



HR Heatmapping for HR Ninjas

Covers basic concepts, guidance and more...

A Reference for the Rest of Us!

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Introduction

Making sense of HR Tech

HR Technology changes so fast it's difficult to make sense of it all.

It used to be relatively simple to choose HR tech, as it used to be dominated by a relatively small number of mega-vendors (really big!). But with the emergence of new mobile-first technologies the landscape has changed wildly over the past decade, making it harder to choose what's right for you.

In fact the complexity and choices are sometimes so overwhelming, it's little surprise that sometimes the easiest choice is to do nothing, and maintain the status quo.

How can you decide upon selecting the right technology, and how do you go about getting it implemented for your organisation?



Major changes in flexible and remote working have been forced upon organisations that have necessitated a Big Reset in how Human Resource Management is perceived by and executed within organisations.

We've noticed a pent-up frustration in many organisations who realise they need to implement HR Tech, but don't know where to start.

So we've pulled together some materials to help HR Ninjas plan their navigation through their transformation adventure. There are acronyms to understand and trends to stay on top of, so we've also created a jargon-buster to help.

Don't lose out on opportunities to lead change. There's never been a better time. Join the HRevolution.



Where to start

A refreshingly new approach to HR transformation

You may be considering selecting some new HR Tech (or think you should – think about it)!

There are numerous factors to consider regarding the legal and statutory, policy and operational requirements associated with the employment of staff.

It's a complex interrelationship between people, process and systems.

The purpose of this short guide and subsequent follow up materials over the coming weeks, is to provide some guidance, frameworks, and templates that we hope will provide useful perspectives on how you can think differently about HR, and how to better manage HR transformation in your organisation.

We believe that a really good place to start is to define your:

HR heatmap



How is your organisation currently supporting its employees throughout the employee lifecycle?

...and more importantly – what improvements can be made?

What is an HR heatmap

A refreshingly new approach to HR transformation

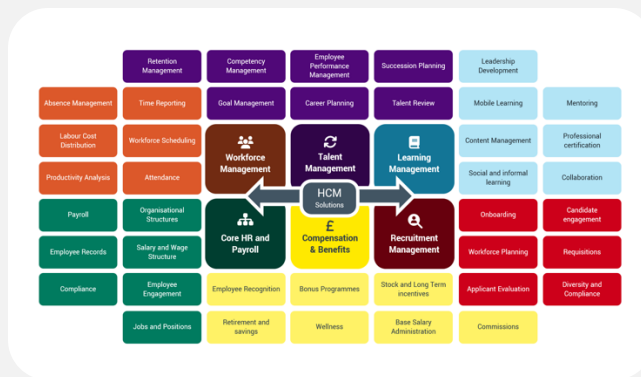
In order to create an HR heatmap, you need to define a **map** 🌐 and then draw some **heat** 🔥 on it.



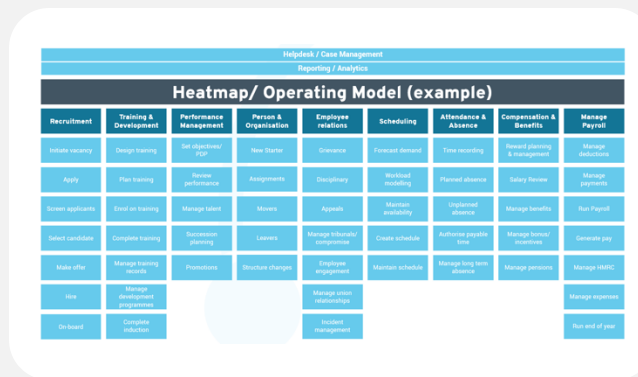
Step 1 – Define your map

A good way of thinking about an HR heatmap is to think about how you would “draw HR on a page” – here are some examples (the first two examples are also listed as appendices later):

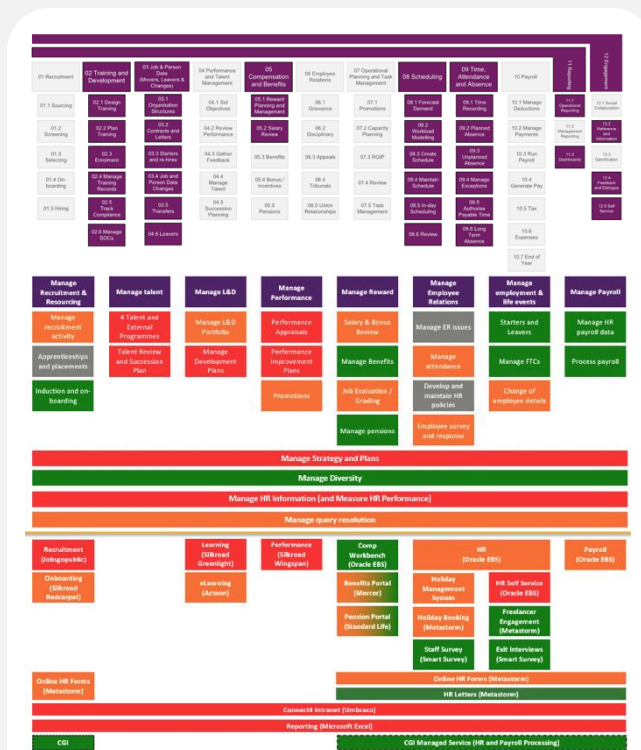
Example 1



Example 2



Other Examples



To help bring this example to life we have provided an **heatmap** tool – [Click here](#)



Adding heat🔥 to your map🌐

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Now you have a map, you need to add heat to your map. There are many ways this can be achieved – you may already have a strong view about the areas of weakness within your organisation which need no further objective debate. More likely - you will need to hold formal interviews or ask for questionnaire feedback with the subject matter experts within the different functions of your HR team.

Either way – you need to decide **your** approach **on** how to define and allocate heat to your map. It’s a bit of a personal preference – and a bit like cooking – overdoing it via formal process overkill can make you lose your appetite, but under-preparation can make you seriously ill.

But however you do it, It’s a good idea to describe how you intend to do this and write a document you can refer to later in your business case.

Terms like “discovery” and “the case for change” are good ways to describe this document (**check out the jargon buster**).



Step 2 – Add heat to your map

In order to help you define **and** understand the pain points, you can ask simple questions to your team or HR leads.

The level of questioning can be either:

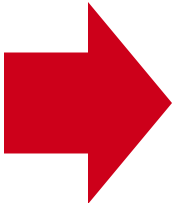
Low heat



Medium heat



High heat



Examples questionnaires available [here](#)

Should we say why choose low, medium, high?

HR Heatmap									
Recruitment	Training & Development	Performance Management	Person & Organisation	Employee Relations	Scheduling	Attendance & Absence	Compensation & Benefits	Manage Payroll	AI Productivity Assistant
Initiate vacancy	Design training	Set objectives / PDP	New starter	Grievance	Forecast demand	Time recording	Reward planning & management	Manage deductions	Content Generation
Apply	Plan training	Review performance	Assignments	Disciplinary	Workload modelling	Planned absence	Salary review	Manage payments	Document store / search
Screen applicants	Enrol on training	Manage talent	Movers	Appeals	Maintain availability	Unplanned absence	Manage benefits	Run payroll	Employee Assistant
Select candidate	Complete training	Succession planning	Leavers	Manage tribunals / compromise	Create schedule	Authorise payable time	Manage bonus incentives	Generate pay	Manager Assistant
Make offer	Manage training records	Promotions	Structure changes	Employee engagement	Maintain schedule	Manage long term absence	Manage pensions	Manage HMRC	HR Admin Assistant
Hire	Manage development programmes	Continuous feedback		Manage union relationships	Execution			Manage expenses	
On-board	Complete induction			Incident management				Run end of year	



Using our heatmap tool



A refreshingly new approach to HR transformation



With the 'Example HR heatmap' (downloadable Excel file for you), you can use the outputs from your questionnaire (or your own personal culinary skills) to define the existing capability **and the** need for change within your organisation. **This** then draws a heatmap visualisation of your overall HR function.

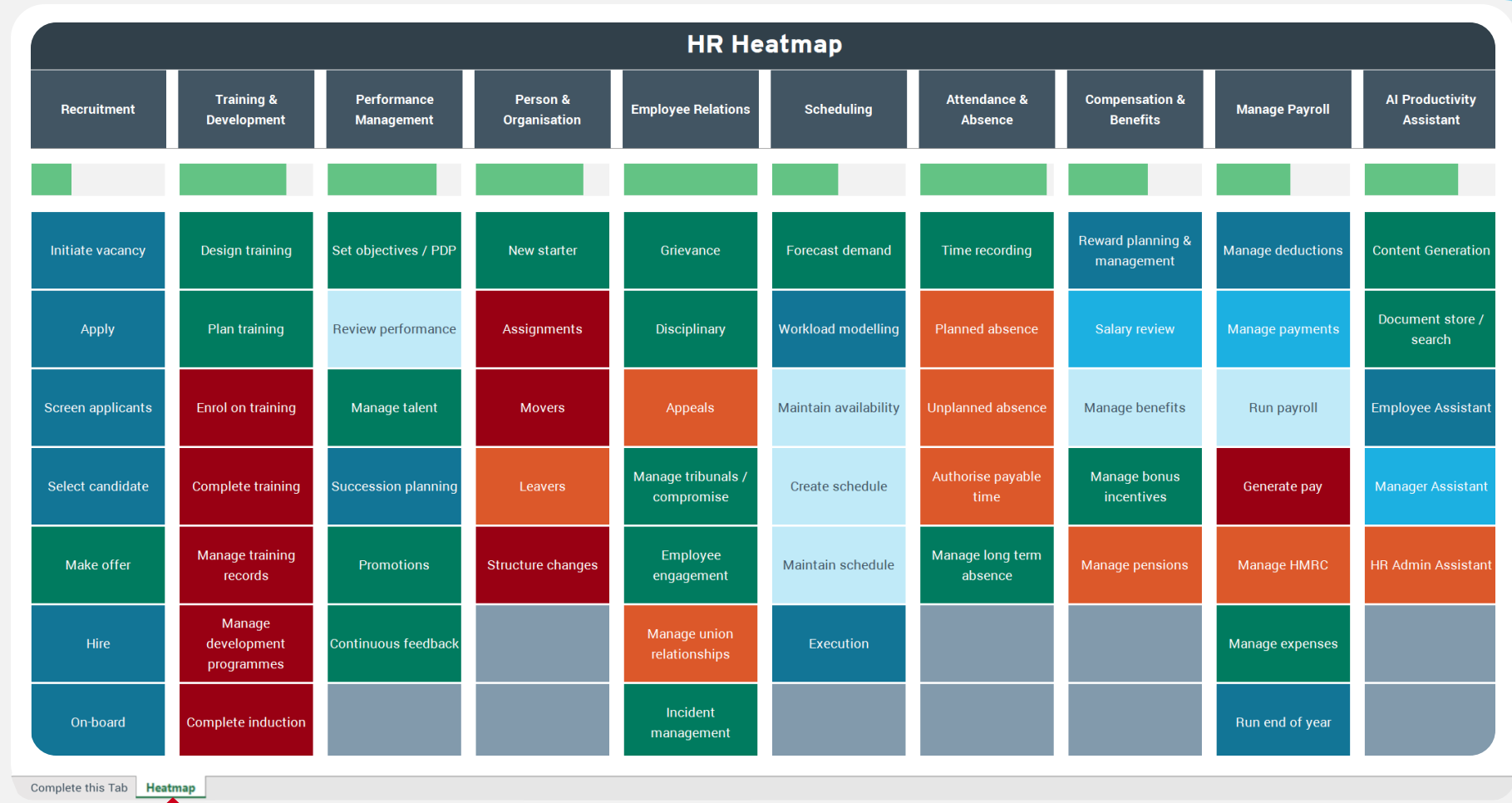




Using our heatmap tool

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With the scores entered on the first tab, this draws the **heat** on your HR **map**



You can of course customise the Excel to your own map and measures – this is simply provided as an example and start point



Using our heatmap tool

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There are many other interesting things you can do with your HR **heatmap**

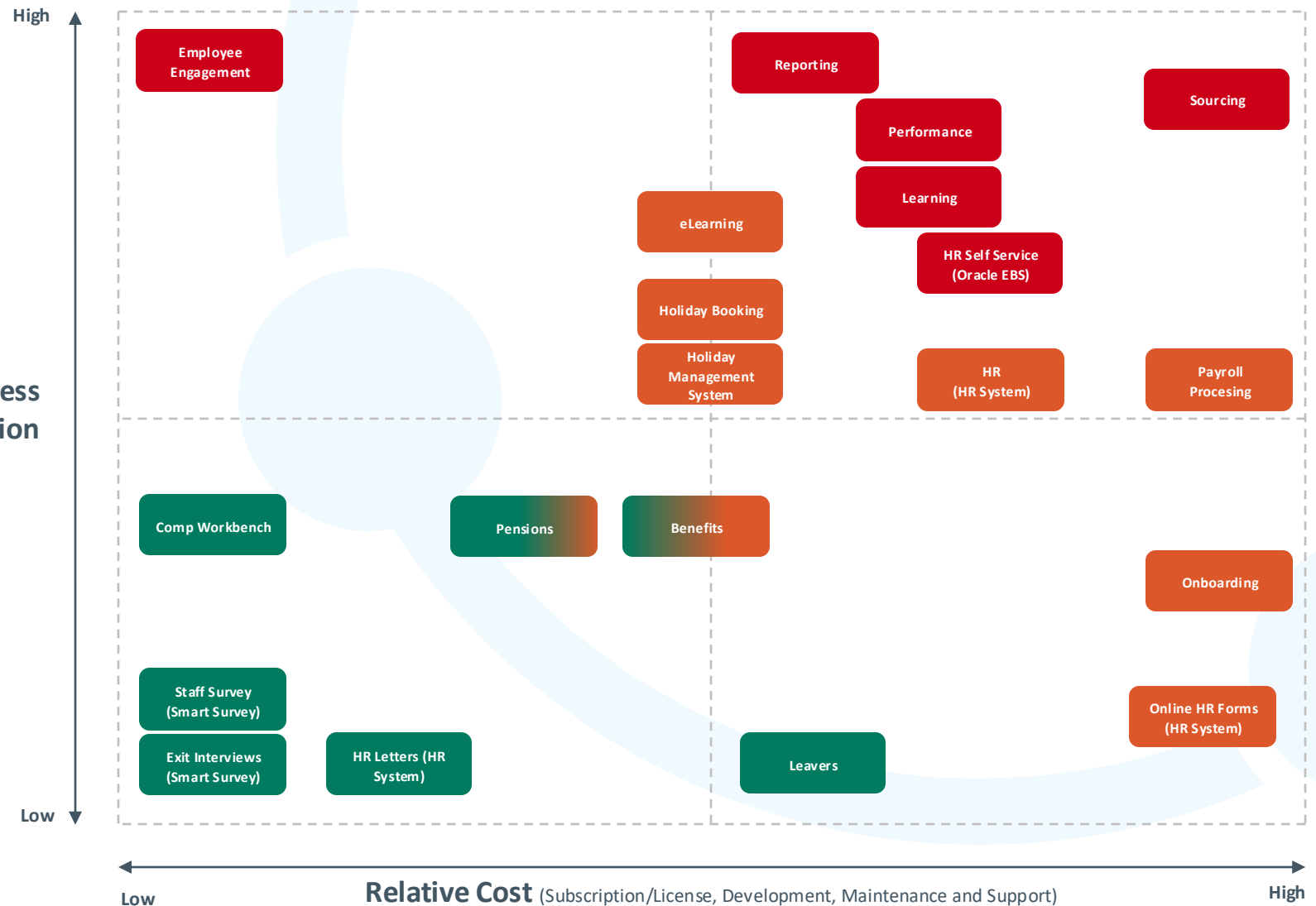
As you go through the process **you'll** find out more about your pain points **within** your overall HR function.

These can provide useful ways of visualising your HR priorities in various ways **to use in your** business case later.

For example you might want to draw a chart of

Priority vs Cost

**Business
Prioritisation**





Using our heatmap tool

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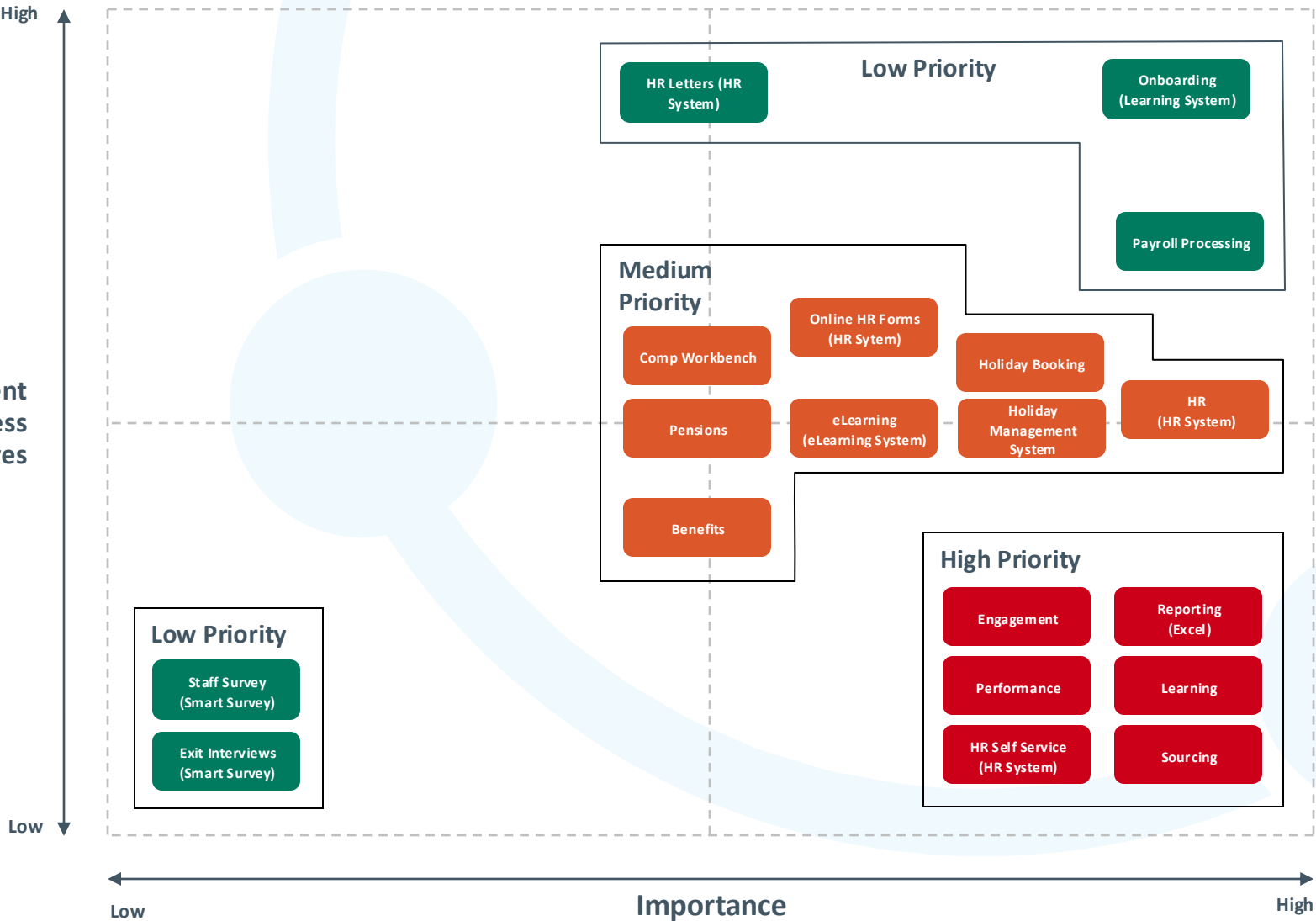
There are many other interesting things you can do with your HR heatmap

...or you might want to draw a chart of:

Business Alignment vs Importance

...this can help inform your business case for change (more on this in later materials)

Alignment with Business Objectives





HR heatmap examples

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HR map – example 1



Source: Capgemini



HR map – example 2

Helpdesk / Case Management								
Reporting / Analytics								
Heatmap/ Operating Model (example)								
Recruitment	Training & Development	Performance Management	Person & Organisation	Employee relations	Scheduling	Attendance & Absence	Compensation & Benefits	Manage Payroll
Initiate vacancy	Design training	Set objectives/ PDP	New Starter	Grievance	Forecast demand	Time recording	Reward planning & management	Manage deductions
Apply	Plan training	Review performance	Assignments	Disciplinary	Workload modelling	Planned absence	Salary Review	Manage payments
Screen applicants	Enrol on training	Manage talent	Movers	Appeals	Maintain availability	Unplanned absence	Manage benefits	Run Payroll
Select candidate	Complete training	Succession planning	Leavers	Manage tribunals/ compromise	Create schedule	Authorise payable time	Manage bonus/ incentives	Generate pay
Make offer	Manage training records	Promotions	Structure changes	Employee engagement	Maintain schedule	Manage long term absence	Manage pensions	Manage HMRC
Hire	Manage development programmes			Manage union relationships				Manage expenses
On-board	Complete induction			Incident management				Run end of year



HR map – example 2 – with added heat

HR Heatmap										
Recruitment	Training & Development	Performance Management	Person & Organisation	Employee Relations	Scheduling	Attendance & Absence	Compensation & Benefits	Manage Payroll	AI Productivity Assistant	
Initiate vacancy	Design training	Set objectives / PDP	New starter	Grievance	Forecast demand	Time recording	Reward planning & management	Manage deductions	Content Generation	
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