



People Practice Pulse™

ASSESSMENT REPORT

People Practice Pulse

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People Practice Pulse™

A simplified People Practice Pulse (P³) that provides a snapshot of maturity of your organization's people practices

Derived from extensive data and ICube's research, P³ is an index of 31 maturity statements covering all practice areas in HCM, as outlined in the Pentagon Model, ICube's proprietary framework.

Maturity is a function of Capability and Effectiveness of a people practice that typically includes philosophy, policy, process, people and systems to drive desired outcomes. The report constitutes the following:

- Maturity scores for practice areas completed; aggregate scores for your organization (as applicable)
- Strengths & Development areas
- Detailed report on each of the practice area indicated by you as most important for your business
- Market intelligence on important practices by growth stage, country, sector, wherever applicable

REPORT HIGHLIGHTS

Based on your assessment, your organization's maturity index for the completed practice areas is 7.03. The aggregate maturity index is 6.54

OVERALL STATISTICS

7.03

Your Individual
Score

6.54

Company Aggregate
Score (n= 2)

90.58

Industry
Benchmark

94.58

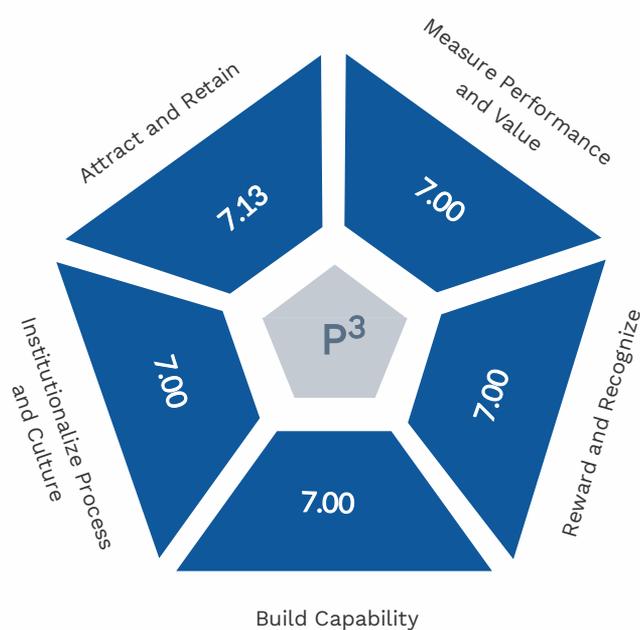
Growth Stage
Benchmark (Expanding)

87.16

Country
Benchmark

*All **Benchmarks** are in Percentile rank

YOUR P³ SCORE



Development Area Strength Area

Report Highlights

Overall Individual Score: A rating of 6 indicates relative strength and a score of 5 or less indicates the areas of improvement.

Aggregate Score: Where provided, it is based on number of respondents from your organization.

Industry Benchmark: Provides percentile rank within our fast growing dynamic global database.

Country Benchmark: Indicates percentile rank from within the companies in our dynamic database.

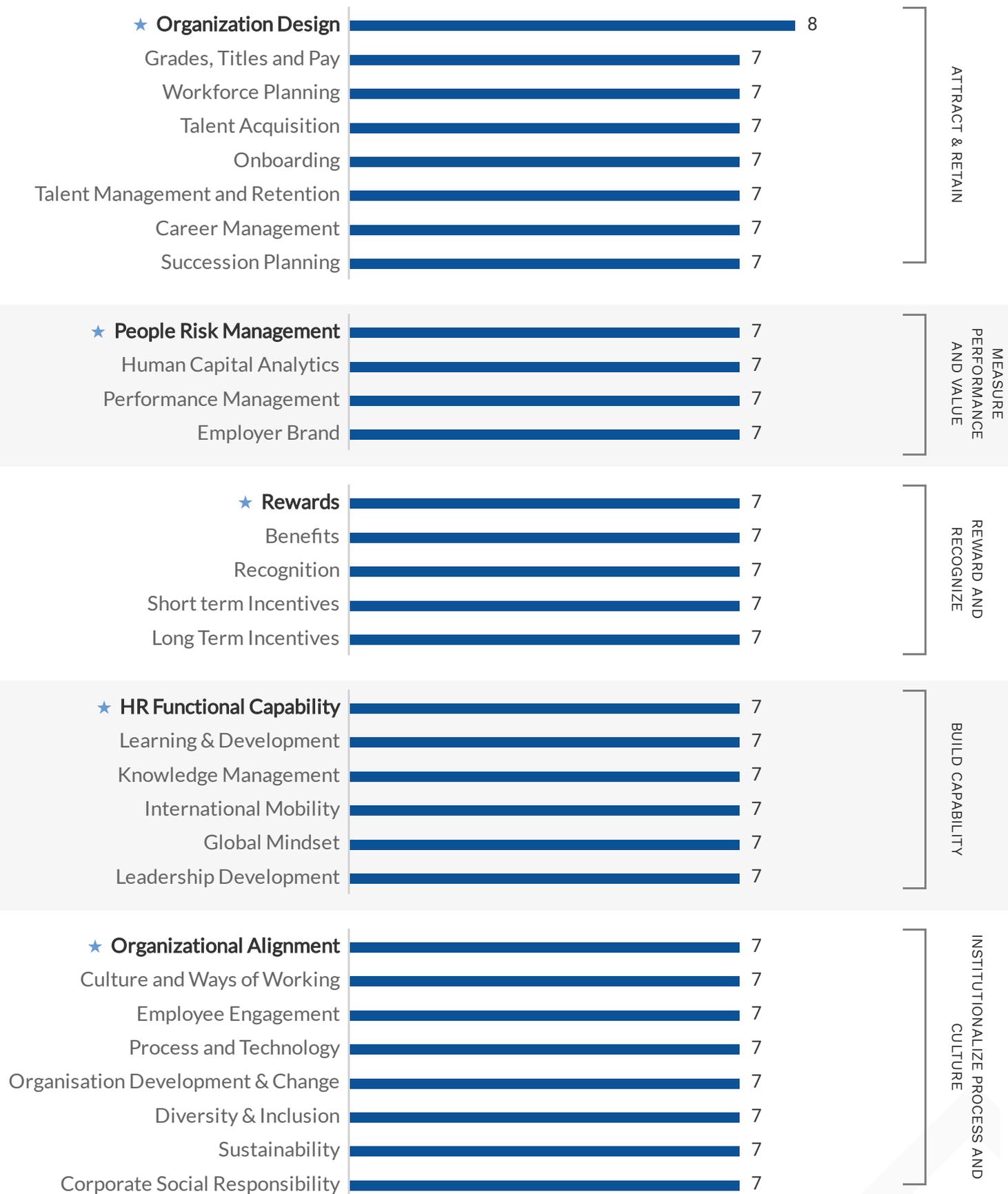
Growth Stage Benchmark: Indicates percentile rank from within our dynamic database for your organization's growth stage (which is "Expanding")

Maturity Index	ATTRACT & RETAIN	MEASURE PERFORMANCE AND VALUE	REWARD AND RECOGNIZE	BUILD CAPABILITY	INSTITUTIONALIZE PROCESS AND CULTURE
Individual Score	7.13	7.00	7.00	7.00	7.00
Aggregate	7.13	6.13	5.60	6.67	7.19
Industry Benchmark	94.74	92.11	96.67	90.00	79.41
Country Benchmark	84.15	98.39	74.72	83.18	95.36
Growth Stage Benchmark (Expanding)	94.07	99.46	93.45	88.32	97.59

*All **Benchmarks** are in Percentile rank



Report Highlights



DETAILED REPORT



Top 5 most important practices (Expanding companies globally)	★	Top 5 most important practices as selected by you	Your P ³	Aggregate P ³ (n=2)
Talent Management and retention	1	Organization Design	8	7.5
Balanced Score Card	2	People Risk Management	7	7
Learning and development	3	Rewards	7	3.5
Organisation Design	4	HR Functional Capability	7	7
International Mobility	5	Organizational Alignment	7	7.5

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It appears that the most important practices selected by you completely differs from the global benchmark for your organization's growth stage.

The report below will help you understand how each of the P³ practices contribute to business along with recommendations. It gives you an opportunity to deep dive and implement your people management priorities aligned to business results



DETAILED REPORT

(Only for your Most Important practices)

Organization Design



What is the practice area about?

Organizational design is the way an organization is structured and governed. It refers to the purpose of the business structure, hierarchy and decision-making, work flows, clarity of authority, roles & responsibilities, span of control, amongst other things. It integrates people management with core business processes, technology and systems. It involves layering the organization hierarchically in terms of length (levels of authority) and breadth (span of control).



How does it contribute to business performance?

A well-defined structure with roles & responsibilities, coupled with delegation of authority, keeps organizations agile, improves internal & external response time and quality of decision making.

What organization design looks like ?

A classic is the 7x7 structure. i.e. 7 layers from Chairman/CEO to the lowest level with at least 7 people reporting to each managerial role. More than 7 layers, or less than 7 people reporting to each managerial role, might result in structural inefficiencies. Likewise, more than 12- 14 reportees in a role, may lead to ineffective collective performance and decision making.

Other structures include creating work groups or skill groups to perform a business activity. Groups are continually reorganized based on business needs and do not have a fixed hierarchical structure. Reporting relationships are not rigid, and skills & knowledge determine the role.



Your Individual score for **Organization Design**

8

HIGH



Development Area Strength Area

Diagnosis

Data from ICE Cube diagnostic tool shows that the capability and effectiveness of processes and practices such as **"Clarity of hierarchy & roles"**, **"Defined authority, responsibility & accountability"**, **"Continuous review of structure aligned to business"** positively contributes to this practice area.

Maturity level of **Organization Design** is **HIGH**. You seem to have an agile organization design meeting the needs of the business and external demands

Recommendations

- Capture the principles of the organization design and cascade to senior management.
- Review of organization structure every 12 months to ensure key metrics are achieved
- Continuously monitor and optimize the following metrics:
 - a. Span of Control
 - b. Percentage of Customer facing roles
 - c. Number of layers
 - d. Ratio of supervisors/managers to non-supervisors/managers
 - e. Function staffing breakdown and ratios by business lines.
 - f. Teeth to Tail Ratio (Number of customer facing to support staff)

People Risk Management



What is the practice area about?

People risk management is about the processes that proactively identify, assess the probability of occurrence, severity of impact and manage them to ensure that businesses run smoothly.

A Risk Management Framework consists of tools and techniques that equips an organization with the ability to counter the risks that it can face. It lets an organization minimize the impact of a scenario where a risk does come true. Better the organization is prepared to tackle the risks, more the chances of it having minimal impact.

The process of managing People Risks generally involves the following steps:

- Identify the risks
- Create Key Risk Indicators (KRIs) and Key Control Standards (KCS)
- Track the indicators and create predictive models
- Minimize risk exposure
- Mitigate the impact proactively
- Get your business back on track should the worst occur

Developing and implementing effective risk management framework can lead to significant business opportunities and allow the leaders to ensure that People risk management is embedded in the overall governance and management.



How does it contribute to business performance?

Applying a strategic and disciplined approach to managing People Risks creates a business culture that will have spin-offs that are much more than just compliance to labor laws or protection against unexpected costs for the business.

As per studies, pro-active and strategic approach to managing People Risks will result in the following benefits:

- Improved employee productivity
- Improved employee health and wellbeing
- A positive employer brand that helps with attracting new talent
- Increased employee motivation & retention
- Reduced disruptions and costs to the business
- Protection of employees and their families from the financial impacts of loss of income



Your Individual score for **People Risk Management**

7
HIGH



Development Area Strength Area

Diagnosis

Data from ICE Cube diagnostic tool shows that the capability and effectiveness of processes and practices such as **"Depth of coverage of People risks and mitigation", "Framework for People risk management", "HR Systems and process management"** positively contributes to this practice area.

The maturity level of **People Risk Management** is **HIGH**. Your organization seems to have a good framework for managing people risks supported by robust processes for identifying, assessing and mitigating risks.

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Recommendations

Support your risk management practice by tracking the following metrics:

- Employee attrition rate
- Man-days loss due to absenteeism, illness
- Delay in talent sourcing
- Inaccurate on the job training
- New joiner attrition
- Safety and Health
- Loss of key man skills
- Compliance of regulations and ethics
- Contract staff risks
- Operational losses due to negligence
- Reputational risk with external stakeholders



Rewards



What is the practice area about?

Rewards in the organization context encompass all the things a business uses to recognize performance of employees. It includes salary, bonuses, incentive pay, benefits and employee growth opportunities such as professional development and training.

The framework of a Reward program aligns with the Vision, Mission and business strategy, market & industry practices. It factors in senior-management support essential for the effectiveness of reward programs and middle & lower management support for its effective implementation. Reward programs consider details such as employee eligibility, pay differentiation between high and average performers, flexibility of pay programs and rewards for performance. Non-financial rewards such as career and development opportunities and work-life integration are key elements of reward programs.

Studies have shown that more than 50% of the employees regard communication, engaging them for feedback on the programs as important for success.



How does it contribute to business performance?

An effective reward program can create and maintain a highly motivated employee force working for the achievement of business goals. Organizations that have formal rewards programs benefit from increased employee productivity and engagement as well as better financial performance.



Your Individual score for **Rewards**

7
HIGH



Development Area Strength Area

Diagnosis

Data from ICE Cube diagnostic tool shows that the capability and effectiveness of processes and practices such as **"Rewards philosophy & policy", "Coverage of reward programs", "Objectives of programs"** positively contributes to this practice area.

The maturity level of **Rewards** is **HIGH**. Your Rewards Program seems to be working well and contributing to better productivity and in achieving your Vision and business strategy.

Recommendations

- Identify the various channels of formal and informal evaluation of your program to identify factors that are working well.
- While rebuilding or tweaking the rewards programs, take into consideration trends identified in the studies of "Rewards and Recognition" i.e. a culture of recognition and social media integration. By doing so, companies can increase productivity and return on investment as well as decrease employee turnover.
- Measure and track these metrics:
 - Extent of achievement of vision and strategy
 - % improvement in financial performance
 - Increased revenue per FTE (Full Time Employee)
 - Decreased operating costs per FTE
 - % increase in retention of employees
 - % increase in retention of key talent
 - % increase in employee productivity
 - % increase in employee engagement
 - % stock options encashed by employees

HR Functional Capability



What is the practice area about?

HR Functional capability refers to the organization's HR strategy, structure, service delivery model, practices, processes, and systems that drive a people strategy to deliver business results. It also refers to the capability of the HR professionals who drive the function.

Since the HR function is expected to play a central role in delivering people solutions, the capabilities of the function and its team are critical to achieving its goals. In the future, technology will disrupt traditional ways of managing people and enable HR professionals to focus on strategic business agenda. Hence HR leaders must identify the proficiencies that HR members will require and impart the right development programs to become more business focused and strategic.



How does it contribute to business performance?

Aligned, integrated and innovative HR practices, driven with a distinct level of HR capability make a dramatic difference to the individual and organizational performance (Dave Ulrich).

- HR Functional Capability helps build and sustain an organization's ability to execute its people strategy that supports business needs.
- Delivery of HR policies, processes and programs impacts employee experience and employer brand.
- The right people management initiatives and interventions support in achieving business results
- HR Capability Management framework helps assess complexity of the work and match employees with the right cognitive and emotional capability that enhance business performance.



Your Individual score for **HR Functional Capability**

7

HIGH



Development Area Strength Area

Diagnosis

Data from ICE Cube diagnostic tool shows that the capability and effectiveness of processes and practices such as **"HR structure and Target Operating Model (TOM)", "Implementation of HR Policies & Processes", "HR Systems and process management"** positively contributes to this practice area.

The maturity level of **HR Functional Capability** is **HIGH**. Your HR function seems to have the right capability supported by robust technology architecture. This foundation will help HR function to align people and business strategy to deliver business results.

Recommendations

- Review the practices that are working well and those that are not.
- Identify policies and processes that are not adding value and eliminate them
- Include these efforts to sustain a business aligned HR strategy:
 - Extensively leverage technology to deliver people practices and better experience
 - Drive productivity and efficiencies towards organizational effectiveness
 - Redesign organization structure to deliver consistent business performance
 - Create and embed best in class people practices, to build an employer of choice brand
 - Leverage technology to enable a nimble organization with progressive people practices
 - Enable a strong culture underpinned by core values to achieve the vision and strategy
 - Influence business managers to take responsibility for key people processes
 - Be an employee champion playing the role of a mentor and a coach to enable individual and organizational performance

Organizational Alignment



What is the practice area about?

Organizational alignment is about effectively cascading the vision, mission, strategy and goals of an organization. It also embodies a set of values that drive organizational culture, behaviors and the way people engage each other and external stakeholders, while achieving its business goals. It is a key determinant of successful strategy implementation.

Organizations may be aligned at the following 4 levels:

1. Employee-role
2. Employee-goal
3. Employee-team
4. Employee-organization

Achieving and sustaining high enterprise alignment is hard, especially in a rapidly changing environment. The process gets complex with increasing number of employees, variety of business lines, varying customer expectations, diversity and geographical dispersal.



How does it contribute to business performance?

Strategic alignment enables higher performance by optimizing the contributions of people, processes, and inputs to the realization of measurable objectives. An aligned organization gets things done faster, with less effort, and better results. It is more agile and responsive to changing business conditions.

Better organizational alignment leads to the following benefits for organizations:

- Higher performance by optimizing the contributions of people, processes, and inputs to the realization of measurable objectives
- Provides ease of communication across the organization
- Builds ability to respond quickly to changes in the external and internal environment
- Improves Efficiency and Effectiveness in all processes



Your Individual score for **Organizational Alignment**

7

HIGH



Development Area Strength Area

Diagnosis

Data from ICE Cube diagnostic tool shows that the capability and effectiveness of processes and practices such as **"Employee alignment to Vision, Mission, Strategy, Goals, Values & Culture"**, **"Process of Organisational Alignment"**, **"Communication & employee feedback"** positively contributes to this practice area.

The maturity level of **Organizational Alignment** is **HIGH**. There appears to be a greater degree of alignment of employees to your organization's vision, mission, strategies, goals, culture and values. People's day-to-day activities and behaviors may be consistent with strategy and values. Your organizational systems and leadership also seem to support those behaviors.

Recommendations

- Continue to communicate the strategy and common goals to the people internally
- Seek feedback to fine tune the overall direction while simultaneously aligning your processes and initiatives to the needs of internal and external customers.
- Track the following metrics:
 - % people clear about company's vision, mission, strategy, values & goals
 - % goals set aligned to company's YOY business goals
 - % processes institutionalized to live the values and achieve the vision
 - % people clear about their roles & goals aligned to organization
 - % of people living the values with behaviors for desired culture
 - Extent of achievement of the strategy year on year
 - % improvement in engagement score on relevant questions
 - % enhanced retention at different levels
 - % improvement in productivity due to clear, well aligned goals
 - Number of communication and leadership meetings to measure pulse

THANK YOU!

We trust you found the report valuable. As next steps, you can write to us at talktous@icubeconsortium.com to :

- Seek advice and recommendations for solutions
- Deep dive with ICE Cube for a detailed assessment of your people practices and processes to finalise your people strategy
- Identify and implement solutions through our well researched and growing pool of 3000+ Experts, HR Technology Products and Service Providers across key markets



[Click here](#) to download an "ICE Cube Sample Report"