360 HR Diagnostics Report

HR Diagnostic Solutions

Maximize your return on people investment

Our approach

We believe that HR value is defined by the receivers(managers) and not by the giver (HR department) and thus we assess the managers' experience in handling HR activities in a way serving their business needs.

We also believe in the value of enhancing the employee experience and thus we also capture employees' voices.

We don't believe in a one-size-fits-all approach and in "Best Practices" and thus we assess the outcome/results and identify the possible root causes which need to be validated &refined.

How to read this report

The Diagnosis exercise aims to assess and interpret of the strength and improvement areas of the People (HR) function of the Company, through the lenses of the participating stakeholder groups.

The report is generated based on the surveys taken by business leaders, employees and the HR Team of the participating Company, interviews with the same groups and the audit of the HR documents – policies, procedures – of the Company.

Though all group's views are taken into consideration and reflected in this report, the view of business leaders – as key accounts of the People (HR) function – is taken as a priority to define the focus of improvement actions.

The people management framework – shown on the next page – provides the backbone of the report. The data collection, the findings and the recommendations are all defined and interpreted within this framework.

The Diagnosis exercise does not include the assessment and evaluation of the Company culture, Leadership culture, Company and People (HR) strategies.
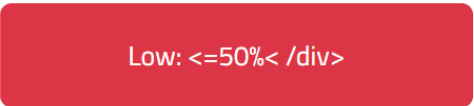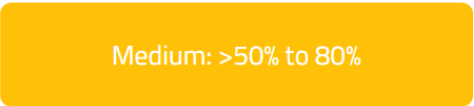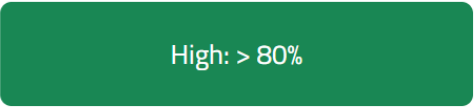
People management framework

This is the backbone of our diagnosis

Functions							
Talent Acquisition	**Career & Succession Planning**	**Talent Development**	**Compensation Benefits**	**Performance Management**	**Employee relations & Engagement**	**HR System**	**Enabling Business**
Candidate sourcing	Internal Talent identification	Continuous Learning Culture	Job Roles	Appraisal process	Employee feedback	HRIS Self-service	Data driven HR
Employer brand	Succession Planning	Competency Management	Job Grading	Pay for Performance	Employee experience	HR Digitalization	HR Availability
Assessment &Selection	Career Planning	Personal Development	Salary Structure	On-spot recognition	Employee well-being	HR system functionalities	Business Partnership
Onboarding	Internal Mobility	Leadership Development	Compensation Competitiveness	Process transparency	Policies & Procedures	Data analytics	Customer Focus
Workforce planning			Flexibility & fit for purpose	Ongoing Feedback	Grievance Process		Change Agent
							Continuous Improvement

Practices (row label, left side)

Legend

Performance categories & color codes

High: > 80%

Medium: >50% to 80%
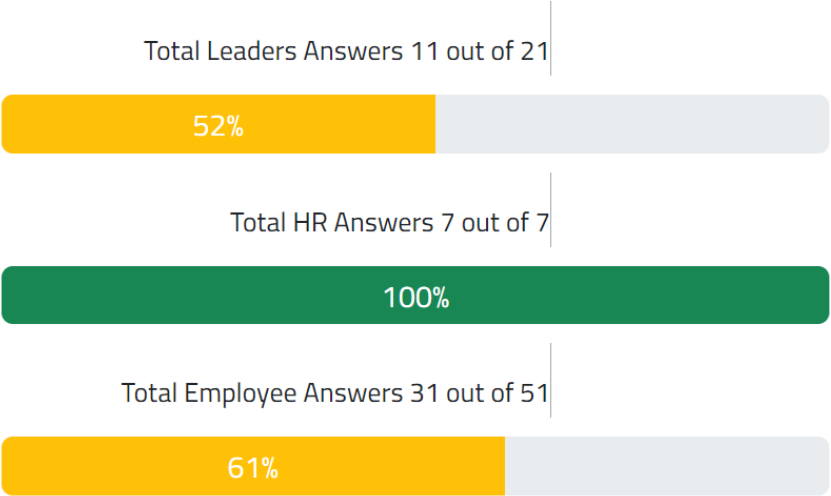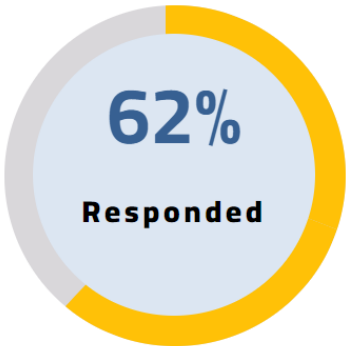
Low: <=50%< /div>

Definition of respondent groups

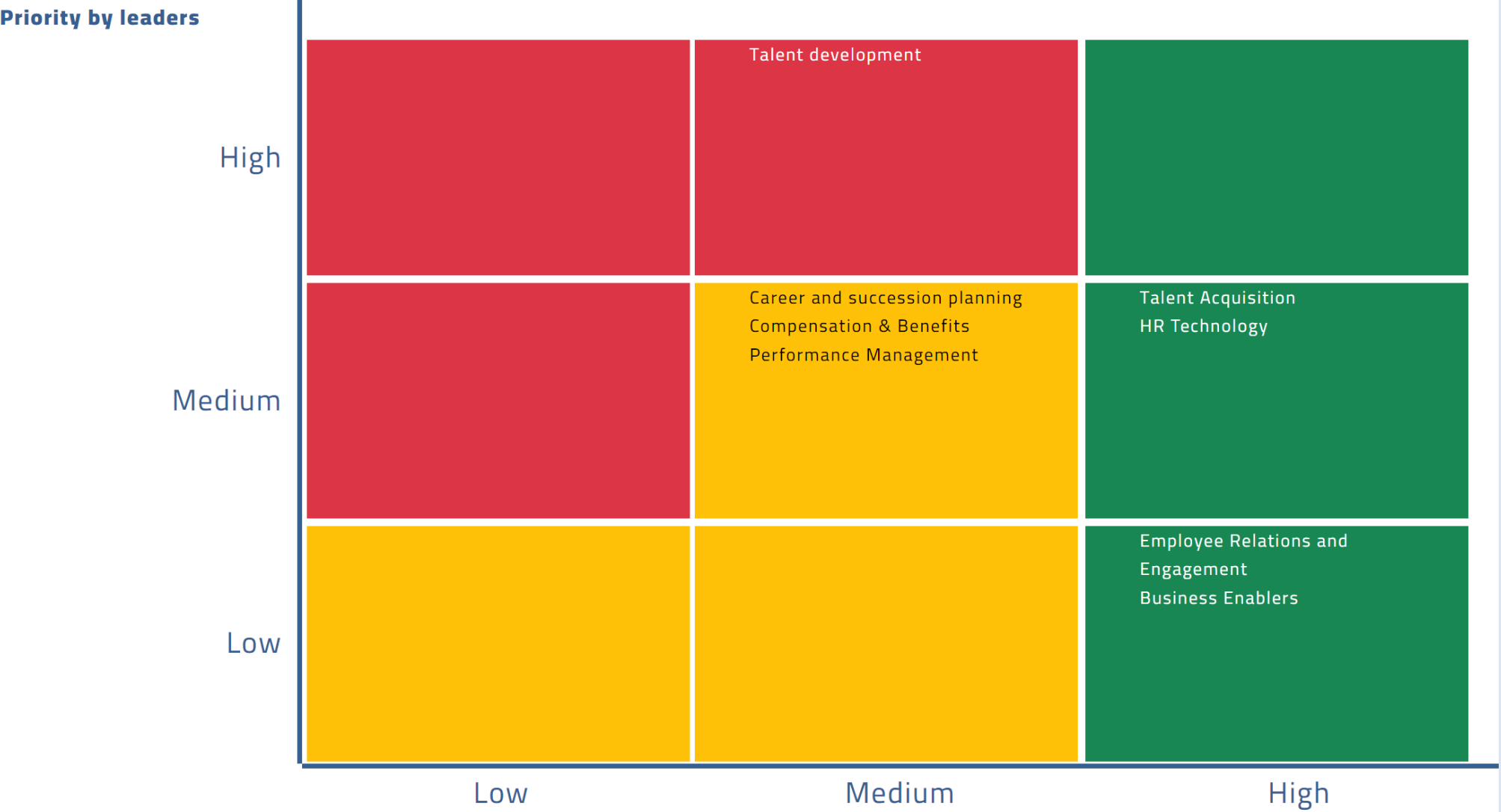**Leadership:** All managers and leaders who took part in the diagnosis process

HR Team: Members of the HR team both managers and employyees – who take part of the diagnosis process

Employees: Employees who take part of the diagnosis process.

Survey Response rate

62%

Responded

Total Leaders Answers 11 out of 21

52%

Total HR Answers 7 out of 7

100%

Total Employee Answers 31 out of 51

61%

Result (2)

High level heat map – 'Priorities vs Performances of Functions – Based on Leadership view'

Priority by leaders

	Low	Medium	High
High		Talent development	
Medium		Career and succession planning Compensation & Benefits Performance Management	Talent Acquisition HR Technology
Low			Employee Relations and Engagement Business Enablers

Key Functions

Talent Acquisition	Career And Succession Planning	Talent Development	Compensation & Benefits	Performance Management	Employee Relations And Engagement	HR Technology	Business Enablers
Candidate Sourcing	Talent Identification	Competency Management	Job Roles	Appraisal Process	Employee Feedback	HRIS Self-Service	Data Driven HR
Employer Brand	Succession Planning	Personal Development	Job Grading	Pay For Performance	Employee Experience	HR Digitalization	HR Availability
Workforce Planning	Career Planning	Continuous Learning Culture	Salary Structure	On-Spot Recognition	Employee Well-Being	HR System Functionalities	Business Partnership
Assessment & Selection	Internal Mobility	Leadership Development	Compensation Competitiveness	Process Transparency	HR Policies & Procedures	Data Analytics	Customer Focus
Onboarding			Flexibility & Fit For Purpose		Grievance Process		Change Agent
							Continuous Improvement

Practices (row label)

Dashboard

Overall Performance

64%
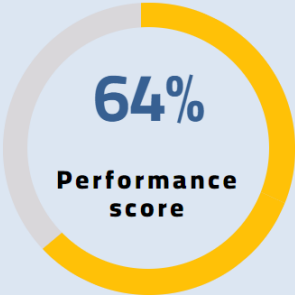
Performance score

Overall performance of HR functionality

Key Improvement Areas

HR Technology

| 38% |

Compensation & Benefits

| 61% |

Performance Management

| 61% |

Career and succession planning

| 63% |

Strength Areas

Business Enablers

| 81% |
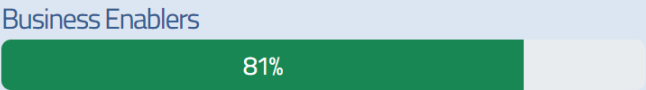
Legend: **Low:** <=50% – **Medium:** > 50% to 80% – **High:** >80%

Download key