



HR Project Implementation Health Check

part of our Practical Steps series





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Introduction

This health check tool is based on Head Light's model for bringing about successful project implementation.

It is divided into the following sections:

1. Identifying the need for the project and making the case
2. Modelling the changed environment
3. Creating the conditions for success
4. Engaging the people
5. Development and capability building
6. Supporting and reinforcing the change

Using the tool

Challenge yourself / your team to answer the questions in each section as fully and honestly as possible. Capture the key points and make an assessment as to whether the answers are sufficient or require additional work.

Note the actions needed to improve the answers.

Contact us if you need help completing any of these tasks or would like to know more about our approach.

1. Identifying the need for the project and making the case	Actions
1.1 What are the drivers behind the project?	
1.2 What are the benefits, who benefits, over what period, how will they be measured?	
1.3 What negative consequences have been identified?	
1.4 What would be the consequences of not making the change?	
1.5 To what extent have the expected benefits / costs / implications been evaluated?	
1.6 Has a business case been prepared? If so has the case been made?	
1.7 How will success of the project be measured?	

2. Modelling the changed environment	Actions
2.1 Is there a definition the desired changed state? (consider process, system and people)	
2.2 Does it already exist some where? Can you identify people who are already doing it?	
2.3 What existing processes/systems are likely to be affected?	
2.4 Are the current and future state processes documented?	
2.5 What is the volume / scale / scope of the change and over what period?	
2.6 Who is impacted, to what extent and in what ways? (consider direct and indirect, how many and in which locations)	
2.7 Have representatives of these people been involved in any consultative process yet, and if so how, when and to what extent?	
2.8 How has the expected impact been assessed against the affected people?	
2.9 Will / could the change affect anybody's current or future employment prospects?	

3. Creating the conditions for success		Actions
3.1	Who is sponsoring the project?	
3.2	Is the project fully funded?	
3.3	Who else has been identified as key stakeholders?	
3.4	How are the stakeholders engaged in the project?	
3.5	Is there a project team and who is the project manager?	
3.6	How is the project governed?	
3.7	What change management model, project management method, quality control process are being used?	
3.8	What are the aims and objectives for the project?	
3.9	What are the key milestones/gates/timeframe?	
3.10	How are the milestones/gates being controlled?	

3.11	What critical success factors have been defined?	
3.12	What risks have been identified and what plans exist to handle the risk?	
3.13	Who is in the core team?	
3.14	Have any gaps been identified in the skills/capability/experience of the members of the core team? (consider process / systems / people)	
3.15	Is the core team dedicated to the project or part-time – what proportion of their time is allocated to the project and over what period?	
3.16	How is the success of the project being measured / rewarded? What impact will this have on the members of the project team?	
3.17	Is the team dependent on expertise supplied from outside the core team? What is the nature of the expertise? Has it been secured and subject to what conditions?	
3.18	What 3rd parties are involved and what are their roles/deliverables?	
3.19	Where is the project against the milestones / gates?	
3.20	Does the project involve design development of new processes or systems? If so what is the current state of design / development / testing?	
3.21	What are the implementation plans and timescales?	

4. Engaging the people	Actions
4.1 What target audiences have been defined for communication?	
4.2 What has already been communicated to any of these groups, how and when?	
4.3 Is there an established identity for the project?	
4.4 What methods of communication have been established? (consider communication being 2 way)	
4.5 Do you know current levels of awareness and motivation?	
4.6 To what extent and how have the target groups been included in the project/ contributed to it / been consulted?	
4.7 Is it known what would motivate people to support the project?	
4.8 Have any actions been taken to identify obstacles/sources of resistance?	
4.9 What objections/obstacles/concerns/issues have been raised / identified? What is/has been done to overcome these obstacles?	

5. Development and capability building	Actions
5.1 Which groups are likely to require capability building in support of the project?	
5.2 Have the knowledge/skills they will need been defined?	
5.3 What is the likely nature of the transformation needed? (Awareness, knowledge, skills, behavioural change?)	
5.4 What assessment has been made of existing capability / behaviour amongst effected staff?	
5.5 What plans have been made regarding training / capability building?	
5.6 What resources are available for training? If people resources over what period and on what basis?	

6. Supporting and reinforcing the change		Actions
6.1	Has an assessment been made of existing incentives / rewards / goal setting to identify things that may encourage/reward desirable behaviours in the short/mid/long-term, penalise undesirable behaviours or reward contradictory behaviours?	
6.2	Have the support processes been defined / documented?	
6.3	Are the support resources included in the communications / engagement plans	
6.4	Has an assessment been made of the training needs for support resources and are they included in training plans?	
6.5	Do the training plans include sustainable on-going training for new joiners and people taking on new responsibilities?	
6.6	At what point will the implementation project end? If the core team is dissolved at this point is it known what needs to be left in place to sustain the change?	



Next Steps

If you would like to take a know more about how you can best implement HR projects and effective talent management, please get in touch.

About Head Light

Head Light is an award-winning talent management software and consulting firm that works with clients to define and implement impactful talent management strategies.

Talent Cloud® is our cloud-based portfolio of integrated talent management software tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our breakthrough software that engages employees, managers and senior leaders in the selection, development and progression of people in their businesses.

Companies in the FTSE 350, public sector, large and small, from retailers to high tech innovators have all benefitted from our tools, techniques and expertise. Founded in 2004, we are headquartered in the UK.

What if...

you could spend less on training and still develop potential?

What if...

you could determine who to develop into leaders for the future?

What if...

you could fill more positions internally?

What if...

you could increase productivity?

What if...

you could build a feedback-friendly culture?

What if...

you could reduce employee turnover without increasing pay?