

## Case Studies

### Developing an HR framework to deliver success through people

A global heavy industry conglomerate recently needed to design and install a human resource framework that could deal both with the challenges of today but also provide the flexibility needed to develop with its rapidly changing business environment. Given the diverse nature of the roles within the company and the different organisational structures that existed, a simple but effective leveling structure was developed. The key design principles for the structure were to ensure that the levels were simple and broadly based together with an effective, non bureaucratic approach to integrating current and future roles in a consistent fashion.

An HTP consultant implemented the leveling structure which forms the foundation for organisation design, reward strategy, performance and development as well a range of other strategic HR systems.

### Engaging employees

Working with a medium sized UK based gases business it was recognized that whilst the employer offer was strong, employees either did not understand or appreciate exactly what the benefits of working for the organisation really were. The company had a very strong market brand externally so it was decided to build on this and develop an employer brand that clearly articulated and promoted the benefits of being an employee.

An HTP consultant identified that the key objective was to ensure that the employees understood the range and value of their package; this was achieved by the development of a simple and generic approach to total reward statements. However at the same time it was important to make clear to employees just how good an employer the company was in a wide range of areas, not least regarding career development. This latter objective was achieved by demonstrating a clear a link between the company's values and the way in which employees could expect to be treated. The outcome of the project was a significant and substantial increase in the employee satisfaction index with a knock on effect to improved customer service and satisfaction.

### Development of a bonus scheme

This client had a number of bonus plans that were, in effect, profit share with little or no link to individual or team performance. Some were very poorly documented leading to considerable risk to the business. The business wanted to encourage more individual and team accountability and with a better 'line of sight' between financial performance and individual contribution. They also wanted a more consistent approach to bonuses.

AN HTP Consultant worked with the HR Director to derive the principles and values that should underpin any new bonus plan which were discussed around the business. We developed a bonus framework that could apply in a consistent manner in the divisions, but allowing sufficient flexibility to reflect the different markets within which they operated. Although there was resistance initially, the divisions took ownership of

the new bonus plans. The division that was most resistant became the biggest advocate for the new plan.

### **Finding the next CEO**

Chief Executives often find it difficult to choose the individual who will one day succeed them. Delay in decision making can result in in-fighting, time wasting and political positioning amongst the top team. AN HTP Consultant worked with the Managing Director of Safeways (Australasia) to assess each member of his team. We used a selection of diagnostics including feedback from direct reports along with in-depth behavioural interviews. Each individual was provided with a summary report and a coaching/feedback session.

As a result of this work, the MD made an informed decision about who was to succeed him. This decision had unilateral support and backing from his top team because it was objective and based on performance. The choice was not the obvious one (or indeed the original choice of the MD) and resulted in a change of style and direction which benefited the entire business.

### **Developing a single reward structure after acquisition**

An organisation of 8,000 employees had grown through acquisition and still had different reward programmes that got in the way of operating as a single entity. An HTP Consultant identified the need to first introduce a single grading structure to replace the historical three structures.

We led the project to implement this change. We then undertook the analysis of the different benefits and terms and conditions and ran a project to bring them together as a single benefits platform including a new flexible benefits plan. The new grade structure and harmonised benefits and terms and conditions substantially reduced the barriers in the organisation and encouraged more effective transfer of people between departments and better cross-department working.

### **Helping ease the pain of redundancy**

Many large organisations lack clarity about which of their staff are best suited to deliver changing and more demanding objectives. Our client, a non departmental public body, was undergoing a large scale reorganisation from top to bottom involving new roles, new structures and a change in focus. The competency framework that we developed with the client provided the basis for assessment of all roles in the company. Using this framework meant the assessment was undertaken in a professional, consistent and fair manner using criteria based on the future organisational model. Despite working in a unionised environment, the resulting redundancies were implemented without challenge enabling the organisation to move forward in a positive way.

### **Improving recruitment and selection**

After a recent reorganisation, HR business partners of a regulatory authority were required to undertake recruitment and selection where previously this had been the domain of the in-house specialist. Complexity of employment law and a tight local employment market made it imperative that recruitment and selection practices

reflected industry best practice, were slick and efficient and that everyone across the organisation, including HR staff, had the necessary skills to make effective recruitment decisions. An HTP Consultant worked with the organisation to quickly identify key gaps in recruitment and selection procedures and trained HR Business Partners and line managers in structured interviewing techniques. As a result, quality of recruitment decisions increased leading to lower turnover, shorter vacancy periods, and more highly motivated recruits.

## Complete review of HR systems, practices and processes

A Privately owned independent petroleum exploration and production company did not have any HR systems and processes in place. They were seeking to restructure and recruit to ensure the longevity of the company, and to show prospective acquirers that the organisation operated and behaved in the right way.

An HTP Consultant worked with the Board and internal team, and undertook the following:

- A complete **People Risk Assessment** and reported back the priorities to the Chief Executive and Company Secretary;
- The selection of an insured benefits and a payroll provider;
- The drafting and implementation of a standard offer letter and employment contract, and communicated and implemented this to all 'employees' who were currently on informal contracting arrangements;
- The drafting of a full suite of employment policies;
- The drafting and implementation of a complete Employee handbook.

The Company is now owned by a large multinational Oil and Gas Group, and runs as the parent company's UK subsidiary following the implementation of effective HR practices.

## Remuneration benchmarking and job evaluation advice

The client was a privately owned, independent petroleum exploration and production company, established in 2002. The Chief Executive was considering a new structure and wanted market data for the appropriate salary and benefits for the roles in the organisation. In addition the company had one individual in an 'undefined' role, undertaking elements of the role of a Company Secretary, Office Manager and a Facilities Manager.

An HTP Consultant worked with the Board to:

- Undertake a complete benchmarking exercise with recommendations on remuneration quantum and composition
- Advise the Chief Executive of an appropriate structure moving forward
- Undertake a complete job evaluation exercise on the 'undefined' role and create a job description that was agreed by all parties
- Benchmark the 'undefined' role accordingly, and make recommendations to the Chief Executive on salary and job title

The recommendations from the remuneration benchmarking and job evaluation exercise were adopted by the Company.