Reach out to the marketing team for ideas and support!

2

Distinguish the HR strategy from strategic planning.

It is easy to lose sight of the overarching HR strategy and shift into implementation planning. Without the HR strategy context, strategic planning becomes overly focused on execution and risks losing impact and value. When talking about interventions, timelines, and accountabilities, ensure that the strategic links are always made clear.

3

Iterate and adapt the HR strategy.

In constantly changing environments, it is expected that your HR strategy might change and need to evolve in response to new needs. Use measurement and metrics to monitor the success of your strategy and iterate focus areas or key initiatives to ensure relevance. The strategic ambition of the HR strategy and the underpinning values and beliefs should remain a constant guiding framework that informs decisions and focus areas within the HR strategy.

Telling a compelling story

Regardless of your audience, telling a compelling story helps to simplify the message, ensure that the core message is conveyed and clearly outlines what is expected or can be expected as next steps. You can use this simple formula to craft a compelling story:

- **Context and purpose:** Why does it matter to your audience? Why should they pay attention? How is it relevant to them?
- **Process:** What inputs and or data did you consider, which steps did you take or how did you get to the main point? This is a powerful way to build credibility.
- **Main message:** What is the core message you want to land? What are the three big takeaways you want to leave them with?
- **Call to action:** What is your ask from the audience, and what happens next? What do you want them to do with the information that you shared?