



**LEADERSHIP &  
MANAGEMENT  
AWARDS 2021**

## **ENTRY GUIDE**



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**All available categories for the Awards are listed in this Entry Guide\***

# About the Awards

Launched in 2015, the HR Leadership & Management Awards recognise & celebrate HR excellence in Ireland.

The HR Leadership & Management Awards have a wide range of award categories representing a combination of leadership, development and management skills which highlight Ireland's place as a hub of world-class HR best practice.

The awards programme allows HR departments to be recognised for their contributions within the organisation.

It also serves as a platform to attract top talent to your organisation, benchmark your work, and let people know who the leaders are.

The awards are vital to promote HR, as they allow innovation and achievement to shine.

Shortlisted entrants and winners will have their national profiles raised. And of course, there's the beautiful trophy which the successful entrants will receive at the award ceremony itself.

There is **no charge to enter** the HR Leadership & Management Awards so get your thinking cap on and start putting your entries together!

**We wish all our entrants the best of luck and we look forward to receiving your entries.**

# Entering

Entries must be made online at [www.hrawards.ie](http://www.hrawards.ie).

**There are 20 categories to choose from:**

1. HR Team of the Year
2. HR Manager of the Year
3. HR Rising Star of the Year
4. Best Public Sector HR Initiative
5. Best Learning and Development Strategy
6. Best Talent Management Strategy
7. Best Change Management Programme
8. Best Health & Wellbeing Strategy
9. Best Use of CSR in HR
10. Best Workplace Diversity Strategy
11. Most Innovative Use of Technology
12. Most Effective Use of Internal Communications
13. Most Effective Employee Engagement Strategy
14. Most Effective Rewards & Benefits Strategy
15. Most Effective Recruitment & Retention Strategy
16. Best Employer Branding Programme
17. Excellence in Education & Training
18. Best Crisis Management Strategy **(NEW)**
19. Best Flexible Working Strategy **(NEW)**
20. Graduate Training Programme of the Year **(NEW)**

# How to Enter

It is **free** to enter the HR Leadership & Management Awards.

**When completing your entry, please follow these rules:**

- All activities cited in support of your entries must have been ongoing within the timeframe stated in the category criteria. If no timeframe is stated, then the default period is 12 months from the closing date of these awards.
- Please ensure your submission fits onto **no more than 5 A4 pages** in portrait PDF format, including supporting materials such as pictures, graphs, tables etc.
- Please **answer each of the key criteria points** allocated to the category that you are entering. This is what the judges base their scores on. Back up your key points with other information such as tables, graphics, figures, pictures etc — all must be contained within the 5 A4 pages.
- You may enter as many categories as are relevant, however each entry must be **tailored to meet the category criteria**.
- The entering party **must have an office in the ROI or NI**, and the projects that support their entry must have taken place in these areas unless stated otherwise in the criteria.

**You will need the following to complete your entry:**

- Your **5 A4 page PDF** entry document.
- A **50 word summary** of your entry. This may be used in full in our Awards booklet or in our script. It must be relevant to the category you are entering, so, if you are entering a project, the summary must be about the project, if you are entering a person, it must be about that person.
- A **jpeg/png** version of your organisation **logo** (at least 300dpi).
- **Please note:** All of the above items will be required in order to submit your entry, and **you will not be able to modify your entry once uploaded**.

# Tips on Entering



**1. Read the criteria and make sure you answer each point.** The judges use the criteria points as a basis for their scores, so make sure you touch on each criteria point. You can use additional facts, figures and information to back up or add to these points. By following the criteria you stand a better chance of scoring highly and make the judge's job easier!

**2. Enter the right categories.** Some companies seem to enter certain categories, and then ignore the one that they would stand a much better chance of winning. To start, look through the categories carefully and choose the most relevant to you. This will give you a better chance of winning.

**3. Facts are very powerful;** and waffle or generalities cut very little ice with the judges. There are lots of ways of presenting data, and one may look a lot stronger than the others. We're not advocating you to twist the truth; but we do feel it's within the rules for you to make the strongest possible case for your company.

**4. Don't write more than you've been asked to supply.** There is a limit on the number of pages you can submit (5 A4 Pages). Don't go above this as the judges won't read reams of supporting information. In the same way don't do ultra-minimal entries and simply rely on your profile to get yourself noticed.

**5. Put yourself in the judges' shoes.** Think about what would really impress them? What makes you special and distinctive? Our judges are all senior people and you need to think about your entry from their perspective. In many cases we see entries prepared by junior members of the team who can miss key selling points. The best entries have input from someone at Board level.

**6. Check everything carefully.** Many entries include fundamental errors – mainly spelling or grammatical errors.

**7. Phone a friend.** The events team working on the awards are happy to talk through draft entries and are always willing to give guidance. So if you want to try something a bit different, and would like our thoughts on that before you submit your entry give us a call – we'll do our best to give you a sensible steer.

**8. Good presentation pays dividends.** You are not judged on how pretty your entry looks, but busy judges are inevitably attracted to easy-to-read, neatly laid out entries. Some of the better submissions include simple, summary bullet points. The best presented entries often incorporate a range of small photographs, clever charts or graphs and other visual material that makes it very easy to absorb and digest.

**9. Boast - don't be modest!** Your positive opening words are crucial - so begin with the end! This is the hook which will encourage those judging to delve deeper. Don't ramble; get to the point, every word should count. Be proud of what you have done, this is one time when it is absolutely right to boast. Testimonials are very powerful too!

**10. Promote your business** It is not often that you are given the chance to generate free publicity; so encourage and praise your team and you might be surprised to discover that you can win one of the most prestigious awards in the sector. And if you win, think of the huge marketing advantage that will give you.

## Judges & Judging Process

A distinguished panel of Judges will be drawn from state, academic and private sectors to co-ordinate the HR Leadership & Management Awards judging. This includes judges who will bring their expertise and experience to the judging process.

To view who will be judging this year's Awards, visit [www.hr awards.ie](http://www.hr awards.ie).

## Shortlisting

- Once the entry deadline is reached, all entries will be carefully examined and scored using the criteria by the shortlisting panel of experts.
- The highest scoring submissions will be selected to go forward to the shortlist for each category.
- You will receive an email from the Event Team letting you know if your entry was successful or not.
- The shortlist of finalists will be published on the Awards website, [www.hr awards.ie](http://www.hr awards.ie).

## Judging

- Judges are divided into panels, based on their expertise, to ensure any possible conflict is avoided.
- All judges score finalists based on the relevant category criteria.
- Scores are then collected by the event team and collated.
- Scores are sent to the judging coordinator who checks and verifies all scores.
- The highest scoring entrant is declared the winner of that category.



# Categories & Criteria

## HR TEAM OF THE YEAR

This award recognises an outstanding HR team for their work within the function and their business partnering with other functions. Entrants should give evidence of clear links between operational and financial performance, metrics and evidence of links to employee outcomes. The entry can include specific projects and demonstrate the function's collaborative approach and ability to attract and develop excellent HR people.

Your entry can relate to any initiatives that have taken place since 2018. The judges will be expecting freshness of content and metrics provided that extend over the course of the last 3 years.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background:* Describe the organisation, where the HR team sits within it, and the size and form of the HR team. Please also describe how the HR team partners with other functions.
- *Key Challenges:* What specific challenges has your sector faced over this period? How has that affected your organisation?
- *HR Team's Role:* Highlight the role of the HR team over this period. What challenges has the HR team/business faced? What are the team's key achievements? How has your team demonstrated innovation?
- *Evidence of Impact on Employees:* Provide evidence of the positive outcomes that the HR team's initiatives have had on employees over this period, e.g. levels of engagement, job satisfaction, retention, absenteeism etc.
- *Evidence of Impact on Organisational Performance:* Provide evidence of a link between HR's initiatives and improved operational and/or financial performance within the business.

## HR MANAGER OF THE YEAR

This award recognises the HR Manager who has made a substantial contribution to the success of their team and the organisation as a whole since 2018.

The individual can be nominated by themselves or by a third party, but please ensure you have their permission to do so.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Career Summary:* A summary that describes career to date, and qualifications.
- *Impact on HR Team:* Evidence of their contribution to the success of the HR team's performance since 2018.
- *Impact on Organisation:* Provide evidence of their contribution to the success of the organisation as a whole over the past 3 years, including a recent project or initiative, quantifying its success over time.
- *Leadership:* Details of how they have inspired and developed others.
- *Engagement & Communication:* Details of how they have engaged with the wider business and used innovative ways to share knowledge, communicate and promote ideas.
- *Other facts & statements:* Include any other statements or facts that support the entry, including a supporting letter from the nominee's head of department or another senior manager.



## HR RISING STAR OF THE YEAR

This award is open to HR professionals with less than five years' experience in the profession. The judges will look for evidence of outstanding achievement in handling ordinary as well as extraordinary HR issues, showing creativity, relevance to brief and results. They will also look for evidence of the nominee's ability and willingness to extend their range of HR skills.

The individual can be nominated by themselves or by a third party, but please ensure you have their permission to do so.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Career Summary: A summary that describes the first five years of their career in HR to date and qualifications.*
- *Impact on HR Team: Details of how they contributed to the success of the HR team's performance.*
- *Key Achievements: Demonstrate their achievements, what makes this individual stand out from colleagues (above and beyond the standard courses/qualifications expected at this stage of their career) and how have they added value to the business.*
- *Key Project or Initiative: Highlight a recent project or initiative from the last 2 years and quantify its success/how it has helped to improve the business.*
- *Other facts & statements: Include any other statements or facts that support the entry, including a supporting letter from the nominee's head of department or supervisor.*

## BEST PUBLIC SECTOR HR INITIATIVE

This award recognises an outstanding initiative executed by a HR Team within a Public Sector organisation which has contributed to improved operational and other performance indicators (e.g. financial or societal benefits).

Your entry can relate to any initiatives that have taken place since 2018. The judges will be expecting freshness of content and metrics provided that extend over the course of the last 3 years.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Initiative Overview: Brief background of the initiative including the rationale behind it, the brief, the time and budget allocated and key team members.*
- *Implementation & Challenges: Details on how the brief was fulfilled, including any challenges faced and how the HR team worked together to overcome them.*
- *Innovation: Details of any unique efforts or processes that were employed, demonstrating how innovation has helped the outcome.*
- *Outcomes & Results: Summary of the outcomes, including the improved operational, financial or societal benefits.*
- *Other facts & statements: Include any other facts or statements that you feel are relevant to support the entry.*

## BEST LEARNING AND DEVELOPMENT STRATEGY

In this category, judges will be looking for those that invest effectively in the development of their people across an entire organisation, in particular via coaching and mentoring. Entrants should include details about the business needs, what the strategy entails and how it was communicated to the workforce. Evidence of its success and the benefit it has brought will score highly, as will evidence of genuine board level commitment to learning and development.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Outline: Demonstrate how the L&D strategy was developed and outline the business needs that prompted it.*
- *Implementation: Provide an overview of how the L&D strategy was implemented and communicated to the business.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Outcomes & Results: Highlight the outcomes of the L&D strategy. Provide evidence of how the success of the L&D strategy was measured.*
- *Board Level Commitment: Provide evidence of Board level commitment to L&D.*

## BEST TALENT MANAGEMENT STRATEGY

Entrants should give details of how their organisation defines and spots talent, where responsibility for managing talent sits, how they deliver appropriate development opportunities and how they monitor and measure the success of implementation and outcomes.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Rationale: Demonstrate how the Talent Management strategy was developed and outline the business needs that prompted it.*
- *Strategy Overview: Provide an overview of the Talent Management strategy and where responsibility lies for both attracting external talent and identifying talent within the business.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Outcomes & Results: Highlight the outcomes of the strategy and provide evidence of how you monitor and measure its success. Demonstrate how the Talent Management strategy has benefited the organisation and employees.*

## BEST CHANGE MANAGEMENT PROGRAMME

This category covers organisations that have completed a successful people-focused change programme. Areas that will be assessed include making the business case for change, its communication, implementation and measurement. Entries can include those where external interim resources have been brought in to achieve a positive outcome and successful merger and acquisition programmes.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Nature of Change: Was the change structural or cultural? Please provide details.*
- *Programme Background: Provide details of how the Change Management Programme was developed, outline the objectives for change and demonstrate engagement with the business/senior management team.*
- *Programme Milestones: Provide a synopsis of each stage of the programme including: Making the Business Case, Strategy for Communication, Implementation and Measurement.*
- *Employee Engagement: Provide evidence of employee engagement in the change process.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Evidence of Impact: Demonstrate what the impact of the programme has been for both (a) the organisation and (b) its employees.*

## BEST HEALTH & WELLBEING STRATEGY

This award will go to the organisation that provides the most compelling evidence that their strategy for health and wellbeing in the workplace not only works but it has also created a clear and measurable return on investments made in this area.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Overview: Outline the objectives of the Health and Wellbeing Strategy. Demonstrate how your Health and Wellbeing Strategy links to your business objectives.*
- *Monitoring System: Provide details of how the organisation monitor work-related well-being including the management of workloads/ job demands and policies regarding the right to disconnect etc.*
- *Employee Support: Provide details of specific supports in place to manage employee health and well-being, including supports provided to managers.*
- *Implementation: Provide evidence of the successful implementation of the Strategy. Examples of this may include improvements in performance and satisfaction or a reduction in absences or accidents.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*

## BEST USE OF CSR IN HR

Judges will be looking for an organisation that has embedded corporate social responsibility throughout the organisation, in particular through its people. Entrants should demonstrate the role HR has played in the strategy and execution of recent Corporate Social Responsibility initiatives. They should demonstrate how CSR is making a difference to employees and the business through measurable results.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Overview: Outline the objectives of the CSR strategy. Demonstrate how the strategy links to your business objectives.*
- *Role of HR: Demonstrate the role HR has played in the development and implementation of the CSR strategy.*
- *Employee Engagement: Outline the employee engagement strategy for CSR within your organisation.*
- *Benefits to the Community: Demonstrate the benefits of the initiatives to the external community/ wider society.*
- *Outcomes & Results: Highlight the outcomes of your CSR initiatives and provide evidence of how you monitor and measure their impact. Demonstrate how the initiatives have benefited the organisation and employees.*

## BEST WORKPLACE DIVERSITY STRATEGY

Judges will be looking for clear evidence of a diversity strategy and initiatives that have made a significant difference to an organisation's performance, for example in the delivery of customer service, employee engagement, retention, innovation or impact on leadership. These initiatives may relate to a workplace flexibility strategy, eldercare scheme or other initiative to encourage gender, race, age, sexual and disability equality. Entrants should provide specific details of the scheme, the business case behind it and evidence of its successful implementation, and results including impact on culture and reputation.

If your entry relates specifically to a flexible working strategy, then please enter the 'Best Flexible Working Strategy' award.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Background: Details of how the strategy was developed, outline the objectives and business case.*
- *Implementation: Provide an overview of how the strategy was implemented and communicated to the business and the level of senior management buy-in.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Outcomes & Results: Highlight the outcomes of your Workplace Diversity strategy and provide evidence of how you monitor and measure its impact. Provide data on key diversity and inclusion indicators in the last three years. Demonstrate how the strategy has benefited the organisation and employees and provide evidence of how your organisation is setting the benchmark for diversity and inclusion.*

## MOST INNOVATIVE USE OF TECHNOLOGY

Judges are looking for an organisation that has used technology to move HR forward. It could be via the application of HR software and analytic systems, online recruitment or an e-learning programme. The highest marks will go to those who demonstrate an innovative approach, fully utilising technology to bring benefit, and who provide evidence of the return on investment.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Overview & Objectives: Outline the technology used and the objectives for adopting it.*
- *Rationale: Highlight the changes that were required within the business and how the innovative use of technology facilitated this.*
- *Implementation: Demonstrate how implementing new technology met strategic business objectives.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Employee Engagement: Provide evidence that the new technology was embraced by the workforce.*
- *Outcomes & Results: Provide evidence that the new technology has provided a return on investment and benefitted employees.*

## MOST EFFECTIVE USE OF INTERNAL COMMUNICATIONS

The communications strategy can be part of an ongoing process or related to a once-off event or development in the organisation. Judges will award high marks only for entries with measurable (rather than purely anecdotal) evidence that the communication process has proved effective.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Overview: How was the initiative/strategy developed?*
- *Implementation: How was it implemented at both strategic and operational levels? Demonstrate how you engaged with the business. Please also provide some examples of your communications.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Outcomes & Results: Highlight the outcomes of your communications initiative/strategy and provide evidence of how you monitor and measure how it adds value. Demonstrate how the initiative/strategy has benefited the organisation and employees.*

## MOST EFFECTIVE EMPLOYEE ENGAGEMENT STRATEGY

Judges will be looking for a well-thought-out strategy linking employee engagement to the heart of the business. This can include motivation programmes that have made a significant difference to an organisation's performance. Entrants should provide details of the strategy itself and demonstrate how it measures improvements in engagement and detail the business outputs.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Overview: Detail how the strategy was developed and provide an outline of its objectives. Demonstrate how the strategy links to your business objectives.*
- *Implementation & Communication: Provide an overview of how the strategy was implemented and communicated to the business.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Outcomes & Results: Highlight the outcomes of your Employee Engagement strategy and provide evidence of how you measured its success. Demonstrate how the strategy has benefited the organisation and its employees.*

## MOST EFFECTIVE REWARDS & BENEFITS STRATEGY

Entrants should provide evidence of a leading-edge rewards and benefits strategy that clearly aligns with business needs. The entry should give information on the communication of the strategy to employees, employee take-up of the scheme and how it has benefited the organisation.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Overview: How was the Rewards & Benefits strategy developed, outline the objectives?*
- *Implementation & Innovation: Demonstrate how the Rewards & Benefits strategy was implemented and communicated to the business. Demonstrate innovation within the strategy.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Outcomes & Results: Highlight the outcomes of your Rewards & Benefits strategy and provide evidence of how you measure its success. Demonstrate how the Rewards & Benefits strategy has met the needs of the workforce and how it has benefited the organisation.*



## MOST EFFECTIVE RECRUITMENT AND RETENTION STRATEGY

Judges will be looking for evidence of innovation and bottom-line contribution through enhanced recruitment and improved retention. Entries could range from once-off projects in key areas through to the implementation of new policies covering all resourcing activities. Entries should be presented in the form of a business case study supported by relevant metrics.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation Background: Please outline the size and nature of your organisation.*
- *Strategy Overview: How was the Recruitment & Retention strategy developed, outline the objectives?*
- *Implementation & Innovation: Demonstrate how the Strategy recruits, engages and develops individuals. Demonstrate innovation within the strategy.*
- *Key Challenges: Outline any challenges faced and how the HR team overcame them.*
- *Outcomes & Results: Highlight the outcomes of your Recruitment & Retention strategy and provide evidence of how you measure its success. Demonstrate how the strategy has benefited the organisation.*

## BEST EMPLOYER BRANDING PROGRAMME

This award recognises an outstanding Employer Branding Programme executed by a HR Team within an organisation which has contributed to improved operational and/or financial performance over the past 12 months.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Organisation background: Please provide a brief description of the organisation and team involved in the programme, such as the service provided, when it was established, number of employees and key skills within your team. Please also provide an indication of your turnover over the past three years, and how your staffing levels have evolved.*
- *Programme overview: Provide an overview of the key elements of the Employer Branding programme, outlining where the responsibility lies and how this programme was related to the overall business.*
- *Objectives: Outline the objectives and targets for the programme and how they were achieved.*
- *Challenges: Describe the challenges encountered in introducing and implementing the programme and how these were overcome.*
- *Impact: Demonstrate how the Employer Branding strategy impacted your organisation and other key HR programmes in the past 12 months.*
- *Other facts & statements: Please include any other statements or facts that support your entry, including testimonials if possible.*

## EXCELLENCE IN EDUCATION & TRAINING

This award recognises the Irish-based third level institution, technical training college or organisation that can best demonstrate excellence in the delivery and development of knowledge or skills in the Human Resources sector.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Background: Please outline the size and nature of your organisation.*
- *Programme Overview: What is the curriculum or programme? Please detail curriculum development, student/participant numbers and course accreditation and affiliation.*
- *Development: How does the course prepare or develop the students/ participants for their career in human resources?*
- *Excellence in Education and Training: Provide examples where an individual or the institution has gone beyond curricular requirements to facilitate students or participants.*
- *Industry Exposure: Outline the exposure of students/ participants to the wider community in a HR context. This may include listings of invited speakers, details of links to external research, industrial or other relevant institutions nationally and globally.*
- *Please provide details on dissemination of studies to the broader community. This may include publications, workshops, student awards or details of any competitions entered, and prizes attained.*

## BEST CRISIS MANAGEMENT STRATEGY

This award recognises how a crisis management strategy was successfully executed by a HR team. Entrants should provide strong evidence of agility during a time of significant and unexpected change leading to a successful outcome for the organisation.

Your entry can relate to any initiatives that extend over the course of the crisis in question. The judges would like to see full adherence to the criteria, freshness of content, and metrics provided that extend over the course of the crisis.

**Entry is by a 5 A4 page submission.** The judges will award higher marks to entries that provide clear information supported by evidence that pays particular attention to the criteria below.

- *Background: Please provide a brief description of the organisation.*
- *Strategy Overview: Describe the main elements of the crisis management strategy.*
- *Implementation & Innovation: Demonstrate how the strategy was implemented, communicated to the business, and the processes in place to support the strategy. Describe how scenario planning is featured in the strategy in line with the organisation's business strategy, vision and mission.*
- *Key Challenges: Outline any challenges and how the organisation overcame them.*
- *Outcomes & Results: Describe an example (or examples) of how the strategy has been executed over the course of the crisis, including details of how success was measured. Demonstrate how the strategy has benefited the organisation.*

## BEST FLEXIBLE WORKING STRATEGY

This award recognises efforts by a HR team to develop and implement a flexible working strategy.

Your entry can relate to any initiatives that have taken place in recent years. The judges will be expecting freshness of content and metrics provided that extend over the course of the introduction of the strategy.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information about the strategy backed by relevant metrics that pays particular attention to the criteria below.

- *Background: Please provide a brief description of the organisation.*
- *Rationale: Provide background details of the objectives of the strategy, when it was introduced and why.*
- *Strategy Overview: Provide details of the key elements of the flexible working strategy. This should include details of the range of flexible working options available to employees.*
- *Implementation: Provide an overview of how the strategy was implemented and communicated to the business and the level of senior management and employee buy-in.*
- *Key Challenges: Describe the challenges that were faced in introducing and implementing the strategy and how these were overcome.*
- *Outcomes & Results: Detail how the success of the strategy is monitored in accordance with its stated objectives. Demonstrate evidence of how the strategy has benefited the organisation and its employees.*

## GRADUATE TRAINING PROGRAMME OF THE YEAR

This award will go to the organisation that has been offering a best-in-class graduate training and development programme over the past 12 months.

The judges will be looking for a programme that develops capable, well-trained, and agile young leaders.

**Entry is by a 5 A4 page submission;** the judges will be looking for clear information, backed up by evidence, that pays particular attention to the criteria listed below.

- *Programme Background: Demonstrate how the graduate training programme was developed and outline its objectives.*
- *Programme Overview: Provide an overview of how the programme has been implemented over the past 12 months, giving specific examples.*
- *Excellence in Training & Development: Provide examples where your organisation has gone beyond curricular requirements to facilitate the graduates, including the number of hours per week devoted to training.*
- *Benefits to the Business: Demonstrate the real business benefits of the programme and ROI, providing positive feedback (i.e. internal or external stakeholders) where appropriate.*
- *Benefits to the Graduate: Demonstrate how the programme benefits the graduate, providing evidence (via internal surveys or testimonials) where appropriate.*
- *Evidence of Success: Provide evidence of how you monitor and measure its success against the stated objectives.*

# Sample Entry Template

## Introduction

Company Background

Summary of Project Team

Submission Overview — Aims & Objectives

## Main Body of Entry

Address the Category Criteria Points:

- *Point 1*
- *Point 2*
- *Point 3*
- *Point 4*
- *Point 5*

## Supporting Materials

Graphs, Tables, Pictures, Screenshots,  
Testimonials etc. that supports the entry

## Summary

Main Outcomes & Achievements  
of Submission

# Need Help?

If you need any further assistance, please contact us  
using the details below.

 [www.hrawards.ie](http://www.hrawards.ie)  
 [team@hrawards.ie](mailto:team@hrawards.ie)  
 +353 (0)1 906 0686

\*The categories listed in this Entry Guide for the HR Leadership & Management Awards 2021  
are subject to change at the organiser's discretion.