



# ASSESSMENT REPORT

## People Practice Pulse

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### 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.

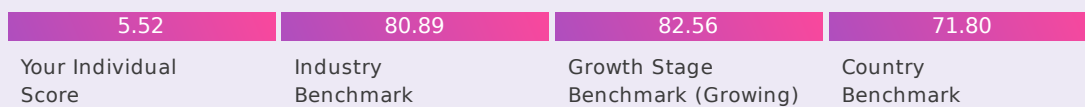
Maturity of a practice is defined as the function of Capability and Effectiveness, including philosophy, policy, process, people and systems that drive outcomes. This report details the following:

- 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

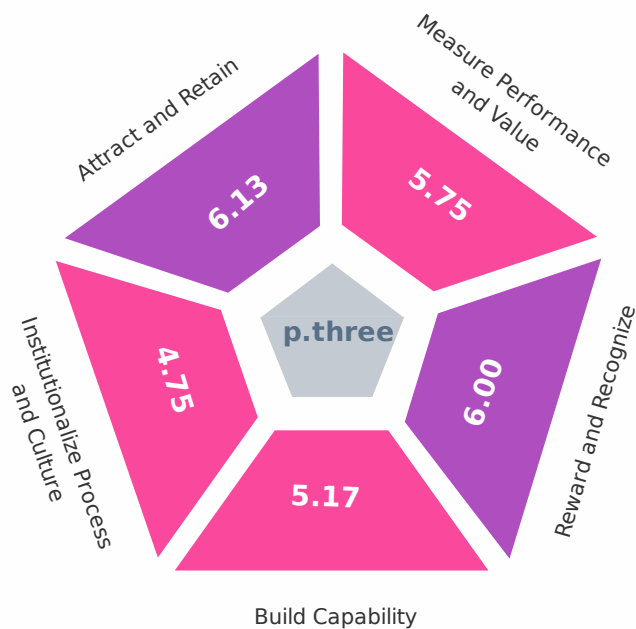
Based on your assessment, your organization's maturity index for the completed practice areas is **5.52**.

### 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.

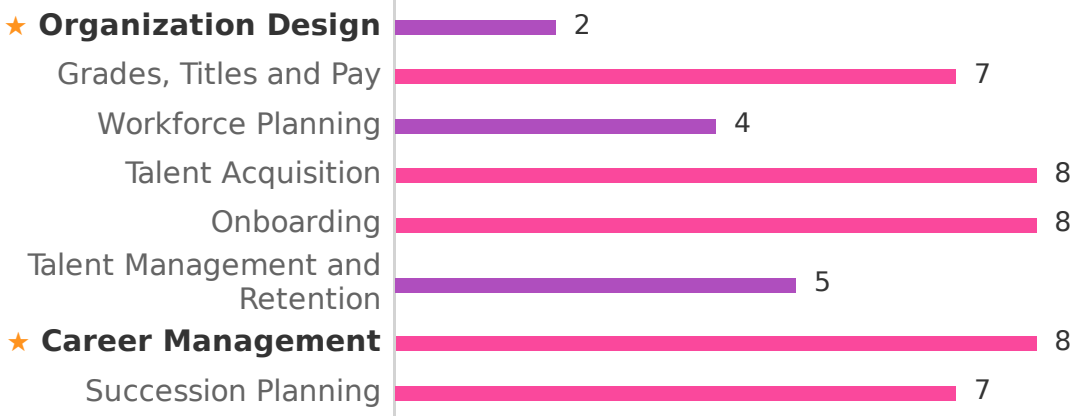
**Country Benchmark:** Indicates percentile rank from within the companies in our dynamic database.

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

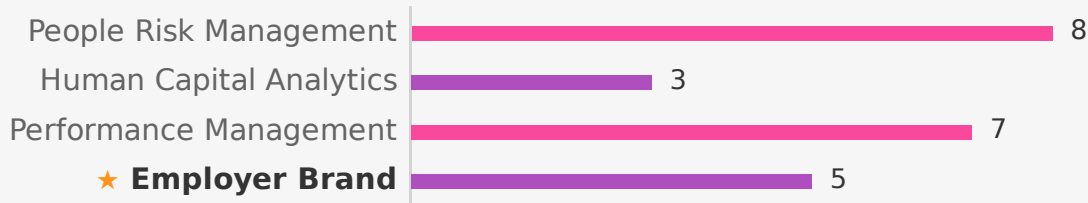
Maturity Index	ATTRACT & RETAIN	MEASURE PERFORMANCE AND VALUE	REWARD AND RECOGNIZE	BUILD CAPABILITY	INSTITUTIONALIZE PROCESS AND CULTURE
Individual Score	6.13	5.75	6.00	5.17	4.75
Industry Benchmark	80.00	80.00	70.00	80.00	94.44
Country Benchmark	73.91	96.43	54.94	55.88	77.84
Growth Stage Benchmark (Growing)	83.06	98.55	78.71	71.50	80.98

\*All **Benchmarks** are in Percentile rank

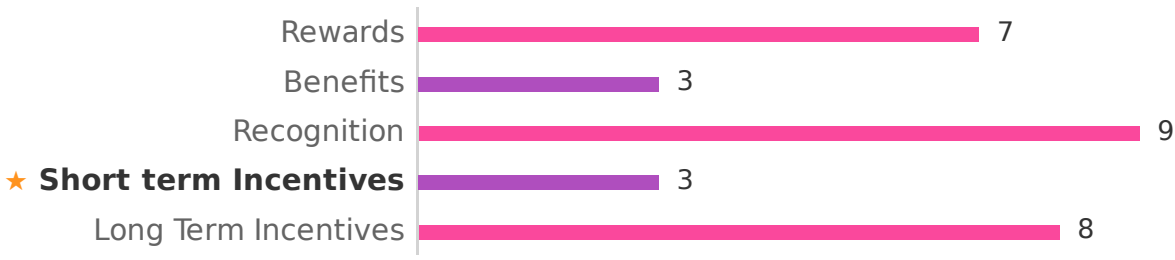
# Report Highlights



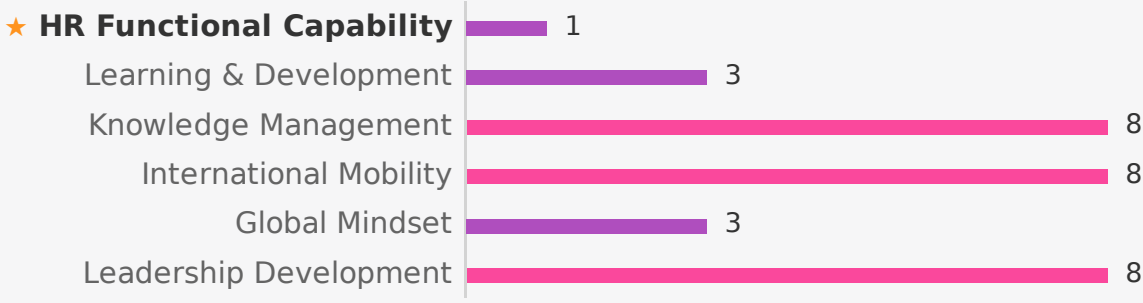
ATTRACT & RETAIN



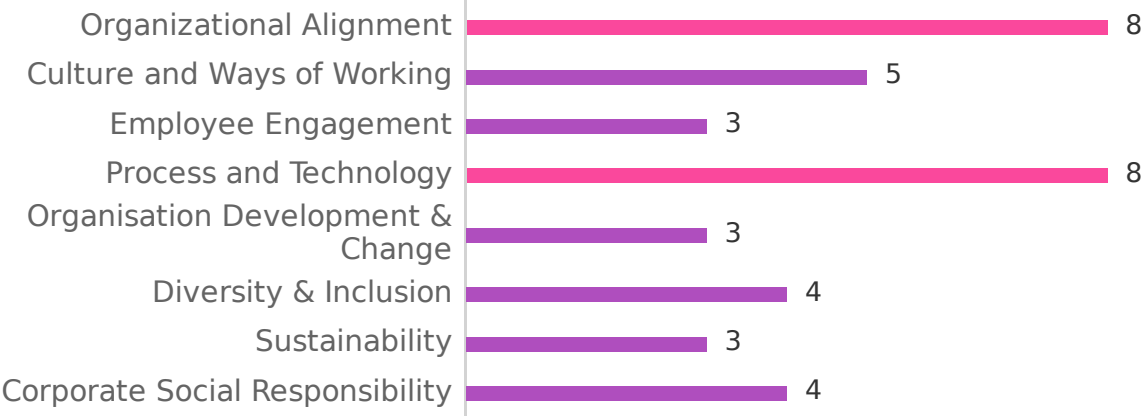
MEASURE PERFORMANCE AND VALUE



REWARD AND RECOGNIZE



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	Short term Incentives	3
Talent Acquisition	2	HR Functional Capability	1
Succession Management	3	Organization Design	2
Rewards	4	Employer Brand	5
Recognition	5	Career Management	8

# 0

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 p.three 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)

### Short term Incentives

#### What is the practice area about?

Incentive programs stem from the theory that rewards drive behavior. Usually Short term incentives compensate employees on achieving *short term business goals*. These plans include Financial & Non- Financial metrics to determine eligibility, periodicity and goal achievement. The most common metrics for short term incentives are revenue share and such profit measures.

To be successful short and long-term incentives need to complement each other. Short-term incentives function as differentiators for high-performers and retention tools. Clear and concise communication is vital to the success of any incentive scheme and employees should see believe employer's goals are realistic and garner trust about the chance of benefiting financially.

#### How does it contribute to business performance?

Short term Incentives enable organizations to reach targeted results by rewarding employees who are responsible for those results. They form an integral part of compensation, primarily used to promote efficiency and productivity of the employees. Organizations can use incentives for recruitment, sales, customer satisfaction metrics, operations, call centres etc.,

Incentive programs ensure immediate and medium-term benefits for the organization. The direct link between performance and revenue helps keep costs under control.

# DETAILED REPORT

Your Individual score for **Short term Incentives**

**3**  
**LOW**

## Diagnosis

■ Development Area ■ Strength Area

Data from ice.cube diagnostic tool shows that the capability and effectiveness of processes and practices such as "**Coverage of Short Term Incentive (STI) program**", "**Objectives of short term incentives**", "**Breadth of STI**" positively contributes to this practice area.

The maturity level of **Short term Incentives** is relatively **LOW**. The objective, design, processes, communication method, and linkage to results of your short-term incentive schemes need a comprehensive review.

## Recommendations

- Conduct an employee survey to help identify the factors that will generate trust and confidence in the schemes and create a buy-in
- Deep dive with a structured assessment to identify factors to build the maturity of this practice.
- Explore the extent to which technology maybe leveraged.
- Track and measure the following metrics:
  - % Coverage and eligibility of employees
  - Total cost of fixed and variable pay
  - % increase in financial performance
  - Performance improvement rate
  - Customer satisfaction rate
  - Productivity improvement
  - Retention rate for applicable roles
  - Engagement rate of relevant employees covered
  - Rate of improvement in desired behaviors & culture



## 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**

**1**  
**LOW**

## 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 relatively **LOW**. Your HR Function needs a comprehensive review on both functional and individual capability.

## Recommendations

- Assess HR functional capability and effectiveness with a structured tool to identify focus areas
- Deep dive into policies, processes, practices and systems to create a roadmap
- Build individual and functional capability with phased investment plan
- Align HR function to business strategy through these specific efforts:
  - Drive productivity and efficiencies towards organizational effectiveness
  - Redesign organization structure, span of control for 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
  - 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 enhance individual and organizational performance

# 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**

**2**  
**LOW**

## 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 relatively **LOW**. You may have to review your organization design, roles & responsibilities and span of control, amongst other things.

## Recommendations

- Conduct an assessment to identify the structural inefficiencies.
- Align organization design to business strategy
- Review structure for number of levels, spans of control, and ratios to test efficacy
- Clearly define current role definitions along with accountability's, responsibilities and deliverable's
- Measure the following metrics:
  - Span of Control
  - Percentage of Customer facing roles
  - Number of layers
  - Ratio of supervisors/managers to non-supervisors/managers
  - Teeth to Tail Ratio (number of customer facing to support staffFunction staffing breakdown and ratios by business lines

# DETAILED REPORT

## Employer Brand

### What is the practice area about?

Employer branding is the way in which organizations differentiate themselves in the market. It enables them to recruit, retain and engage the right people. A strong employer brand helps businesses compete for the best talent and establish credibility. It reflects the organization's values and runs consistently through its approach to people management. It represents the positioning and intent of the company.

Employer Value Proposition (EVP) is the related value that the employee receives from working with the organization. It is the cluster of beliefs, experiences and impressions that candidates attach to an organization. It influences a candidate's decision to work with an organization. This decision while cognitive is also emotional.

Employer Value Proposition must be unique, relevant, and compelling to be successful. It typically covers the following:

- a. Forms of pay and benefits
- b. Geographic Location
- c. Growth opportunities
- d. Friendly culture
- e. Strong leadership & vision
- f. Mutual respect and trust
- g. Alignment to CSR
- h. Learning and Development
- i. Flexible work arrangements
- j. Wellness programs and schemes

### How does it contribute to business performance?

Employer branding and Employer Value Proposition should fit within a comprehensive strategy for Internal-External Brand Alignment. Organizations that have strong EVP are regarded as employers of choice. It attracts the best available talent.

EVP and Employer Branding promote organizational Identity, better articulation and gap identification of the Brand, enhance engagement and retention, reduce overall cost of recruitment and replacement.

# DETAILED REPORT

Your Individual score for **Employer Brand**

**5**  
**LOW**

## Diagnosis

■ Development Area ■ Strength Area

Data from ice.cube diagnostic tool shows that the capability and effectiveness of processes and practices such as "**EVP communication Channels**", "**Development of Employer Value Proposition (EVP)**", "**Design of Employer Value Proposition (EVP)**" positively contributes to this practice area.

The maturity level of **Employer Brand** is relatively **LOW**. Your organization needs to make concerted efforts to build the Employer Brand.

## Recommendations

- Assess your current EVP through engaging people at different levels
- Identify the unique factors that are your organizational strengths
- Drive best practice solutions and improve on areas identified through the measurement of the following metrics:
  - a. Employee Opinion on Employee Brand
  - b. Number of applicants and conversions per role
  - c. % of employee referrals hired
  - d. Retention rate by role
  - e. Campus/College ratings
  - f. Cost per hire
  - g. Brand Recall
  - h. Brand Familiarity
  - i. Social Media Response
  - j. External Employer Brand Ratings

Organizations with mature analytics, strategies and processes for Employer Value Proposition and Employer Branding are *twice* as likely to improve their recruiting efforts and leadership pipeline.

# DETAILED REPORT

## Career Management

### What is the practice area about?

Career Management framework aligns individual aspirations with organizational growth & goals. It includes transition management and must be integrated with other HR systems and processes. It is a platform for describing overall work requirements and responsibilities, making it easier to communicate and have effective career development discussions.

Research shows that only 43% of companies have defined vertical career paths, and a mere 27% have defined lateral career paths. The flexibility that the organization provides to the employees to make vertical or lateral shifts is the key to aligning the employee aspirations with the career management strategy.

### How does it contribute to business performance?

An evolved Career Management Framework and practice enables higher employee engagement, a strongly articulated employee value proposition, increases talent attraction, mitigates the risk of losing employees, improves workforce planning, and enhances the overall impact of people practices.

Therefore, Career management frameworks:

- Support retention of experienced talent;
- Provide direct opportunities for knowledge sharing;
- Build knowledge capital within an organization,
- Contain the loss of organizational knowledge.
- Brand an organization as one that truly cares about its employees.,

# DETAILED REPORT

Your Individual score for **Career Management**

**8**  
**HIGH**

## Diagnosis

■ Development Area ■ Strength Area

Data from ice.cube diagnostic tool shows that the capability and effectiveness of processes and practices such as "**Career management process for talent**", "**Career management framework**", "**Process for career development**" positively contributes to this practice area.

The level of maturity of **Career Management** is **HIGH**. Your Career Management Framework and processes seem to be evolved and helping to attract and retain performing employees, while providing for their growth.

## Recommendations

- Increase leverage of technology to make self-development more effective.
- Track the following metrics to measure effectiveness
  - Career Path Ratio- Promotions; transfers
  - Percentage reduction in hiring junior to middle managers
  - Percentage reduction in senior management hiring
  - Rate of Cross functional mobility
  - Promotion rate ratio (Talent Indicator)
  - Retention rates by performance & tenure (by role)
  - Internal appointments rate for different job families
  - Rate of increase of Succession Pool
  - Rate of execution of Individual Development Plans

According to the findings of a Talent management and Rewards Study, 55% of organizations have implemented an organization-wide competency model applicable to all employees. Yet only 42% of all companies participating in the study have implemented scaled competencies, suggesting that many companies have yet to realize the full benefits of using competencies for career management and other key people practices.



# THANK YOU!

We trust you found the report valuable. As next steps, you can write to us at [talktous@solvecube.com](mailto: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 8000+ Experts, HR Technology Products and Service Providers across key markets



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