

ORGANISATIONAL HEALTH CHECK



An Organisation Health Check can quickly gauge the strength of your business in areas that are critical to your organisation:

Strategy

Performance

Capabilities

Culture

Compensation

Engagement

Enablement

HRM

A comprehensive service package offered by HRC Associates, using best-in-class tools, can identify the factors that are affecting your organisation's performance through a critical examination and assessment of multiple Organisational Dimensions and key internal components.

- Identify and monitor meaningful measures of organisational health and performance in the unique context of your organisation.
- Gain important insights about your organisation through best-in-class organisation evaluation tools.
- Successfully transform your strategy into reality with action plan and recommendations that will support your goals.

We Are Your People Partner

HRC Associates
Recruitment &
Management Consultants

All indicators suggest that a large amount of organisations will experience change this year.

Organisation response to Economic Uncertainty

The current economic turbulence caused by the sharp decrease in oil and gas prices and downward pressure on foreign exchange earnings may foreshadow a new phase in the Trinidad & Tobago economy. Even after the current recession lifts, underlying factors - such as overreliance on the energy sector, low-cost competition faced by our manufacturing sector and low overall national productivity - will likely continue to agitate traditional business and operating models for some time.

In a survey conducted by HRC Associates last year ("The State of HR", August 2015), about 50% of CEOs that responded were planning, or had already instituted, austerity measures such as organisation restructuring and salary freezes. Since then, we have witnessed retrenchment, especially by companies in the oil and gas sector.

But, herein lies the bigger issue – few organisations fully realise the projected benefits of organisational change efforts.

Change is Disruptive

When decision-makers don't have enough information, they concentrate on the logical structural aspects; financial performance indicators and cost-cutting to maintain profit margins. But, inadequate investment or misalignment in strategic assets may create higher risk, opportunity losses or unexpected costs over time.

People are the key to unlocking business success in the long-term.

Strategies require people to make them successful. Not enough focus on the people aspects of change can hit the bottom line hard, causing productivity dips, loss of talent and negative attitudes that impact customers - and therefore long-term sustainability.

Overcome barriers to agility and performance

With such turbulence and uncertainty in the economy, strategic clarity and efficient performance are essential for all organisations.

For maximum impact, decision-making teams must work with the right metrics and identify internal factors most linked to desired business outcomes, then deal with the findings quickly and ensure delivery of essential work at the lowest cost for the biggest ROI.



There is no one right answer to organisation success and sustainability. It's about making the right tradeoffs at the "big picture" level to optimise for a *unique* strategy and context, and then implementing well at the detailed level of people, process, roles and reporting – which means good decisions, full staff commitment and careful, effective implementation.

Key Metrics

An Organisational Health Check adds great value by providing crucial data on organisational strengths and weaknesses, as well as structural and capability gaps, in delivering the strategy. Decision-making teams gain clarity and holistic understanding of the key factors driving organisational success. These insights can dramatically improve an organisation's chances of weathering the storm.



A well-aligned organisation is a real differentiator between winners and losers in tough times.

Aligning organisational health factors not only results in better bottom-line performance, but also better long-term sustainability, and deliver higher scores on any business critical key performance indicator – including improvements in profits, productivity, retention of key talent, innovation, safety, etc. ... which increases confidence in the organisation, attractiveness as an employer and comparatively better share performance.

Diagnosing Problems can be as difficult as Curing them

Assessing your Organisation's Health

Best-in-class companies begin by clarifying their requirements and agreeing a set of criteria under their new strategy. The process involves evaluating the strengths of operations, as well as opportunities for improvement, to ensure the organisation runs at its full potential.

A rigorous approach to measurement of these issues requires more process-driven assessments that add value by focusing on building long-term capabilities, not just performance efficiency.

A process of systematically assessing people and organisation against targeted criteria - and monitoring improvement over time - provides crucial data on individual, team, organisational strengths and weaknesses, and capability gaps in delivering the strategy.

Assessing organisational health factors may be new for many organisations and those with a genuine desire to get it right may well seek specialist help and support.

Objective Assessment

- **Proven methodologies and tools** – are particularly helpful when you want to move quickly and don't have time to research and develop your own methodology and solutions.
- **Benchmarking** – consultancies that work with a broad range of organisations should have a clear idea of what 'great' looks like, and can challenge you to create a stretch strategy that will ensure you identify the correct factors that will quickly drive your change initiative.
- **Objectivity** – providing an additional level of reassurance for employees that the process is fair and equitable.
- **Diagnostics** – allow executives to quickly gather relevant results from the assessment data.

Partnering with an external provider eases up those functions within your organisation that may be tasked with 'people research' but are not familiar with the Analytics process or Return on Investment decisions.

HRC's Organisational Health Check Tools

Strategy
Decode

Optimise
Performance
Potential of
Core Work
Processes

Targeted
Culture
Modeling

HR
Effectiveness
Assessment

Employee
Opinion
Survey

Job
Evaluation

Compensation
Analysis

Deliverables from our Health Check engagements include:

- ◇ Identification of **critical success factors** for each business unit, ensuring clear priorities and cohesive leadership.
- ◇ Development of objective and appropriate **performance measures and metrics** for the identified factors and a method to accurately measuring and tracking improvements over time.
- ◇ Identification of the current and desired **work culture**; ensuring attributes that are matched with strategic objectives are encouraged.
- ◇ Development of an action plan that will support the desired work culture - with recommendations and options for **human resources management initiatives**.
- ◇ Mapping of the **core work processes** in each business unit.
- ◇ Recommendation of an **organisation structure and design** for the business units; including suggestions for team structures for the resulting core jobs and roles (if appropriate).
- ◇ Identify **competency models** for core jobs/roles (scaling key competencies and performance standards), including metrics for differentiating average performers from superior performers, establishing best fit, training and development needs, and developing profiles for recruitment.
- ◇ Job Evaluation for core positions; using HayGroup's proprietary best in class methodology and our objective and unbiased approach to job **documentation, job measurement and classification**
- ◇ Assessment of your organisation's position with respect to **competitive compensation and internal equity**
- ◇ **Design of compensation packages** best suited to reinforce and support **employee engagement**, work culture, organisation of work and processes with required competencies (including base salary, variable compensation, performance management, benefit, non wage and wage premium plans).

HRC Associates We can help

Our focus is on making change happen to help organisations realise their full potential, deliver consistent levels of performance and ensure return on investment. Our consultants bring a unique, objective approach with best-in-class methodologies to identifying organisational health symptoms. We can quickly highlight any specific drivers that are misaligned, or require consideration for priority attention and response.

The HRC Associates/HayGroup Strategic Alliance offers our clients access to years of global research and data on employees and organisations at all levels. The global management consulting firm HayGroup works with Fortune Magazine to collect baseline and best-practice data on what really drives people and organisations.

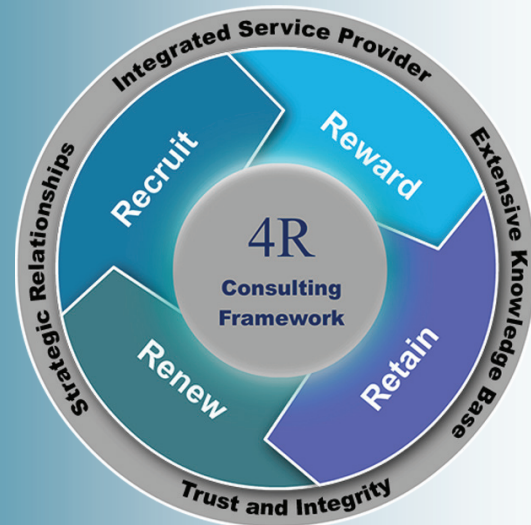
The HRC Associates/HayGroup Strategic Alliance have worked together with leaders of organisations of all sizes, in all private and public sectors in Trinidad and Tobago, and throughout the Caribbean.

We can assist with organisational assessment, strategic planning, organisational design and change implementation, to help you optimise your people to be more effective and motivate them to perform at their best.

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Transform your Strategy into Reality



Benefits for the decision-making team:

- Enhance decision-making and direction-setting through effective use of measures, assessment and evaluation.
- Review the extent to which the tangible and intangible aspects of the organisation's human capital can be harnessed.
- Identify key organisation impact areas for HR and line managers to focus upon.



Benefits for your organisation:

- Capture data to identify meaningful measures of sustaining health and performance in the unique context of your organisation.
- Develop organisational capability in continuous measurement practices suitable for both challenging economic circumstances and organisational growth situations.



Benefits for your People:

- Communicate clearly what 'counts most' in your organisation.
- Set organisational and individual performance priorities, within the wider picture, in order to build awareness and accountability.
- A focus on key aspects of structure, talent management, pay and employee effectiveness helps to ensure retention of top talent, internal equity - boosting morale and increases productivity.