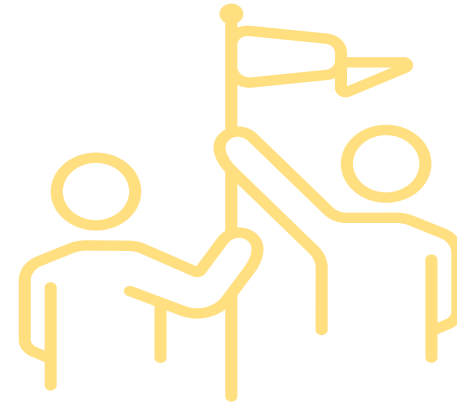




(Year) HR Diagnostics Report



We Go the Extra Miles with you

The background of the slide is a photograph of a man in a dark suit and a bright green tie, with a stethoscope around his neck. In the background, two other men in suits are visible, one of whom is gesturing. A white rectangular box is overlaid on the left side of the image, containing the text 'HR Diagnostic Solutions'.

HR

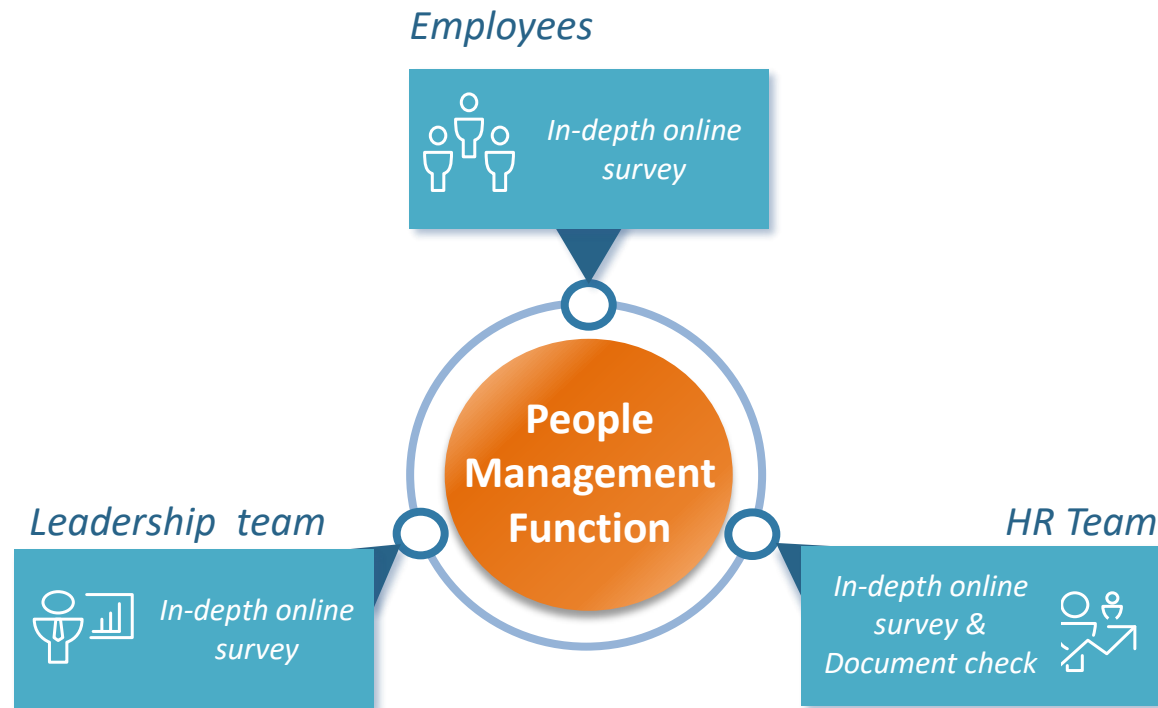
Diagnostic Solutions

Maximize your return on people investment

Our approach

- We believe that HR value is defined by the receivers(managers) and not by the giver (HR department) and thus we assess the managers' experience in handling HR activities in a way that serves their business needs.
- We also believe in the value of enhancing the employee experience and thus we also capture employees' voices.
- We don't believe in a one-size-fits-all approach and in "Best Practices" and thus we assess the outcome/results and identify the possible root causes that need to be validated and refined.

Methodology – a 360-degree view



Key elements of methodology

- Aims to collect inputs from the service receivers – business Leaders, Employees – and the service providers – HR Leadership and HR Team
- Online surveys give the backbone of data collection
- For validation, interviews, focus group and document checks were conducted

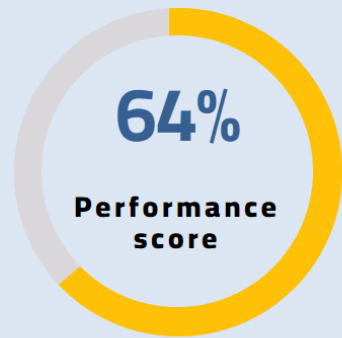
People management framework*

<i>Functions</i>								
	Talent Acquisition	Career & Succession Planning	Talent Development	Compensation Benefits	Performance Management	Employee relations & Engagement	HR System	Enabling Business
<i>Practices</i>	Candidate sourcing	Internal Talent identification	Continuous Learning Culture	Job Roles	Appraisal process	Employee feedback	HRIS Self-service	Data driven HR
	Employer brand	Succession Planning	Competency Management	Job Grading	Pay for Performance	Employee experience	HR Digitalization	HR Availability
	Assessment & Selection	Career Planning	Personal Development	Salary Structure	On-spot recognition	Employee well-being	HR system functionalities	Business Partnership
	Onboarding	Internal Mobility	Leadership Development	Compensation Competitiveness	Process transparency	Policies & Procedures	Data analytics	Customer Focus
	Workforce planning			Flexibility & fit for purpose	Ongoing Feedback	Grievance Process		Change Agent
								Continuous Improvement

*Definitions are listed in the Appendix

Dashboard

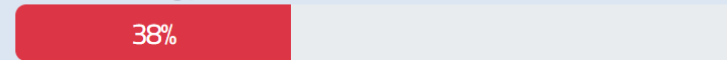
Overall Performance



Overall performance of HR functionality

Key Improvement Areas

HR Technology



Compensation & Benefits



Performance Management



Career and succession planning



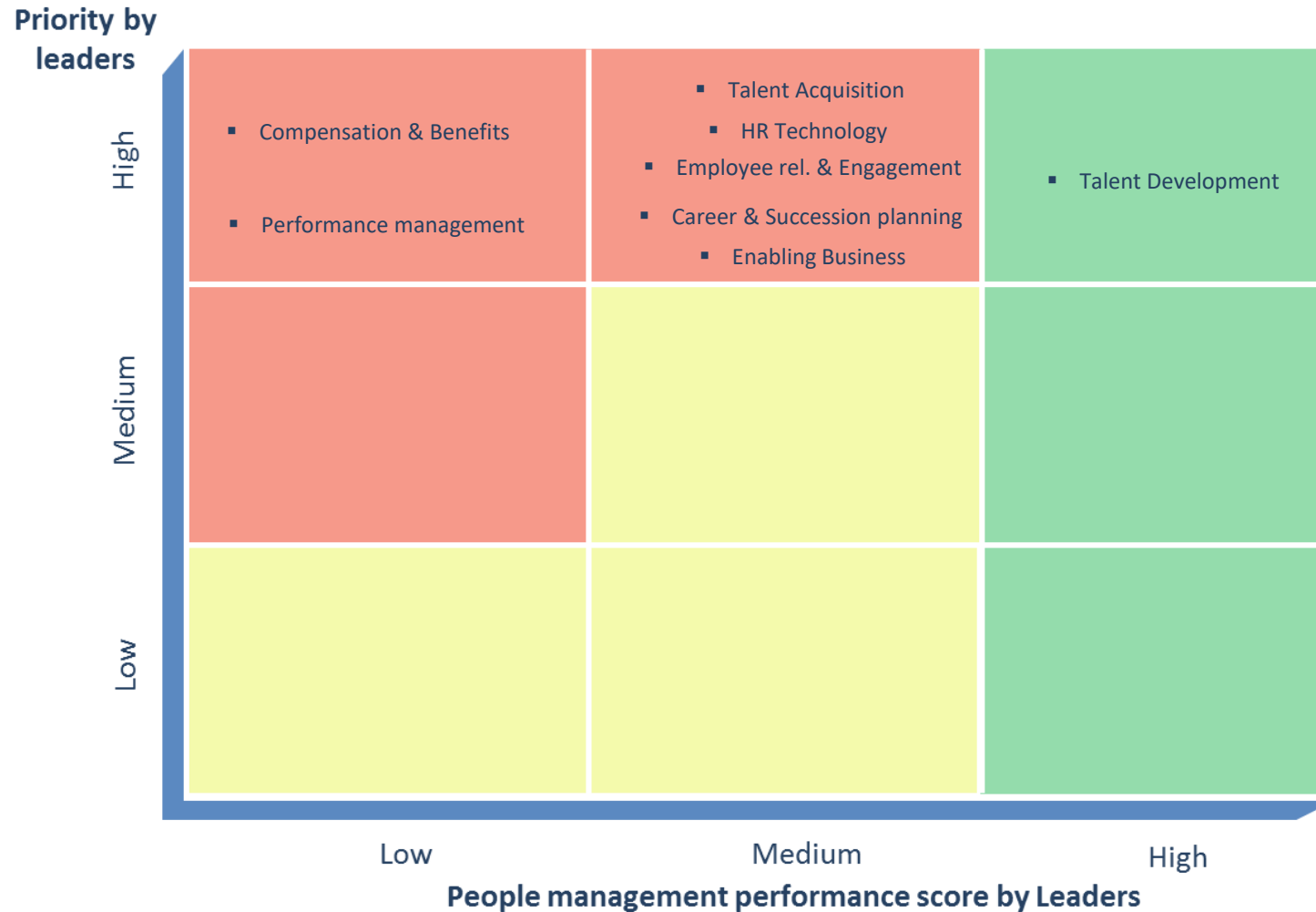
Strength Areas

Business Enablers



High level heat map – Leadership view

Priorities vs Performance in key People management functions



Legend

Low: <=60%
Medium: >60% to 80%
High: >80%

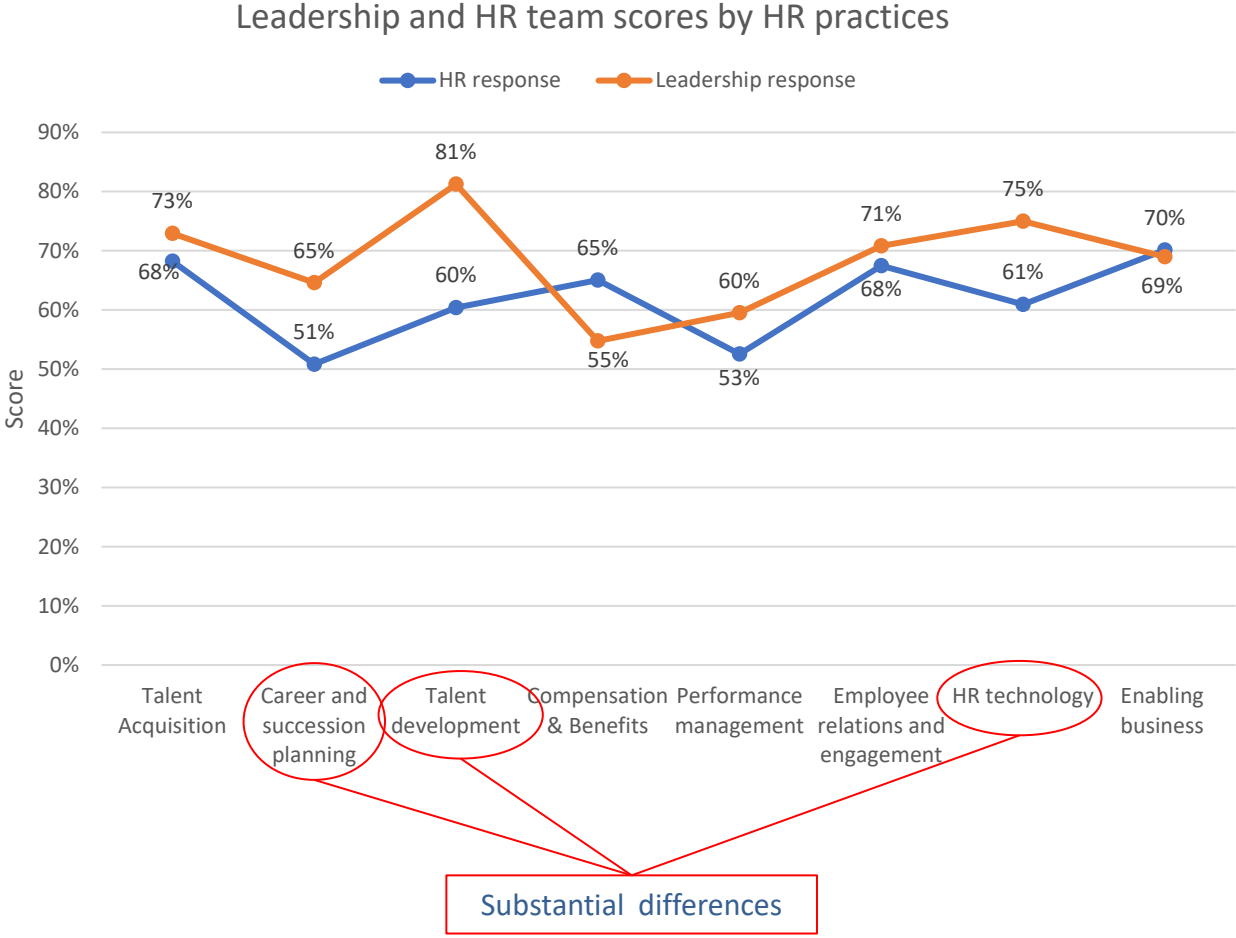
Most crucial improvement areas *within* each function



■ Primary improvement area
 ■ Secondary improvement area
 ■ Non- improvement area

Trend similarities and differences by key People functions

Comparison of Leadership and HR team responses



Consolidated findings by function

Functions	Compensation & Benefits	Performance Management	Career & Succession Planning	Enabling Business
Improvement need	Critical to improve	Critical to improve	Critical to improve	Need to improve
Performance rating by Leaders, Employees and HR Team	Low (55%)	Low (60%)	Mid (65%)	Mid (69%)
	Mid (62%)	Mid (70%)	Mid (71%)	N/A
	Mid (65%)	Low (53%)	Low (51%)	Mid (70%)
Priority*	High	High	High	High
Key improvement areas by practices	<ul style="list-style-type: none"> Flexibility & fit for purpose Compensation competitiveness Salary structure 	<ul style="list-style-type: none"> Appraisal process Pay for performance Transparency On-spot recognition 	<ul style="list-style-type: none"> Succession Planning Workforce Planning Career Planning Talent identification 	<ul style="list-style-type: none"> Data Driven HR Customer Focus Change agent

Legend: Leadership >

Employees >

HR Team >

Consolidated findings by function II.

Functions	Employee Relations & Engagement	Talent Acquisition	HR Technology	Talent Development
Improvement need	Need to improve	Need to improve	Need to improve	Need to improve
Performance rating by Leaders, Employees and HR Team	Mid (71%)	Mid (73%)	Mid (75%)	High (81%)
	Mid (62%)	N/A	Mid (74%)	Mid (70%)
	Mid (68%)	Mid (68%)	Mid (61%)	Low (60%)
Priority*	High	High	High	High
Key improvement areas by practices	<ul style="list-style-type: none"> Employee well being Employee experience Engagement survey 	<ul style="list-style-type: none"> On-boarding Employer brand 	<ul style="list-style-type: none"> Data Analytics HRIS Functionalities HR Digitalization 	<ul style="list-style-type: none"> Competency Management Leadership Development Personal Development

Legend: Leadership >

Employees >

HR Team >



حلول تشخيص أنشطة الموارد البشرية

ضاعف العائد الإستثماري من الموظفين

منهجنا



لا نؤمن بوجود مقياس واحد/ نهج واحد يناسب الجميع، ولا نؤمن بمبدأ ضرورة تطبيق "أفضل الممارسات"، ولهذا ندرك أهمية تحديد الأولويات وما يناسب طبيعة المؤسسة



نؤمن بأهمية تعزيز تجربة الموظف، ولهذا نأخذ برأي الموظف أيضا في هذا التشخيص



نؤمن بأن من يحدد القيمة الحقيقية لقسم الموارد البشرية هم المديرين ، ولهذا يعتمد المنهج على تقييم تجربة المديرين لأنشطة الموارد البشرية بما يخدم الأهداف الإستراتيجية

المنهجية - تشخيص 360 درجة



يهدف إلى جمع المدخلات من قادة الأعمال والموظفين - ومقدمي الخدمات - قيادة الموارد البشرية وفريق الموارد البشرية .

يمنح الإستطلاع الإلكتروني العمود الفقري لجمع البيانات، يتم بعدها إجراء المقابلات ومجموعات التركيز وفحص المستندات

إطار إدارة الموارد البشرية

يوفر الإطار أدناه العمود الفقري لدراستنا / تشخيصنا. يتم تحديد وتفسير جمع البيانات والنتائج والتوصيات في ضوء هذا الإطار .

نظرة عامة على النتائج - حسب الوظائف والممارسات



لوحة النتائج

أهم نقاط القوة

تطوير المواهب 81%



أهم نقاط التحسين الرئيسية

التعويضات والمزايا 55%

إدارة الأداء 60%

التعاقب الوظيفي 65%

تمكين الأعمال 69%

علاقات الموظفين والاندماج الوظيفي 71%

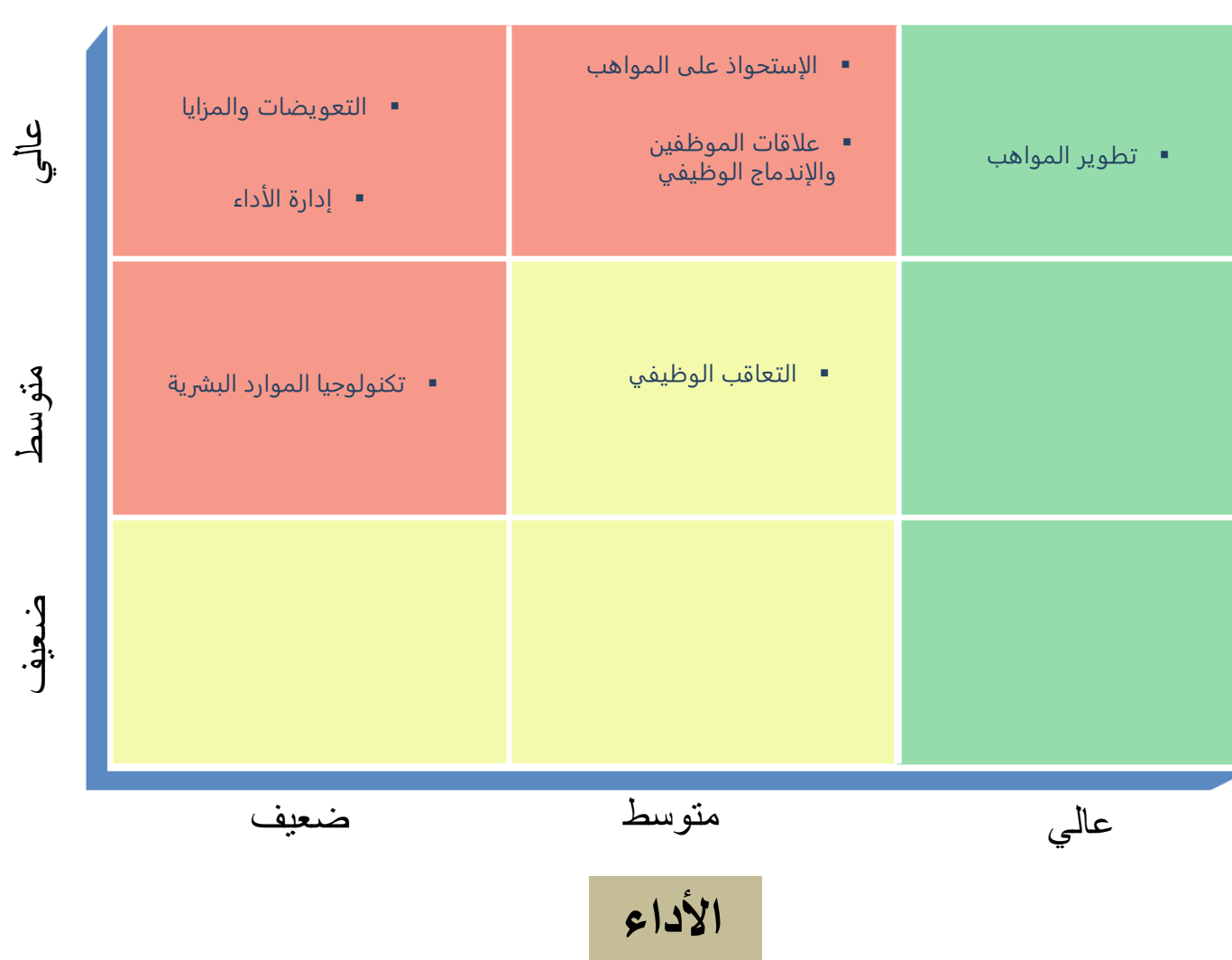
مستوى نضج ممارسات الموارد البشرية

54%

معدل الأداء

الخريطة الحرارية

مصفوفة الأداء مقابل الأولوية



Legend

<=60% : ضعيف
>60% to 80% : متوسط
>80% : عالي

