

## GO-HRM Proposed Deployment Plan

This document provides an overview of the different phases and timelines for [implementing a goal-oriented human resource management \(GO-HRM\) system](#). While this assumes timelines and responsibilities in a scenario where the government department is interested in operationalizing GO-HRM for the entire department, technical partners can tailor the effort, activities, and phases to best suit the department's requirements.

For instance, in some of the current implementations of GO-HRM with government departments across India, we are supporting the government partner to first undertake goal-setting and competency mapping and assessments for a select few programs and cadres within the department before the eventual expansion to all programs and cadres as well as the inclusion of necessary links for accountability.

### 1. Deployment roles and requirements

S. No.	Activity	External agency	Government department
Preparatory phase			
1	Administrative & executive readiness	The Foundation’s partners may provide need-based support to facilitate these activities	<ul style="list-style-type: none"><li>● Budget approval</li><li>● Approvals and associated documentation</li><li>● System readiness assessment</li></ul>
2	Coordination and change management mechanisms		<ul style="list-style-type: none"><li>● Assign nodal officer(s)</li><li>● Institute a management committee (if required) and progress review protocols</li><li>● Design GO-HRM advocacy and change management strategy</li></ul>
3	Circulate RFP		<ul style="list-style-type: none"><li>● RFP drafts</li><li>● Procurement team - review and publication</li></ul>
4	Evaluate applications & onboard vendor		<ul style="list-style-type: none"><li>● Bid evaluation committee</li><li>● Governance structure for implementing RFPs</li><li>● Pre-bid queries and bid presentations</li></ul>
Implementation phase - HR agency <sup>1</sup>			
5	Setting goals & targets	<ul style="list-style-type: none"><li>● Review current systems</li></ul>	<ul style="list-style-type: none"><li>● Provide program documents &amp; guidelines</li></ul>

<sup>1</sup> Detailed scope of work of the HR agency is described in section 5 of the [HR RFP](#).

S. No.	Activity	External agency	Government department
		and practices <ul style="list-style-type: none"> <li>• Theory of change</li> <li>• Stakeholder consultations and workshops</li> <li>• Draft template of department's Goals - Objectives - Key results - Key performance indicators - Activities</li> <li>• Knowledge transfer with tech agency</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate stakeholder consultations and workshops</li> <li>• Inputs and feedback on goals-objectives-key results-key performance indicators-activities</li> <li>• Approval and sign-off</li> </ul>
6	Competency mapping	<ul style="list-style-type: none"> <li>• Competency maps, organograms, and frameworks</li> <li>• Validation through workshops, review meetings, &amp; stakeholder consultations</li> <li>• Knowledge transfer with tech agency</li> </ul>	<ul style="list-style-type: none"> <li>• Job description and service/cadre rule related documents</li> <li>• Facilitate stakeholder consultations</li> <li>• Input into the developed competency frameworks</li> <li>• Bi-weekly/monthly progress review meetings</li> <li>• Approval and sign-off</li> </ul>
7	Competency assessment pathways	<ul style="list-style-type: none"> <li>• Create, identify, and procure assessments</li> <li>• Reliability and validity pilots and tests</li> <li>• Training needs assessment (if required)</li> <li>• Knowledge transfer with tech agency</li> </ul>	<ul style="list-style-type: none"> <li>• Input into and approve methodology</li> <li>• Facilitate pilots and user testing</li> <li>• Approval and sign-off</li> </ul>
8	Competency development pathways	<ul style="list-style-type: none"> <li>• Create and identify e-training resources</li> <li>• Knowledge transfer with tech agency</li> </ul>	<ul style="list-style-type: none"> <li>• Existing training guidelines and materials</li> <li>• Facilitate pilots and user testing</li> <li>• Approval and sign-off</li> </ul>
9	Linking capacity & performance management	<ul style="list-style-type: none"> <li>• Support the design and implementation of roadmap</li> <li>• Inputs on streamlining bottlenecks, HR mgmt</li> </ul>	<ul style="list-style-type: none"> <li>• Design and implement the roadmap for linking capacity to performance management</li> <li>• Issue relevant government orders</li> </ul>

S. No.	Activity	External agency	Government department
		systems, performance management	
10	Impact assessment	<ul style="list-style-type: none"> <li>Facilitate assessment with support of external M&amp;E partner</li> <li>Facilitate presentation and report</li> </ul>	<ul style="list-style-type: none"> <li>Design methodology and requirements</li> <li>Facilitate user participation and feedback</li> </ul>
<b>Implementation phase - Tech agency<sup>2</sup></b>			
11	Onboard engineering & cloud service provider, and assess system readiness	N/A	<ul style="list-style-type: none"> <li>Setup executive/steering committee</li> <li>Issue relevant work orders</li> <li>System readiness assessment/study (for integration purposes)</li> </ul>
12	Technology platform development <sup>3</sup>	<ul style="list-style-type: none"> <li>Develop COMPASS modules as per SRS approved by the Executive Committee</li> <li>Onboard and coordinate materials developed by HR agency</li> <li>System deployment and rollout</li> <li>Monitor and resolve technical issues</li> <li>Support with necessary training workshops, change management, and documentation</li> <li>Advise on annual support and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate coordination and approval for quarter-wise software requirement specifications</li> <li>Monthly/quarterly progress review meetings</li> <li>Facilitate user acceptance testing and feedback</li> <li>Issue necessary government orders for deployment</li> </ul>
13	Integration with internal BRLPS systems	As per the direction and needs of the BRLPS	<ul style="list-style-type: none"> <li>Relevant government orders</li> </ul>

<sup>2</sup> Detailed scope of work of the tech agency is described in section of the [tech RFP](#).

<sup>3</sup> A detailed breakdown of the platform development timelines is described [here](#).

## 2. Prospective deployment timelines

Activity ↓ / Month →	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
<b>Preparatory phase</b>																									
Administrative readiness																									
Coordination mechanisms																									
Circulate RFP																									
Evaluate applications and onboard																									
<b>HR phase 1 - Design &amp; testing</b>																									
Goals & targets																									
Competency mapping																									
Competency assessment pathways																									
<b>HR phase 2 - Implementation &amp; adoption</b>																									
Competency development pathways																									
Link capacity & performance																									
<b>Technology platform development</b>																									
Cloud onboard & system readiness																									
Tech development & integration																									

### 3. HR and technology development linkages

HR activity	Tech activity/module	Why and how is it linked?
Setting goals & targets	Goals	Onboard goals-objectives-key results-key performance indicators-activities matrix onto the platform to provide officials across BRLPS visibility of what they are working towards
Competency mapping	<ul style="list-style-type: none"> <li>● FRAC</li> <li>● Competency space</li> </ul>	Onboard competency maps and related outputs onto COMPASS to provide role clarity
Competency assessment pathways	<ul style="list-style-type: none"> <li>● Mobile app, user interface, vernacular</li> <li>● Assessments/Inquiry</li> <li>● Proctored Independent Authorized Assessments (PIAA)</li> <li>● Workplace competency assessment score (WPCAS)</li> </ul>	Once appropriate assessment tools and products are identified by the HR agency, onboarding them onto COMPASS will allow employees to undertake competency assessments and BRLPS to gain visibility of gaps
Competency development pathways	<ul style="list-style-type: none"> <li>● Learn space</li> <li>● Authoring</li> <li>● Competency space</li> <li>● Marketplace</li> <li>● Recommendation engine</li> <li>● Wallet</li> <li>● Career, discussion, and network spaces</li> </ul>	<ul style="list-style-type: none"> <li>● Once the HR agency creates or identifies competency-building resources (courses), they will be uploaded to COMPASS for employees to consume and build their competencies.</li> <li>● The department may also consider allocating credits to employees to enable course consumption</li> </ul>
Linking capacity & performance management	<ul style="list-style-type: none"> <li>● Integration with other departmental systems</li> <li>● Dashboards and reports</li> <li>● Impact &amp; trust score</li> </ul>	These components will enable the BRLPS to contrast its capacity (reflected by the competency gaps and achievements) with its performance (service delivery indicators) in one place on COMPASS through integration with departmental MIS' and workflow applications