

 p.three

ASSESSMENT REPORT

People Practice Pulse

SAMPLE REPORT



p.three (People Practice Pulse) is a simplified HCM diagnostic tool that provides a snapshot view of the level of maturity of your organization's people practices.

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

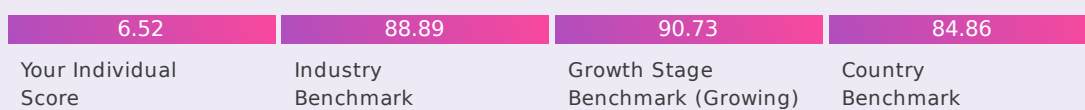
Maturity of a practice is defined as the function of Capability and Effectiveness, including philosophy, policy, process, people and systems that drive outcomes. This report details the following:

- Maturity scores for practice areas completed
- Aggregate scores for your organization if applicable
- Strengths & Development areas
- Detailed report of the practice areas indicated as most important for your business
- Market intelligence on some practices by growth stage, country, and sector, wherever applicable

REPORT HIGHLIGHTS

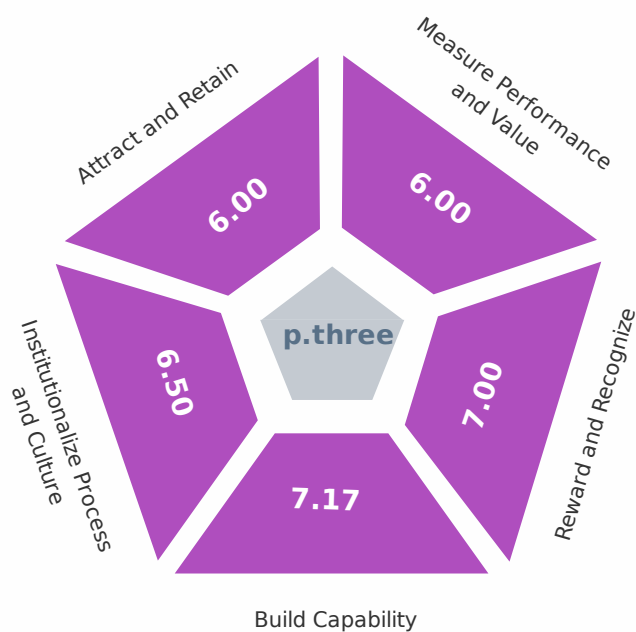
Based on your assessment, your organization's maturity index for the completed practice areas is **6.52**.

OVERALL STATISTICS



*All **Benchmarks** are in Percentile rank

YOUR p.three 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.

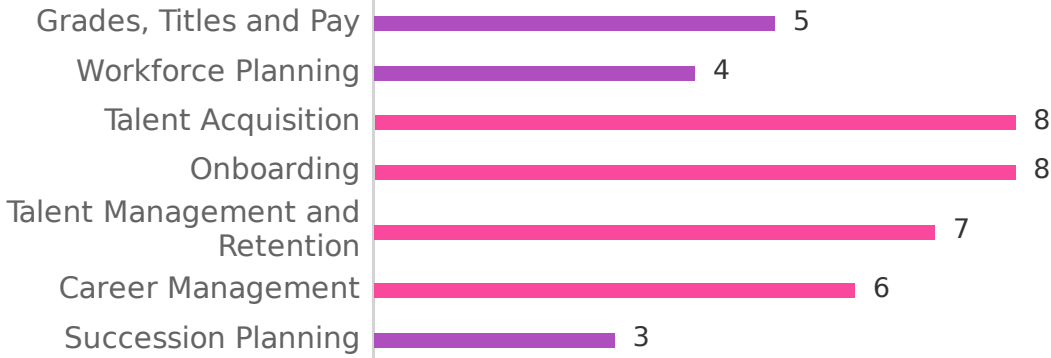
Growth Stage Benchmark: Indicates percentile rank from within our dynamic database for your organization's growth stage (which is "Growing")

Maturity Index	ATTRACT & RETAIN	MEASURE PERFORMANCE AND VALUE	REWARD AND RECOGNIZE	BUILD CAPABILITY	INSTITUTIONALIZE PROCESS AND CULTURE
Individual Score	6.00	6.00	7.00	7.17	6.50
Industry Benchmark	80.00	90.00	80.00	100.00	94.44
Country Benchmark	73.04	98.81	72.84	85.29	94.32
Growth Stage Benchmark (Growing)	82.44	99.28	85.89	90.19	95.86

*All **Benchmarks** are in Percentile rank

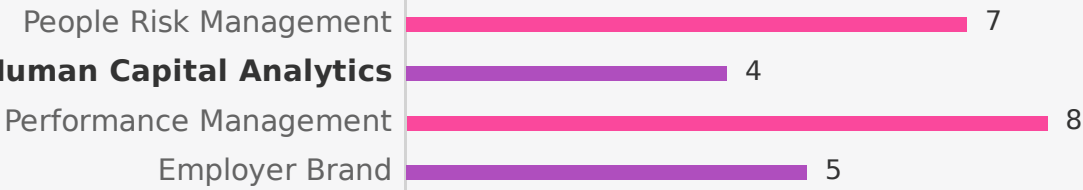
Report Highlights

★ **Organization Design**



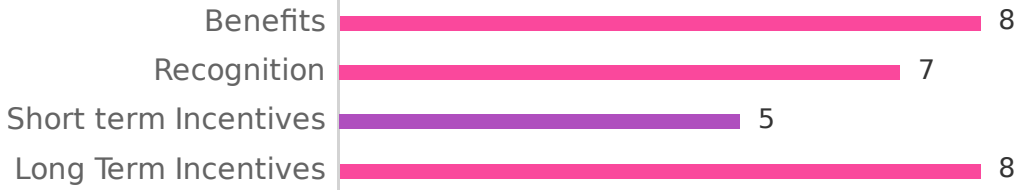
ATTRACT & RETAIN

★ **Human Capital Analytics**



MEASURE PERFORMANCE AND VALUE

★ **Rewards**

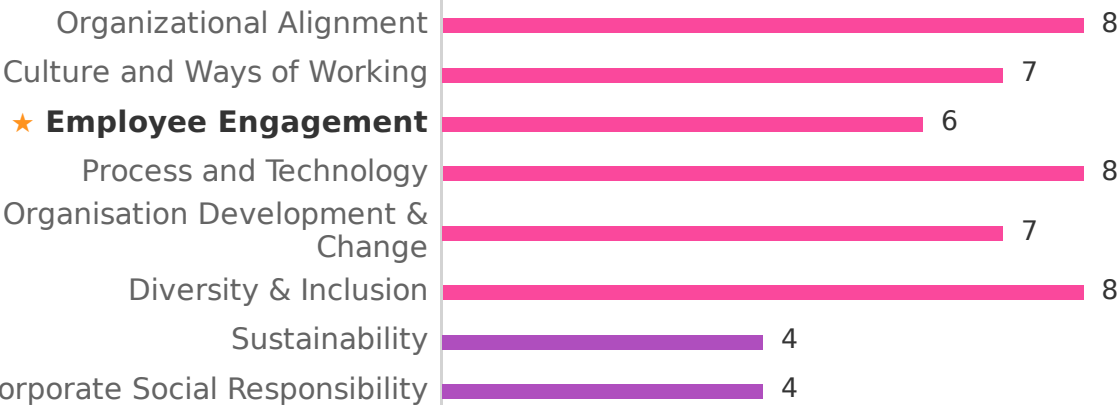


REWARD AND RECOGNIZE

★ **HR Functional Capability**



BUILD CAPABILITY



INSTITUTIONALIZE PROCESS AND CULTURE

DETAILED REPORT

Top 5 most important practices (Growing companies globally)		Top 5 most important practices as selected by you	Your p.three
Talent Management and retention	1	Rewards	7
Talent Acquisition	2	Human Capital Analytics	4
Succession Management	3	HR Functional Capability	6
Rewards	4	Employee Engagement	6
Recognition	5	Organization Design	7

1

You have selected 1 most important practice that align(s) with the global benchmark for your organization's growth stage.

Rewards

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

DETAILED REPORT

(Only for your Most Important practices)

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.

DETAILED REPORT

Your Individual score for **Rewards**

7
HIGH

Diagnosis

■ Development Area ■ Strength Area

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

DETAILED REPORT

Human Capital Analytics

What is the practice area about?

Human Capital Analytics (HCA), is the application of business analytics techniques to people data. The goal of HCA is to provide the organization with insights on how effectively and efficiently, people can be managed to achieve business goals. HCA identifies data to be captured and uses it to model and predict capabilities needed for optimal return on investment on human capital. Research suggests the following three stages to present Human Capital Analytics:

Stage 1: **Hindsight** - Report generation

Stage 2: **Insight** - Analysis and diagnosis

Stage 3: **Foresight** - Predictive Analytics and implementation

How does it contribute to business performance?

Human Capital Analytics enable re-deployment of human and financial resources based on:

- Head count and skills required by geography/ business unit
- Identification of skills in demand, skill gaps and available
- Optimization of total rewards to improve talent engagement and retention
- Managing exit risks of critical resources
- Impact of engagement on productivity and business performance

Some typical benefits of Human Capital Analytics are as follows:

- Improve organizational performance through talent related decisions
- Forecast workforce requirements and optimize utilization
- Optimization of talent through development and planning
- Identify the primary reasons for attrition
- Recognize the factors that support employee satisfaction and productivity
- Determines individual KPIs for business performance
- Enables HR to demonstrate financial gains

40% Best-in-class organizations are utilizing predictive analytics for strategic people decisions. (Aberdeen)

DETAILED REPORT

Your Individual score for **Human Capital Analytics**

4
LOW

Diagnosis

■ Development Area ■ Strength Area

Maturity level of **Human Capital Analytics** is relatively **LOW**. Your organization is not sufficiently leveraging Human Capital Analytics to drive people and business priorities.

Recommendations

To build your Human Capital Analytics capability, consider the following:

1. Understand the business strategy and gather expectations of the leadership team to determine the analytics and insights needed.
2. Define your technology strategy and HR analytical tools needed.
3. Identify where your people and HR data resides and how to integrate it.
4. Determine the metrics to measure and the predictive analytics needed to support strategic decision making.
5. Develop an internal team or hire externally to build analytical capability.
6. Determine an interactive process to receive, analyse and act on data insights to enhance business performance.
7. Continuously refine your metrics and analytics to the changing HR and business needs.

DETAILED REPORT

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.

DETAILED REPORT

Your Individual score for **HR Functional Capability**

6
HIGH

Diagnosis

■ Development Area ■ Strength Area

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

DETAILED REPORT

Employee Engagement

What is the practice area about?

Employee engagement is a workplace approach that provides the conditions to enable employees to give their best at work each day. It aids commitment to organization's goals and values, and motivates employees to contribute to the organizations' success. It enhances the individual employee's sense of well-being.

Employee engagement is based on trust, integrity, two-way commitment and communication between an organization and its employees. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being. It can be measured, nurtured and dramatically increased.

Engagement approaches include activities at three levels- individual, team and organizational. It includes town halls, team communications, recognition, culture building, fun@work, team building & competitive learning, amongst other initiatives.

How does it contribute to business performance?

Research studies reveal that engaged employees bring several benefits to organizations and some of them given below:

Higher Retention and Lower Attrition: Employee Engagement will help retain your top employees and decrease your turnover rates which means savings of costs associated with attrition and replacement.

Higher Productivity: Engaged employees are 17% more productive than the others (Gallup, 2017). Engaged employees work faster, harder and stronger and go the extra mile to achieve success

Better Customer Service: Engaged employees are more creative and customer focused. They care about the future of their organization and put in greater effort to help it meet its objectives.

Increased Profitability: When employees feel good at work, they work harder, produce more quality work which in the end points to a happy customer.

Enhanced Employer Brand: A huge benefit of having engaged employees is that they are loyal to the organization and therefore act as ambassadors that help in enhancing the employer brand.

DETAILED REPORT

Your Individual score for **Employee Engagement**

6
HIGH

Diagnosis

■ Development Area ■ Strength Area

Data from ice.cube diagnostic tool shows that the capability and effectiveness of processes and practices such as "**Employee engagement process**", "**Measures of Employee Engagement Index (EI)**", "**Objectives of Learning & Development Policy**" positively contributes to this practice area.

The maturity level of **Employee Engagement** is **HIGH**. Your organization seems to have a robust framework, practices and processes of employee engagement which contribute to higher level of productivity and business performance.

Recommendations

- Leverage technology to enhance collaboration and communication between employees
- Measure the following metrics for continuous improvement:
 - Predictive scores for each employee retention
 - Employee Net Promoter Score (NPS)
 - Employee voluntary attrition
 - Retention Rate of top talent
 - Number of employee suggestions
 - Number of employee referrals
 - Absenteeism rate
 - Participation rate in organizational events, programs
 - Innovation Index
 - Employee productivity trends
 - Peer recognition rate

DETAILED REPORT

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.

DETAILED REPORT

Your Individual score for **Organization Design**

7
HIGH

Diagnosis

■ Development Area ■ Strength Area

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)

THANK YOU!

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



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