HR Stakeholder Management

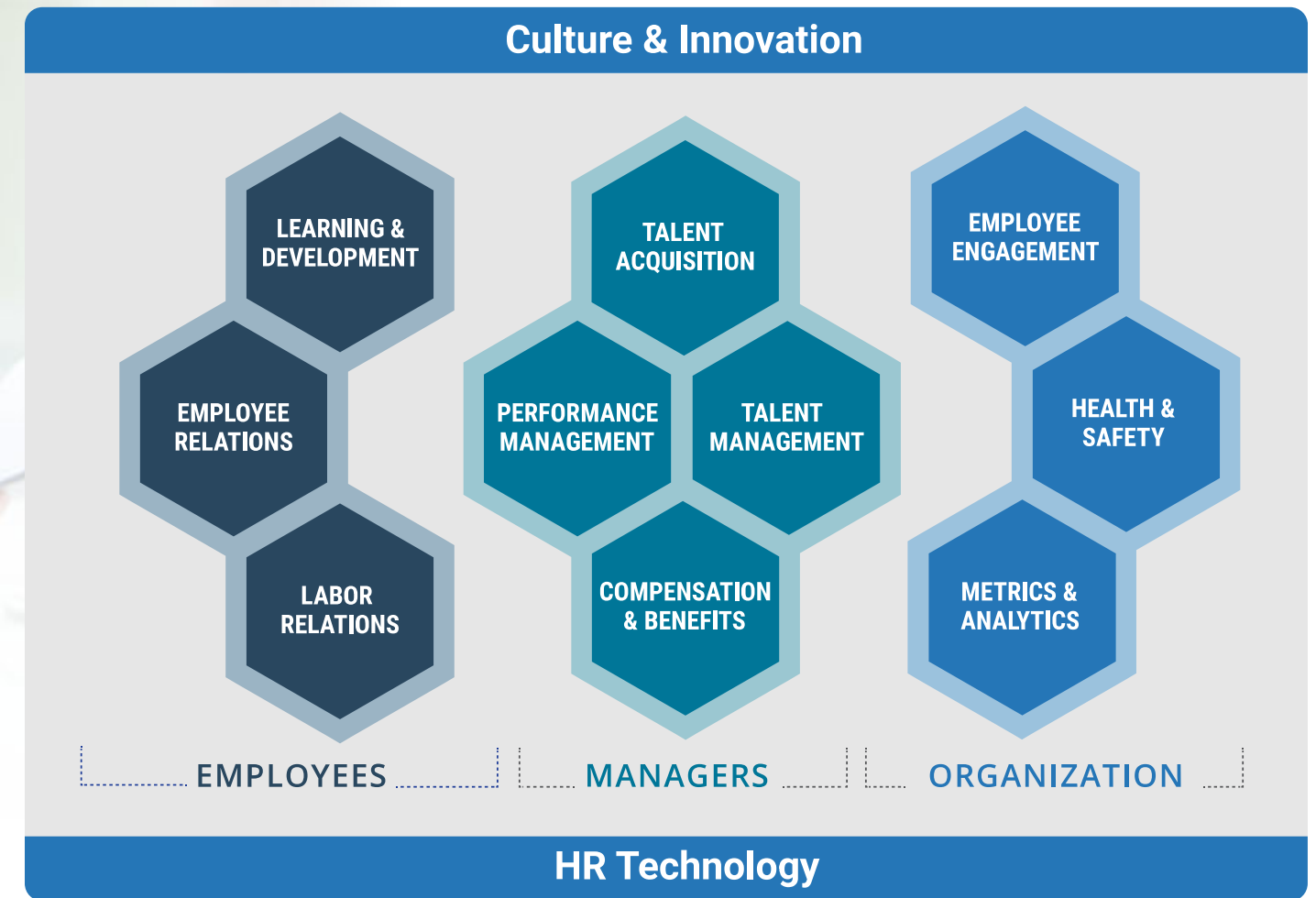## PREPARED FOR

Build Co

Successful HR Model

McLean & Company has identified the following core services. Understanding and balancing the importance and satisfaction of the following core services is important to meeting the needs of the business.

Culture & Innovation

- LEARNING & DEVELOPMENT
- TALENT ACQUISITION
- EMPLOYEE ENGAGEMENT
- EMPLOYEE RELATIONS
- PERFORMANCE MANAGEMENT
- TALENT MANAGEMENT
- HEALTH & SAFETY
- LABOR RELATIONS
- COMPENSATION & BENEFITS
- METRICS & ANALYTICS

EMPLOYEES   MANAGERS   ORGANIZATION

HR Technology

This report was prepared by McLean and Company for Build Co on 2017-09-18.

Data is comprised of 14 responses, including responses by: Jason Lancaster, Tatjana Mihalovic, David Steward, Aika Wang, Mohammed Abbad, Patty Green, Isabella Jones, Mary Thomas, Jose Rose, Ngozi Akinrawedo, Eleni Franz, Ning Li, Magnus Rasmussen, Adisa Okafor

Completion Rate

100%
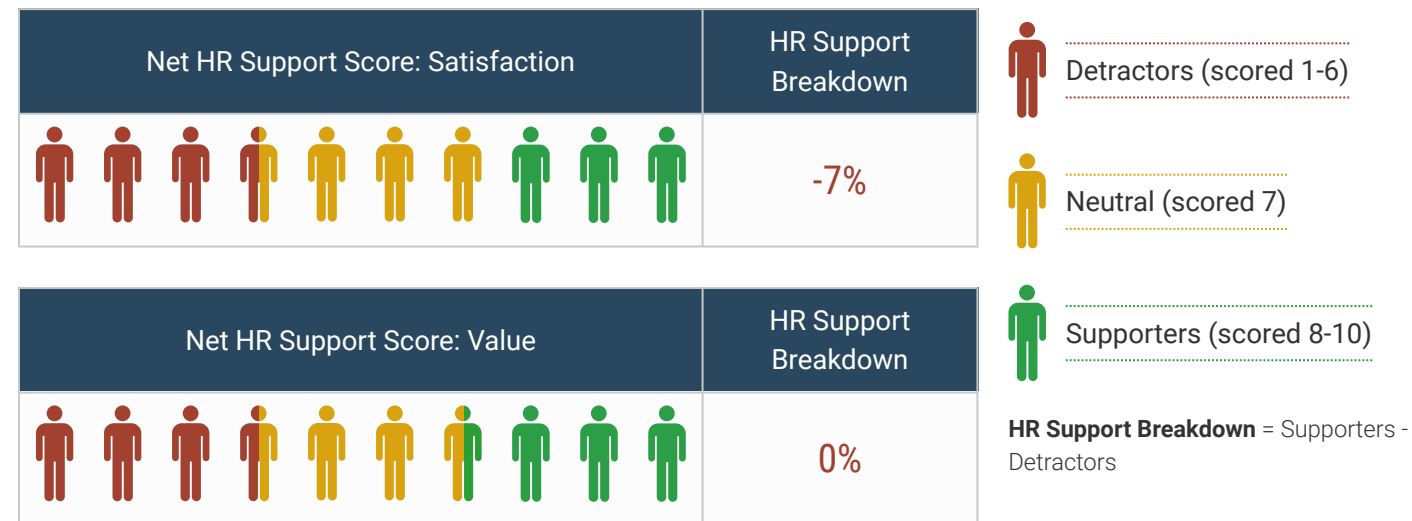
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Overall Metrics

Overall Satisfaction and Value are key indicators of the overall impression of the HR department. These metrics let the HR leader determine at a glance if they are meeting the needs of the business

Satisfaction	
This Year	Last Year
65%	--

Value	
This Year	Last Year
65%	--

HR Support Breakdown

The HR Support Breakdown charts are indicators of the percent of stakeholders that fall into three important categories. Promoters are loyal enthusiasts of HR. Neutral stakeholders are satisfied but unenthusiastic about HR. Detractors are unhappy stakeholders who can damage your reputation.

Net HR Support Score: Satisfaction	HR Support Breakdown
(figure)	-7%

- Detractors (scored 1-6)
- Neutral (scored 7)
- Supporters (scored 8-10)

Net HR Support Score: Value	HR Support Breakdown
(figure)	0%

HR Support Breakdown = Supporters - Detractors

HR Relationship Satisfaction

Relationships are a key driver in stakeholder management. It is important that the business feels HR understands their needs and is getting enough communication

Relationship	Satisfaction	Last Year
Needs Satisfaction with HR's understanding of your needs.	67%	--
Execution Satisfaction with the way HR executes your requests and meets your needs.	67%	--
Communication Satisfaction with HR communication.	69%	--

Business Satisfaction and Importance for Core Services
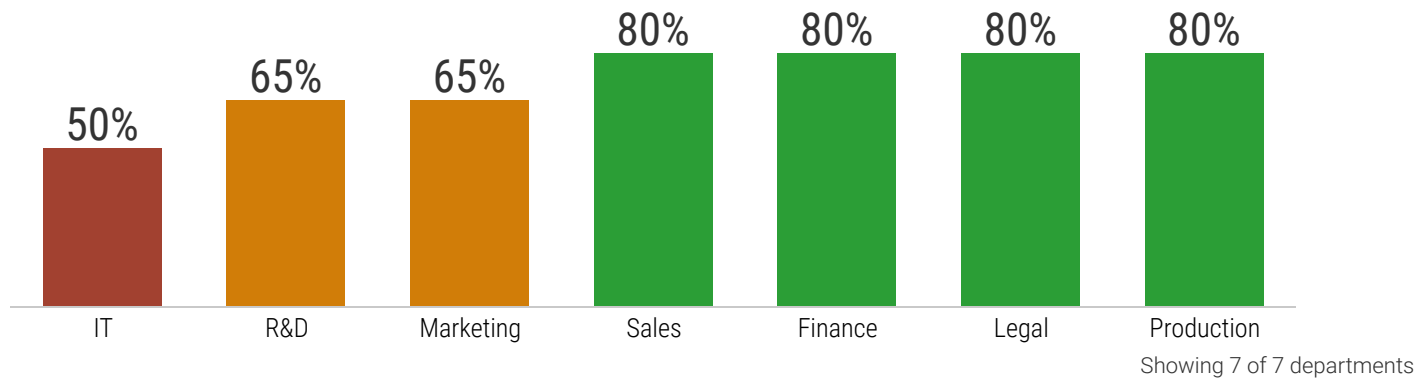
The core services of HR are important when determining what HR should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for HR to drive business value.

Core Service	Satisfaction	Importance Ranking	Last Year
Employee Relations Satisfaction with contract administration, negotiations, investigations, disciplinary processes, etc…	81%	7th	--
Health & Safety Satisfaction with the programs used to promote a safe and healthy work environment	80%	8th	--
Labor Relations Satisfaction with the management of a unionized environment, which includes the negotiation, maintenance and adherence to collective agreements	78%	12th	--
Employee Engagement Satisfaction with monitoring and improvement of employee engagement.	71%	5th	--
Talent Management Satisfaction with the management of talent resources to meet current and future organizational needs	69%	10th	--
HR Technology Satisfaction with the information technology used to support HR processes	67%	11th	--
Learning & Development Satisfaction with HR-facilitated internal training opportunities, skill advancement, internal role progression, etc…	66%	9th	--
Talent Acquisition Satisfaction with talent sourcing, interviewing, and candidate selection	63%	1st	--
Compensation & Benefits Satisfaction with the compensation, benefits, rewards, and recognition used to attract and retain employees	61%	2nd	--
Performance Management Satisfaction with the processes for performance reviews and goal setting	55%	5th	--
Metrics & Analytics Satisfaction with the analysis of employee data for decision making	52%	4th	--
Culture & Innovation Satisfaction with innovative HR practices and policies used to support the desired organizational culture	50%	3rd	--

Alignment Metrics

Overall Trust in HR by Department

The level of trust in HR is a key indicator of the likelihood that a department will rely on HR to support and advance the business. Overall Trust in HR by Department shows the departments with the highest and lowest levels of trust with HR.

Department	Value
IT	50%
R&D	65%
Marketing	65%
Sales	80%
Finance	80%
Legal	80%
Production	80%

Showing 7 of 7 departments

Trust in HR
"To what extent do you trust that HR will appropriately handle employee situations, follow through on their commitments, and provide value to your department or group?"

No Trust — Some Trust — Full Trust

HR & Business Partnership
"What best describes your view of HR in relation to their support of your department or group?"

No Partnership — Some Partnership — Strategic Partner

Strategic Alignment
"To what extent do you believe HR has a strategic plan that aligns with the goals and objectives of the business?"

Not Aligned — Somewhat Aligned — Fully Aligned

Administrative Duties Capacity Satisfaction
Satisfaction with the ability to get HR capacity to complete Administrative Duties

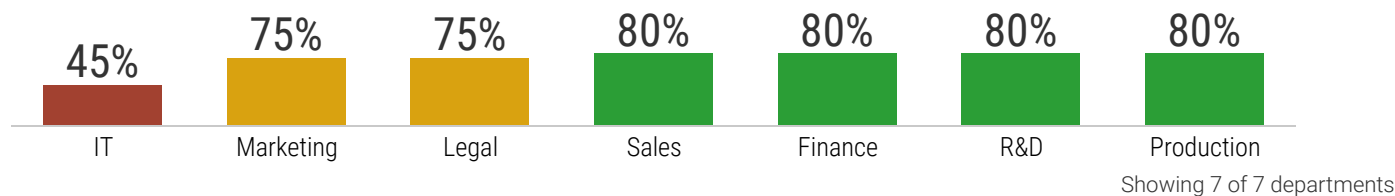| Capacity Satisfaction	Last Year	HR Support Breakdown: Satisfaction	Support Score
74%	--		57%

Ability to Deliver Effective Administrative Duties
Satisfaction with completed HR Administrative Duties ability to meet your business needs

Value Satisfaction	Last Year	HR Support Breakdown: Value	Support Score
69%	--		7%

Administrative Duties Capacity Satisfaction By Department
Below are the most satisfied and least satisfied departments in regards to the capacity they receive from HR to complete HR Administrative tasks.

Department	Value
IT	45%
Marketing	75%
Legal	75%
Sales	80%
Finance	80%
R&D	80%
Production	80%

Showing 7 of 7 departments

Programs And Planning Capacity Satisfaction
Satisfaction with the ability to get HR capacity to complete Programs And Planning

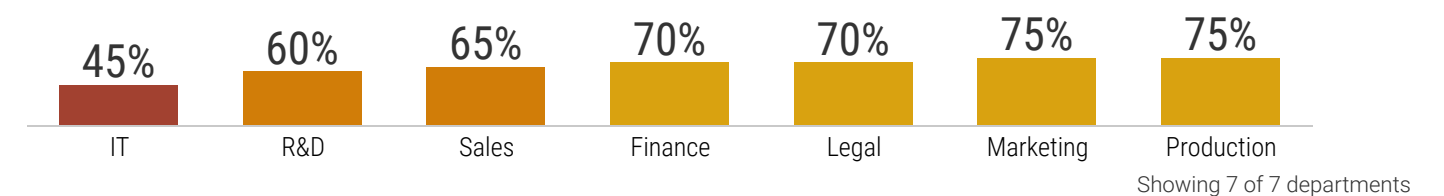| Capacity Satisfaction	Last Year	HR Support Breakdown: Satisfaction	Support Score
66%	--		-21%

Ability to Deliver Effective Programs And Planning
Satisfaction with completed HR Programs And Planning ability to meet your business needs

Value Satisfaction	Last Year	HR Support Breakdown: Value	Support Score
67%	--		-7%

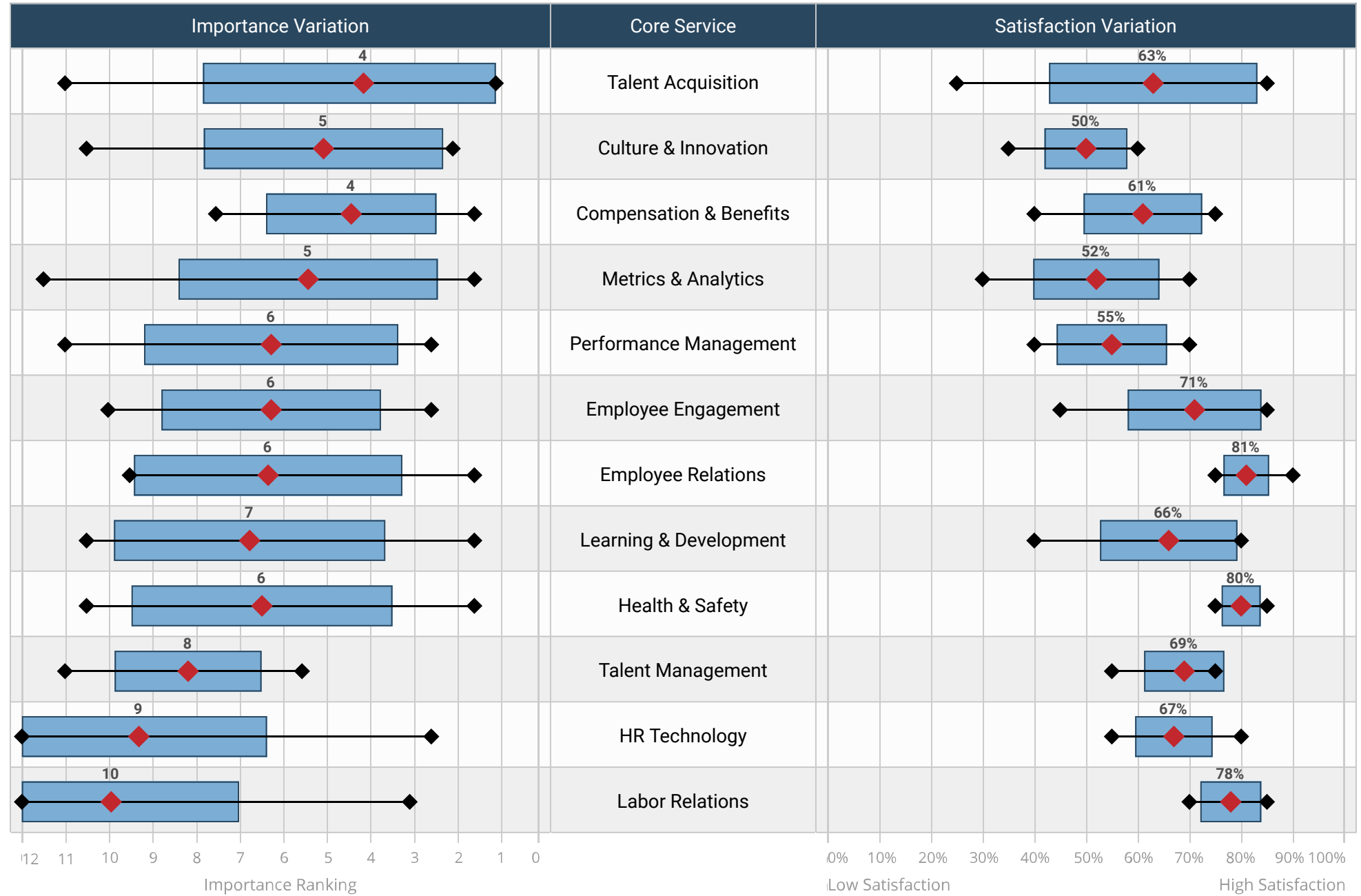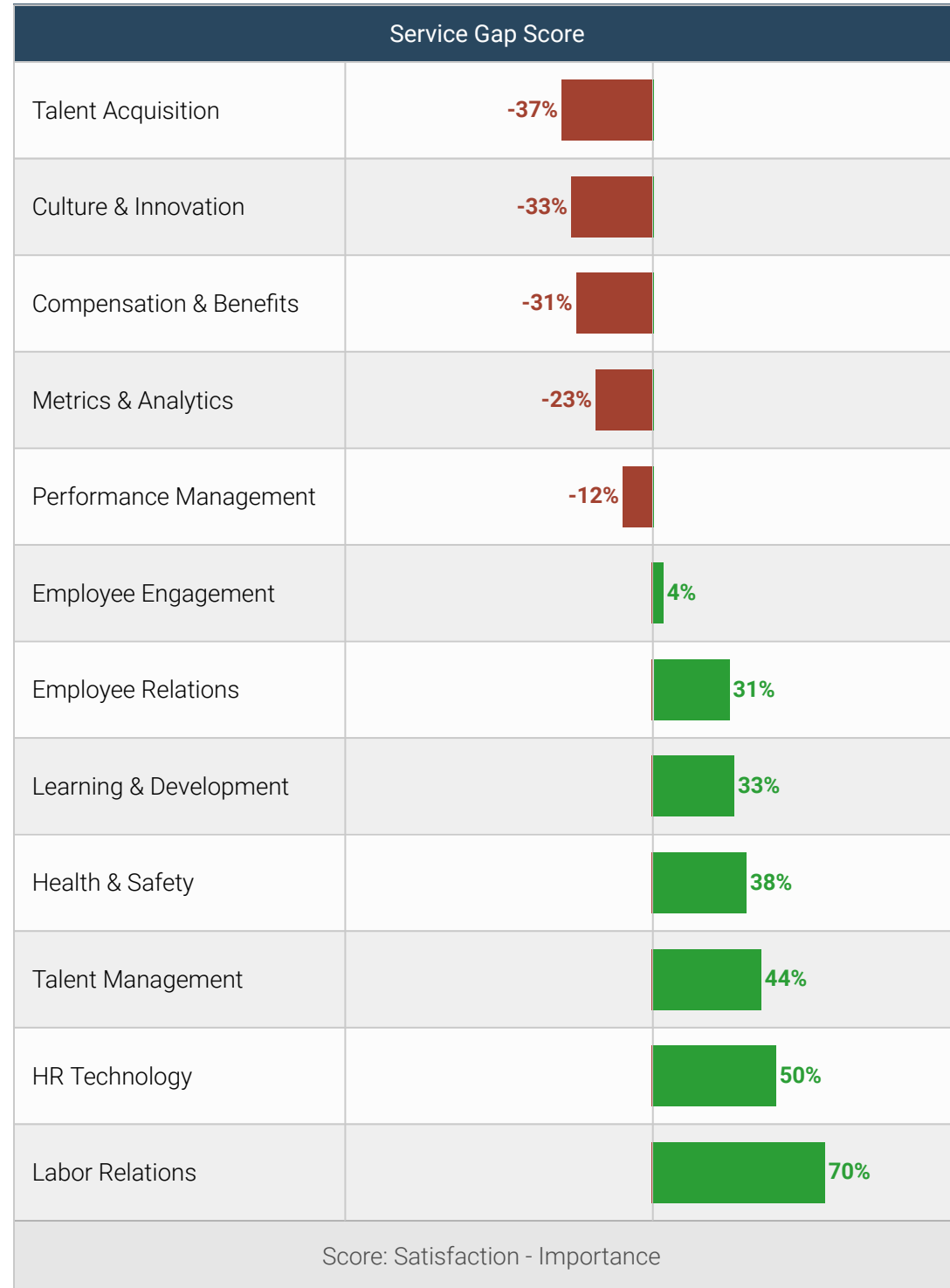## Programs And Planning Capacity Satisfaction By Department
Below are the most satisfied and least satisfied departments in regards to the capacity they receive from HR to design and implement HR Programs to help meet their business needs.

Department	Value
IT	45%
R&D	60%
Sales	65%
Finance	70%
Legal	70%
Marketing	75%
Production	75%

Showing 7 of 7 departments

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Service Gap Score

The chart below shows a comparison of satisfaction vs. Importance for all core services. Red bars with a negative score indicate an underserved core service. Green bars with a positive score highlight core services that are potentially over-provisioned.
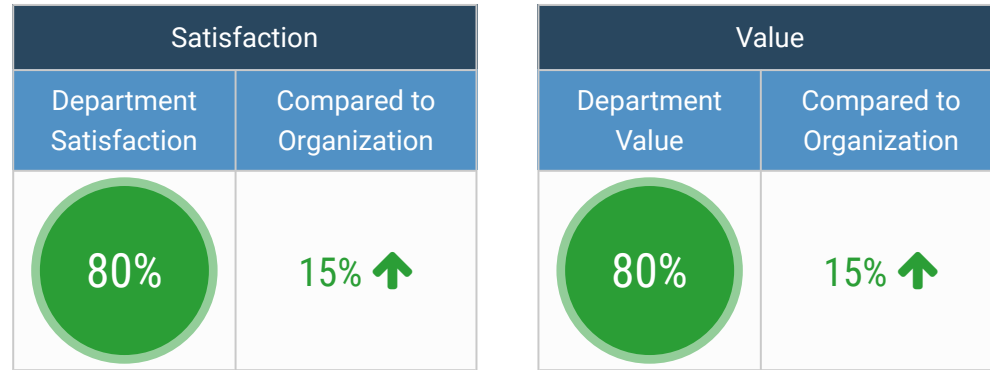
Service Gap Score	
Talent Acquisition	-37%
Culture & Innovation	-33%
Compensation & Benefits	-31%
Metrics & Analytics	-23%
Performance Management	-12%
Employee Engagement	4%
Employee Relations	31%
Learning & Development	33%
Health & Safety	38%
Talent Management	44%
HR Technology	50%
Labor Relations	70%
Score: Satisfaction - Importance	

Importance Variation	Core Service	Satisfaction Variation
4	Talent Acquisition	63%
5	Culture & Innovation	50%
4	Compensation & Benefits	61%
5	Metrics & Analytics	52%
6	Performance Management	55%
6	Employee Engagement	71%
6	Employee Relations	81%
7	Learning & Development	66%
6	Health & Safety	80%
8	Talent Management	69%
9	HR Technology	67%
10	Labor Relations	78%

Importance Ranking — 12 11 10 9 8 7 6 5 4 3 2 1 0

Satisfaction Variation — 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% — Low Satisfaction / High Satisfaction

Importance Variation by Core Tool
Min. Value / Max. Value / Importance Value / Standard Dev. (Low) / Standard Dev. (High)
Focusing on core services have a high degree of consensus around a high importance score will have a broad impact across the organization.

Satisfaction Variation by Core Tool
Min. Satisfaction / Max. Satisfaction / Avg. Satisfaction / Standard Dev. (Low) / Standard Dev. (High)
Outlying satisfaction scores can artificially inflate or defalte the average satisfaction score. When this occurs, take a closer look at specific departments that are pulling the score down to isolate the pain point.

Overall Metrics

Overall Satisfaction and Value are key indicators of the overall impression of the HR department. These metrics let the HR leader determine at a glance if they are meeting the needs of the business
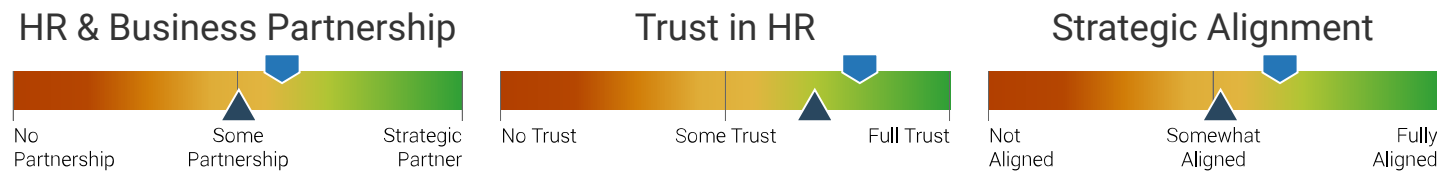
Satisfaction	
Department Satisfaction	Compared to Organization
80%	15% ⬆

Value	
Department Value	Compared to Organization
80%	15% ⬆

HR Capacity and Value

Administrative Duties		
Capacity Satisfaction	Compared to Org.	Last Year
75%	1% ⬆	--
Value Satisfaction	Compared to Org.	Last Year
75%	6% ⬆	--

Programs And Planning		
Capacity Satisfaction	Compared to Org.	Last Year
70%	4% ⬆	--
Value Satisfaction	Compared to Org.	Last Year
75%	8% ⬆	--

Alignment Metrics

🔷 Department   🔺 Organization

HR & Business Partnership — No Partnership / Some Partnership / Strategic Partner

Trust in HR — No Trust / Some Trust / Full Trust

Strategic Alignment — Not Aligned / Somewhat Aligned / Fully Aligned

HR Relationship Satisfaction

Relationship	Satisfaction	Compared to Org.	Last Year
Needs Satisfaction with HR's understanding of your needs.	75%	8% ⬆	--
Execution Satisfaction with the way HR executes your requests and meets your needs.	80%	13% ⬆	--
Communication Satisfaction with HR communication	80%	11% ⬆	--

Business Satisfaction and Importance for Core Services

The core services of HR are important when determining what HR should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for HR to drive business value.

Core Service	Satisfaction	Compared to Org.	Importance Ranking	Last Year
Employee Relations Satisfaction with contract administration, negotiations, investigations, disciplinary processes, etc...	90%	9% ⬆	1st	--
Labor Relations Satisfaction with the management of a unionized environment, which includes the negotiation, maintenance and adherence to collective agreements	85%	7% ⬆	3rd	--
Employee Engagement Satisfaction with monitoring and improvement of employee engagement.	80%	9% ⬆	10th	--
Health & Safety Satisfaction with the programs used to promote a safe and healthy work environment	80%	0%	1st	--
Learning & Development Satisfaction with HR-facilitated internal training opportunities, skill advancement, internal role progression, etc...	75%	9% ⬆	9th	--
Talent Acquisition Satisfaction with talent sourcing, interviewing, and candidate selection	75%	12% ⬆	11th	--
Talent Management Satisfaction with the management of talent resources to meet current and future organizational needs	75%	6% ⬆	11th	--
HR Technology Satisfaction with the information technology used to support HR processes	65%	2% ⬇	8th	--
Metrics & Analytics Satisfaction with the analysis of employee data for decision making	60%	8% ⬆	4th	--
Performance Management Satisfaction with the processes for performance reviews and goal setting	60%	5% ⬆	7th	--
Compensation & Benefits Satisfaction with the compensation, benefits, rewards, and recognition used to attract and retain employees	55%	6% ⬇	4th	--
Culture & Innovation Satisfaction with innovative HR practices and policies used to support the desired organizational culture	55%	5% ⬆	6th	--

Feedback Provided By: **Mohammed Abbad** - Director Level, **Patty Green** - C-Level,

OVERALL SATISFACTION

Dept. Satisfaction: 80%   Dept. Value: 80%

"What is your top suggestion for how HR can change or improve to better meet your needs? "

> No additional information given.

PERFORMANCE MANAGEMENT

Department Satisfaction: **60%**   Importance Rank: **7th**

"How can the HR department better meet your needs when it comes to performance management?"

> **Mohammed Abbad** - Often takes a lot of time but then is forgotten until the next year. Seems like a lot of time, for little benefit

LABOR RELATIONS

Department Satisfaction: **85%**   Importance Rank: **3rd**

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of managing a unionized environment?"

> No additional information given.

EMPLOYEE RELATIONS

Department Satisfaction: **90%**   Importance Rank: **1st**

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of contract administration, negotiations, investigations, and disciplinary processes?"

> **Mohammed Abbad** - Excellent job
>
> **Patty Green** - HR collaborates well with our team to ensure that we have effective employee relations.

HR TECHNOLOGY

Department Satisfaction: **65%**   Importance Rank: **8th**

"What is your best idea for how HR can more effectively use HR Technology to support your business unit?"

Patty Green - Not always the easiest systems to use.

LEARNING & DEVELOPMENT

Department Satisfaction: **75%**   Importance Rank: **9th**

"What is your best idea for how HR can improve their training and development programs and better support existing employees in advancement of their skills? "

> **Patty Green** - A variety of training available online.

METRICS & ANALYTICS

Department Satisfaction: **60%**   Importance Rank: **4th**

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of analyzing, reporting, and making decisions based on employee data?"

> **Mohammed Abbad** - I have seen little evidence of HR metrics so far, however, this could just be information I do not have access to.
>
> **Patty Green** - It would be great to have access to more HR data.

COMPENSATION & BENEFITS

Department Satisfaction: **55%**   Importance Rank: **4th**

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of attracting and retaining employees with competitive compensation, benefits, rewards and recognition?"

> **Patty Green** - Not well understood

TALENT MANAGEMENT

Department Satisfaction: **75%**   Importance Rank: **11th**

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of managing talent resources?"

> No additional information given.

CULTURE & INNOVATION

Department Satisfaction: **55%**   Importance Rank: **6**th

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of implementing HR practices and policies to support the desired organizational culture?"

> No additional information given.

TALENT ACQUISITION

Department Satisfaction: **75%**   Importance Rank: **11**th

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of employee recruitment and selection? "

> **Patty Green** - Effective at finding the right candidates.

EMPLOYEE ENGAGEMENT

Department Satisfaction: **80%**   Importance Rank: **10**th

"What is your best suggestion for HR to support and improve employee engagement within your business unit?"

> **Mohammed Abbad** - Very supportive

HEALTH & SAFETY

Department Satisfaction: **80%**   Importance Rank: **1**st

"What is your best idea for how HR can more effectively meet your business unit's needs in terms of providing a safe and healthy work environment?"

> **Mohammed Abbad** - HR is very diligent
>
> **Patty Green** - Excellent training and awareness programs.

The department throughput has increased markedly since our implementation of performance management and key metrics analysis.

We need to find a more comprehensive and effective way of communicating company policy. I feel it is a key contributor to overall satisfaction in the workplace.

My best suggestion for HR to support and improve employee engagement within our business unit is to adopt a standard labor relations framework and manage performance much more closely.

I'm surprised that HR Technology ranked so low in importance - we all love the new policy management tool!

Satisfaction by Department

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Legal

SATISFACTION
80%

TRUST — 80% (No Trust / Full Trust)
PARTNERSHIP — 60% (No Partnership / Strategic Partnership)

#1 Employee Relations

Finance

SATISFACTION
75%

TRUST — 80% (No Trust / Full Trust)
PARTNERSHIP — 50% (No Partnership / Strategic Partnership)

#1 Metrics & Analytics

Production

SATISFACTION
75%

TRUST — 80% (No Trust / Full Trust)
PARTNERSHIP — 60% (No Partnership / Strategic Partnership)

#1 Talent Acquisition

Sales

SATISFACTION
70%

TRUST — 80% (No Trust / Full Trust)
PARTNERSHIP — 50% (No Partnership / Strategic Partnership)

#1 Talent Acquisition

Marketing

SATISFACTION
65%

TRUST — 65% (No Trust / Full Trust)
PARTNERSHIP — 65% (No Partnership / Strategic Partnership)

#1 Learning & Development

R&D

SATISFACTION
55%

TRUST — 65% (No Trust / Full Trust)
PARTNERSHIP — 45% (No Partnership / Strategic Partnership)

#1 Talent Acquisition

IT

SATISFACTION
35%

TRUST — 50% (No Trust / Full Trust)
PARTNERSHIP — 30% (No Partnership / Strategic Partnership)

#1 Compensation & Benefits