



# APEX

## ASSESSMENT OF PEOPLE EXCELLENCE

Name of Organisation						
APPROACH	NONE	REACTIVE	DEFINED	INTEGRATED	REFINED	INNOVATIVE
DEPLOYMENT	NONE	SOME	SOME KEY	MOST KEY	ALL KEY	ALL
RESULTS	NONE	LIMITED	FAIR	GOOD	VERY GOOD	EXCELLENT
LEADERSHIP						
PLANNING						
INFORMATION						
PEOPLE						
RESULTS						
PEOPLE EXCELLENCE						
BAND	1	2	3	4	5	6
SCORE	0	1 - 199	200 - 399	400 - 599	600 - 799	800 - 1000



		APPROACH					
		NONE	REACTIVE	DEFINED	INTEGRATED	REFINED	INNOVATIVE
		DEPLOYMENT					
		NONE	SOME	SOME KEY	MOST KEY	ALL KEY	ALL
1 LEADERSHIP	<b>A Senior Executive Leadership</b>						
	1 Senior executives develop organisation's vision, mission and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2 Senior executives communicate organisation's vision, mission and values to employees and stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	3 Senior executives demonstrate and reinforce their commitment to people excellence in their day-to-day activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4 Senior executives evaluate and improve the effectiveness of their leadership in people excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>B Organisational Culture</b>						
	5 Organisation translates its values into policies, desired behaviours and practices to support organisation's objectives, learning and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	6 Organisation adopts people-focused policies and practices that support its values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Organisation has programmes to promote desired culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8 Organisation closes gaps between current and desired culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2 PLANNING	<b>A Strategy Development &amp; Deployment</b>						
	9 Human resource strategies are aligned with the organisation's objectives, strategies and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	10 Human resource structure is aligned with the organisation's directions and structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	11 Organisation measures and reviews its performance against the human resource strategies, policies and systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 Organisation evaluates and improves its human resource planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3 INFORMATION	<b>A Management of Information</b>						
	13 Organisation selects, collects and captures information related to human resource management and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	14 Organisation analyses and uses information to develop human resource strategies and action plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	15 Organisation retains knowledge to support its human resource management and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	16 Organisation shares information to encourage employee engagement and learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>B Comparison &amp; Benchmarking</b>						
17 Organisation develops criteria for selecting comparative and benchmarking information to improve performance in human resource management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18 Organisation uses comparative and benchmarking information to set goals and improve human resource strategies, policies and systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4 PEOPLE	<b>A Human Resource Planning</b>						
	19 Human resource goals are established for key human resource strategies to track effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	20 Long-term and short-term action plans are established to achieve the human resource strategies and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	21 Line managers and employees are involved in developing human resource strategies and action plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	22 Employee recruitment and selection policy is aligned with human resource strategies and action plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	23 Employee recruitment and selection process is aligned with organisation's policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	24 Line managers are involved in the employee recruitment and selection process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>B Employee Involvement &amp; Commitment</b>						
	25 Organisation develops strategies to encourage employee involvement and commitment in teamwork, innovation and the achievement of organisation's objectives and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26 Organisation develops mechanisms to involve employees in improvements and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
27 Organisation develops mechanisms to involve employees in team-based activities for innovation and the achievement of organisation's objectives and goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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		DEPLOYMENT					
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<b>4 PEOPLE</b>	<b>C Employee Education, Training &amp; Development</b>						
	28 Learning Needs Analysis is conducted periodically for employees in line with business objectives and organisational values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	29 Organisation has a Total Learning Plan for employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	30 Learning objectives and post-course performance targets are communicated to employees before learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	31 Organisation reviews the learning acquired by employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	32 Organisation inducts new employees, and existing employees given new job functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	33 Organisation has programmes to identify, develop and retain talents with potential for greater contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	34 Organisation has programmes for leadership development and succession planning for key positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	35 Career development planning is provided for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	36 Line managers are involved in developing career plans with employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
							90
	<b>D Employee Health &amp; Satisfaction</b>						
	37 Organisation creates a work environment that enhances employees' safety, health and well-being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	38 Organisation promotes a harmonious relationship between management and employees/unions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	39 Organisation communicates its human resource strategies, policies, systems and processes to all employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	40 Organisation measures and assesses employee satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
						40	
<b>E Employee Performance &amp; Recognition</b>							
41 Compensation and benefits policy is aligned to human resource strategies and action plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
42 Compensation and benefits schemes are developed and implemented for employees based on organisation's policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
43 Organisation manages staff performance to achieve the organisation's objectives, strategies, goals and targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
44 Rewards and recognition schemes are developed to support organisation's values, objectives and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
						40	

RESULTS		NONE	LIMITED	FAIR	GOOD	VERY GOOD	EXCELLENT	
5 RESULTS	<b>A Customer Results</b>							
	45 Current levels and trends for customer satisfaction and retention indicators linked to workforce success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	46 Current levels and trends for product and service performance indicators linked to workforce success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70
	<b>B Financial &amp; Market Results</b>							
	47 Current levels and trends for financial performance indicators linked to workforce success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	48 Current levels and trends for marketplace indicators linked to workforce success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70
	<b>C People Results</b>							
	49 Current levels and trends for employee involvement and commitment indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	50 Current levels and trends for employee education, training and development indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	51 Current levels and trends for employee health and satisfaction indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
52 Favourable comparison of people results with competitors or benchmarks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	150	
<b>D Operational Results</b>								
53 Current levels and trends for performance indicators of key business processes linked to workforce success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
54 Current levels and trends for performance indicators of key support processes linked to workforce success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	110	
		1	2	3	4	5	6	