Gartner HR Score

Sample report excerpt

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# Meet Gartner HR Score

Introduction to Gartner HR Score

Functional leaders use Gartner HR Score to measure the maturity of their function in key activities, prioritize areas of improvement and plot the function's path to improvement. This is an excerpt from a full report, which provides detail on a wide range of functional activities. Gartner HR Score covers **39** functional activities across **7** functional objectives.

Here's how it works

1. **Measure the performance of the function in terms of:**

   - **Maturity.** We ask a series of yes/no questions about how your function approaches and executes each one of a range of key activities and objectives specific to your function.

   - **Importance.** We ask you to indicate how important each of those activities is for your function to meet its enterprise objectives.
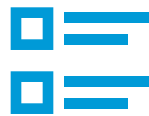
2. **Prioritize.**

   - **See your maturity levels at a glance.** On a simple bar graph, we plot the maturity level of each activity and its importance — and you get your first glimpse of where maturity and importance aren't aligned. For example, your function may be highly mature in activities that aren't very important to driving business priorities or highly immature in activities that are.

   - **See your priorities in rank order,** based on those gaps between maturity and importance. Immediately you can see what should be your highest priorities for improvement if your function is to drive business goals effectively. You also see which activities need less attention.
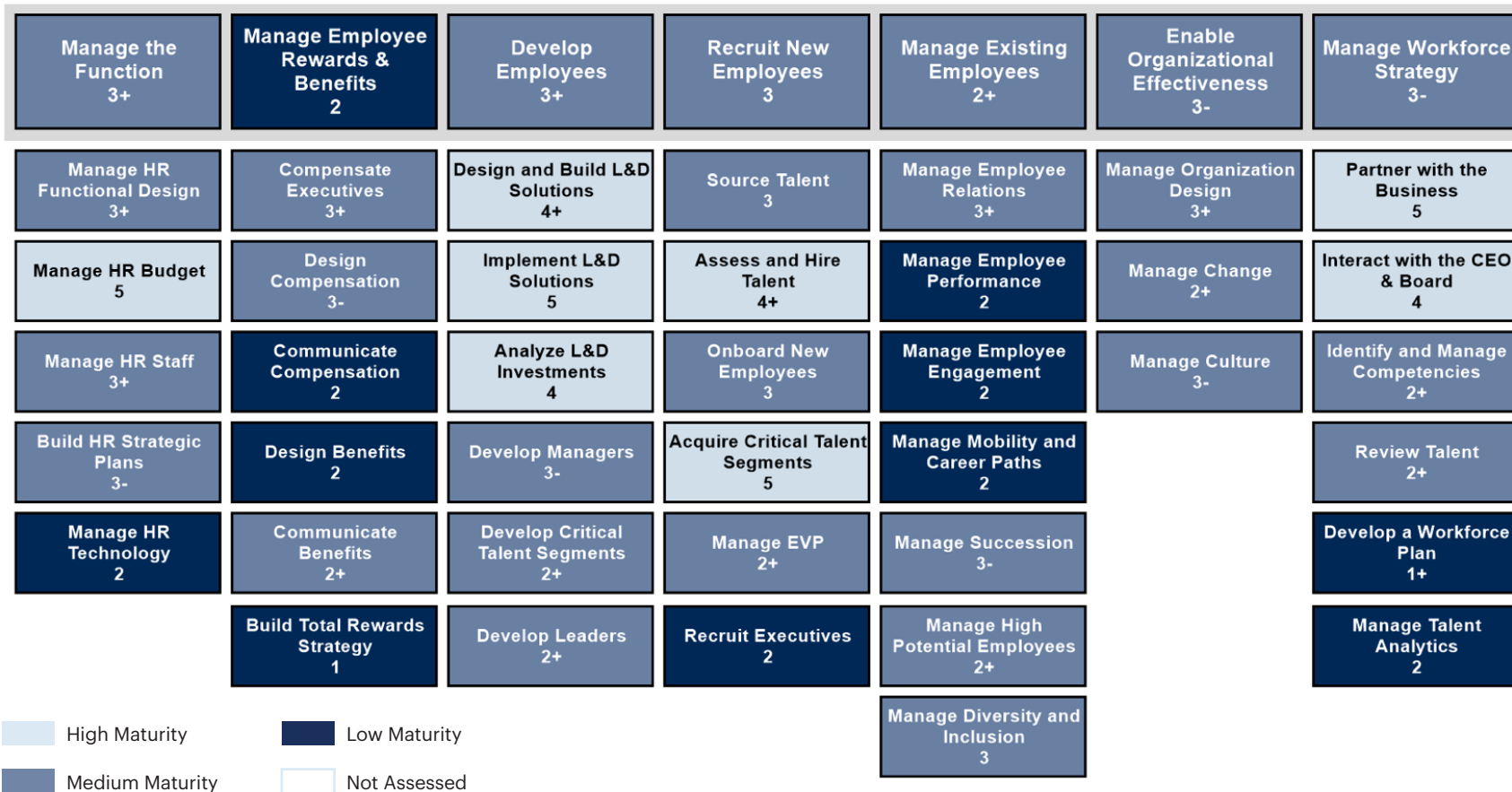
3. **Improve.** We provide you with steps to take on your path to improvement in whatever activities the data shows to be the biggest significant opportunities for improvement.

   - **"A Pathway to Maturity"** lists action steps required to reach the next level in each specific activity.

   - **Recommended related resources** provide associated insights. In some cases, a Gartner advisor delivers the report and helps with prioritization and action planning.

Read on for more insights and recommendations you might receive on an individual activity. A complete report shows you the current status and improvement path for all activities and objectives in your function.

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How mature are your functional activities?

Gartner HR Score benchmarks your self-assessment to provide you with a current maturity score by activity.

Manage the Function 3+	Manage Employee Rewards & Benefits 2	Develop Employees 3+	Recruit New Employees 3	Manage Existing Employees 2+	Enable Organizational Effectiveness 3-	Manage Workforce Strategy 3-
Manage HR Functional Design 3+	Compensate Executives 3+	Design and Build L&D Solutions 4+	Source Talent 3	Manage Employee Relations 3+	Manage Organization Design 3+	Partner with the Business 5
Manage HR Budget 5	Design Compensation 3-	Implement L&D Solutions 5	Assess and Hire Talent 4+	Manage Employee Performance 2	Manage Change 2+	Interact with the CEO & Board 4
Manage HR Staff 3+	Communicate Compensation 2	Analyze L&D Investments 4	Onboard New Employees 3	Manage Employee Engagement 2	Manage Culture 3-	Identify and Manage Competencies 2+
Build HR Strategic Plans 3-	Design Benefits 2	Develop Managers 3-	Acquire Critical Talent Segments 5	Manage Mobility and Career Paths 2		Review Talent 2+
Manage HR Technology 2	Communicate Benefits 2+	Develop Critical Talent Segments 2+	Manage EVP 2+	Manage Succession 3-		Develop a Workforce Plan 1+
	Build Total Rewards Strategy 1	Develop Leaders 2+	Recruit Executives 2	Manage High Potential Employees 2+		Manage Talent Analytics 2
				Manage Diversity and Inclusion 3		

Legend:
- High Maturity
- Medium Maturity
- Low Maturity
- Not Assessed

Maturity: Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner's best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

The set of activities as mapped here is subject to change.

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How do maturity and importance compare?

Gartner HR Score plots your benchmarked maturity score against the importance you assign to that activity in terms of its criticality for your function to meet enterprise business objectives.

Legend: ■ Maturity ● Importance — Functional Maturity Overall = 3-
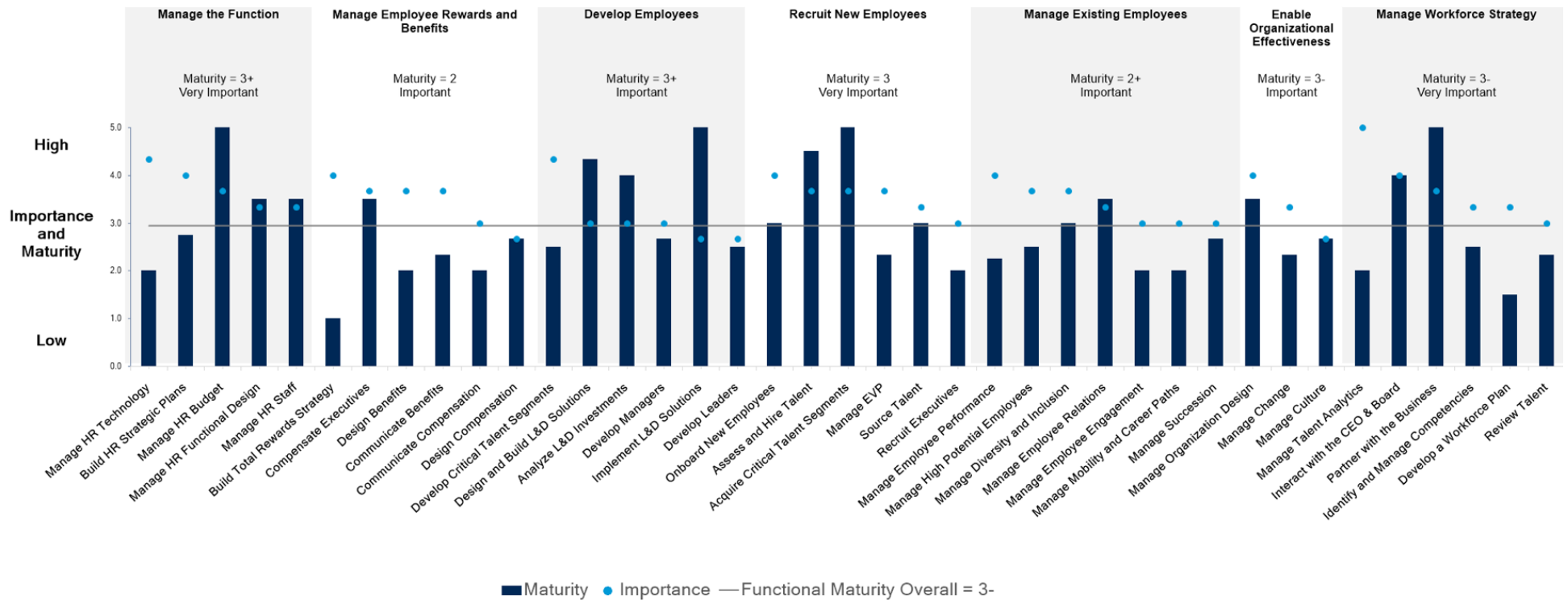
Select Findings

Lowest Maturity
- Manage Organization Design
- Acquire Critical Talent Segments
- Build Total Rewards Strategy
- Manage Diversity and Inclusion

Highest Importance
- Develop Managers
- Manage EVP
- Develop a Workforce Plan
- Manage HR Technology

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What are the high-priority areas for your function?

Gartner HR Score rank-orders your improvement priorities, based on the gap between maturity and importance. The Activity Priority Index (API) identifies where the function is less mature in activities of greater importance. A higher API score indicates a greater priority to the organization.

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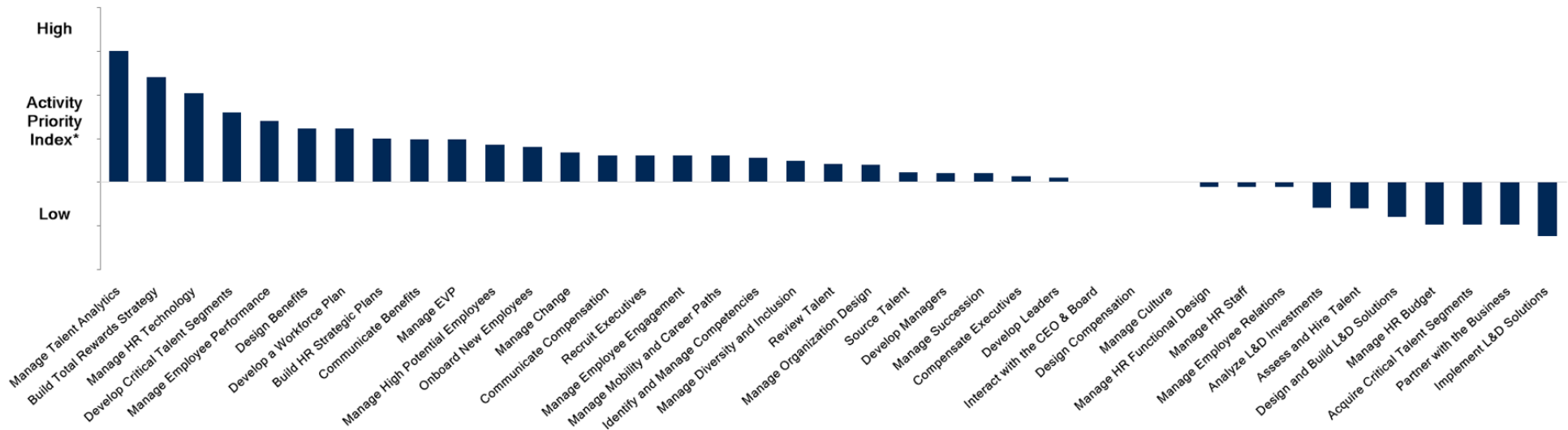
Highest Priority

• Develop Managers

• Develop a Workforce Plan

• Manage EVP

Lowest Priority

• Manage Employee Relations

• Implement L&D Solutions

• Interact With the CEO and Board

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# High-priority area: Develop a Workforce Plan

How the HR function partners with the business to assess the roles, responsibilities and capabilities needed to support future business strategy and minimizes potential gaps in talent availability and readiness.

Gartner HR Score provides next steps for each individual activity, based on current and desired state.
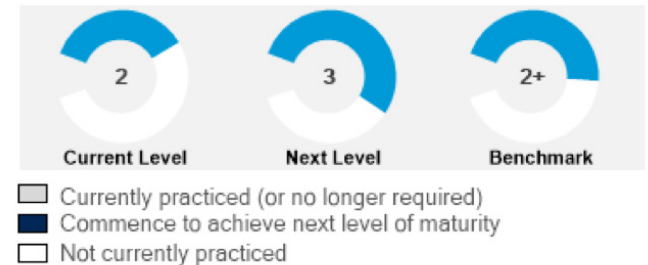
Path to Maturity

Start doing the following to achieve the next level of maturity:

- Identify capabilities needed to execute business strategy.
- Identify any talent gaps and/or surpluses.
- Create a comprehensive action plan to address gaps.
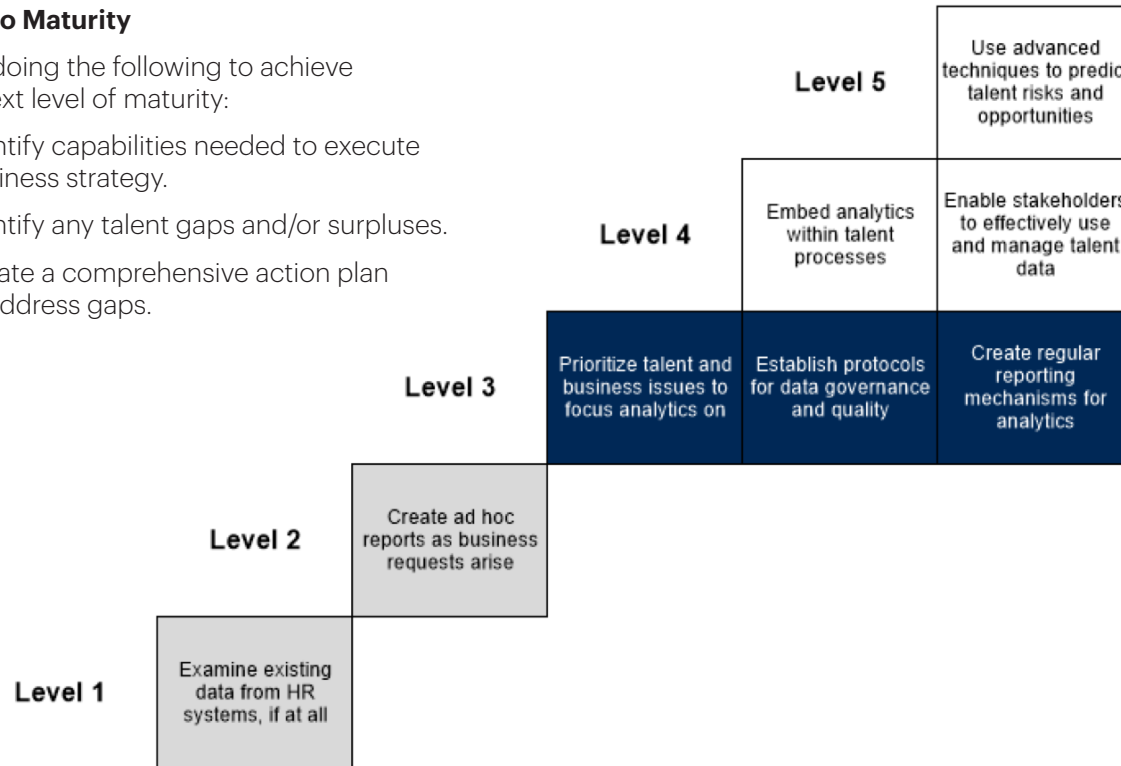
Current Level maturity averages your function's maturity across each activity. Next Level shows the goal with next steps. The benchmark (as available) provides a peer view.

Level 5
Use advanced techniques to predict talent risks and opportunities

Level 4
Embed analytics within talent processes

Enable stakeholders to effectively use and manage talent data

Level 3
Prioritize talent and business issues to focus analytics on

Establish protocols for data governance and quality

Create regular reporting mechanisms for analytics

Level 2
Create ad hoc reports as business requests arise

Level 1
Examine existing data from HR systems, if at all

Current Level: 2
Next Level: 3
Benchmark: 2+

☐ Currently practiced (or no longer required)
■ Commence to achieve next level of maturity
☐ Not currently practiced

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Develop a Workforce Plan

Sample recommended resources

Featured resources

Research: Strategic Workforce Planning Playbook
This playbook provides best practices, templates and step-by-step guidance across five key stages of strategic workforce planning.

Research: Benchmarking Current Approaches to Workforce Planning
This report provides benchmarks for and key insights into how organizations staff and structure their approaches to workforce planning.

Foundational practices

Case Study: Transparent Talent Planning Process
This case shows how a technology company places talent by increasing the visibility of talent across the organization, and establishing transparency.

Ignition Guide to Strategic Workforce Planning
This guide outlines how to lay the groundwork for the strategic workforce planning process.

Research: Employee, Not Leaders, Primarily Own Implementation Planning
This research outlines how to enable leaders and managers to support employees in creating their own implementation plans.

Tool: Guide to Internal and External Talent Supply Forecasting to Inform Gap Analysis
This tool provides metrics to obtain an understanding of potential talent, skills, organizational and labor market risks to strategy execution.

Learn how you can use Gartner HR Score to evaluate your functional maturity and priorities.

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About Gartner

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