



**BUSINESS
IMPROVEMENT
REVIEW**

For
**HR Services
All**

15/06/2006



RAPIDBI

KNOWLEDGE • UNDERSTANDING • ACTION



WELCOME TO YOUR BUSINESS IMPROVEMENT REVIEW - HR

The following pages show the outputs from the HR Review completed in **June 2006** with **Michael D. Morrison** facilitating.

The BIR-HR is a perceptions based tool and not a factual measurement, however peoples perceptions are their reality, and for an organisation to work effectively peoples perceptions should be aligned. Often the reason for an organisation not being as successful as it could be is the fact that varying parts of the organisation are not aligned closely enough together.

While perceptions may not be fact, where groups report a similar view their is a high likelihood that the view is accurate.

The purpose of this output is to generate discussion and provide a vehicle for a business action plan. Your facilitator will guide you through understanding the outputs in this document.

If you have staff or external parties we urge you to share these graphics with those people. It generally creates useful dialogue which often leads to stronger relationships.

You have now completed the diagnosis part of the BIR-HR.

The RapidBI team wish you well with the implementation.

People Taking Part

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Setting the scene for the review, who was involved.

The following Board & Manager were involved in this Review:

BOARD

MANAGER

OTHERS

Dave Morris
Irene davis

The review also includes data from: 3 staff
0 Suppliers
0 Customers

People completing this review described their role as:

Dave Morris To manage the office and delegate work
Irene davis To set startegy & build relationships with partners

The results from the BIR process need to be considered in the context of where the organisation wants to go.

The vision of the company according to the:

MANAGER

To be a successful provider in the area

To re energise the local community and get people back to work

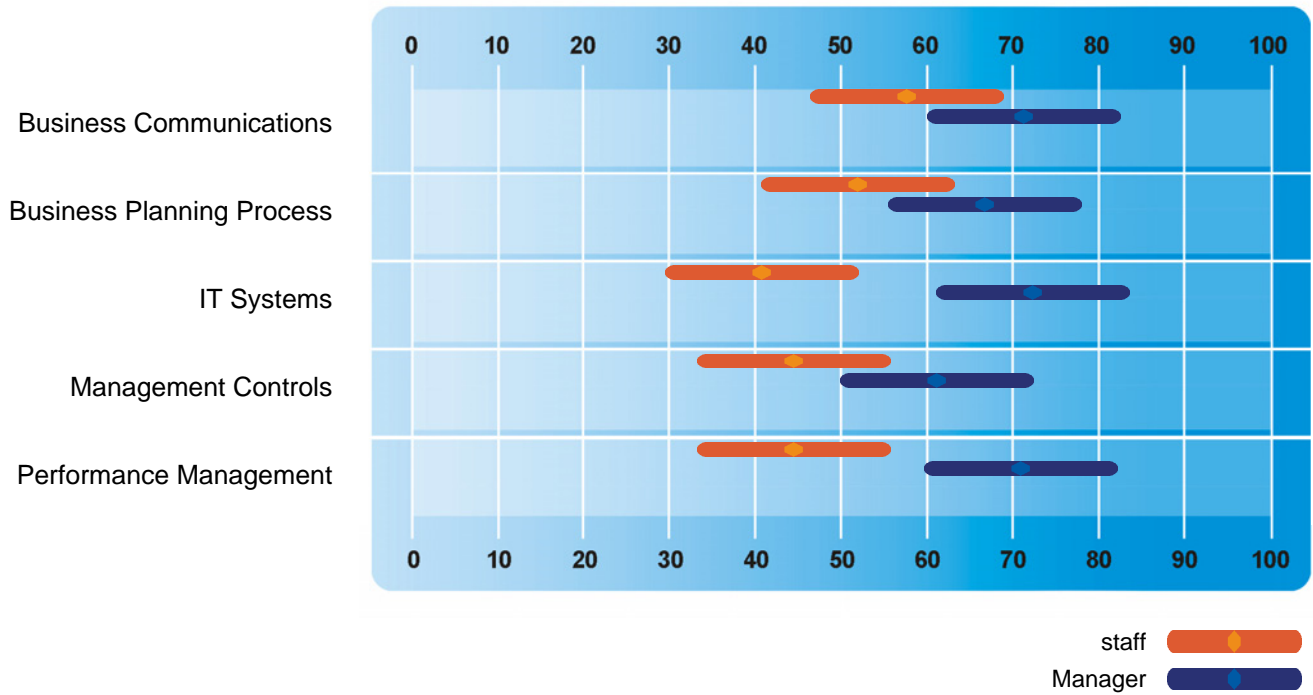
STAFF

To enable the local people to contribute to the community, and to create jobs.

To provide high quality training

To provide services to our community

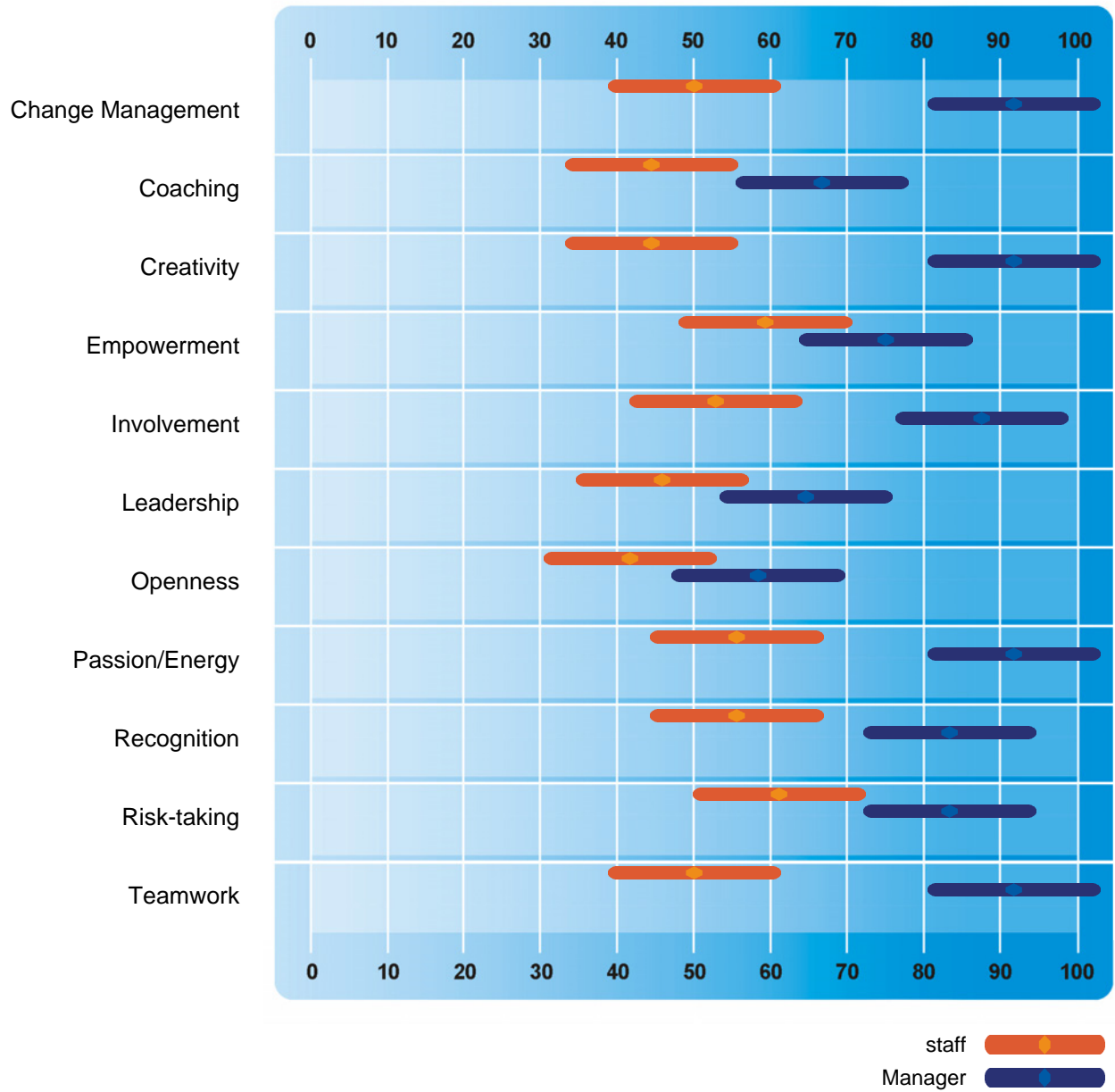
This shows how people in the organisation view the strategic management processes.



Management Style

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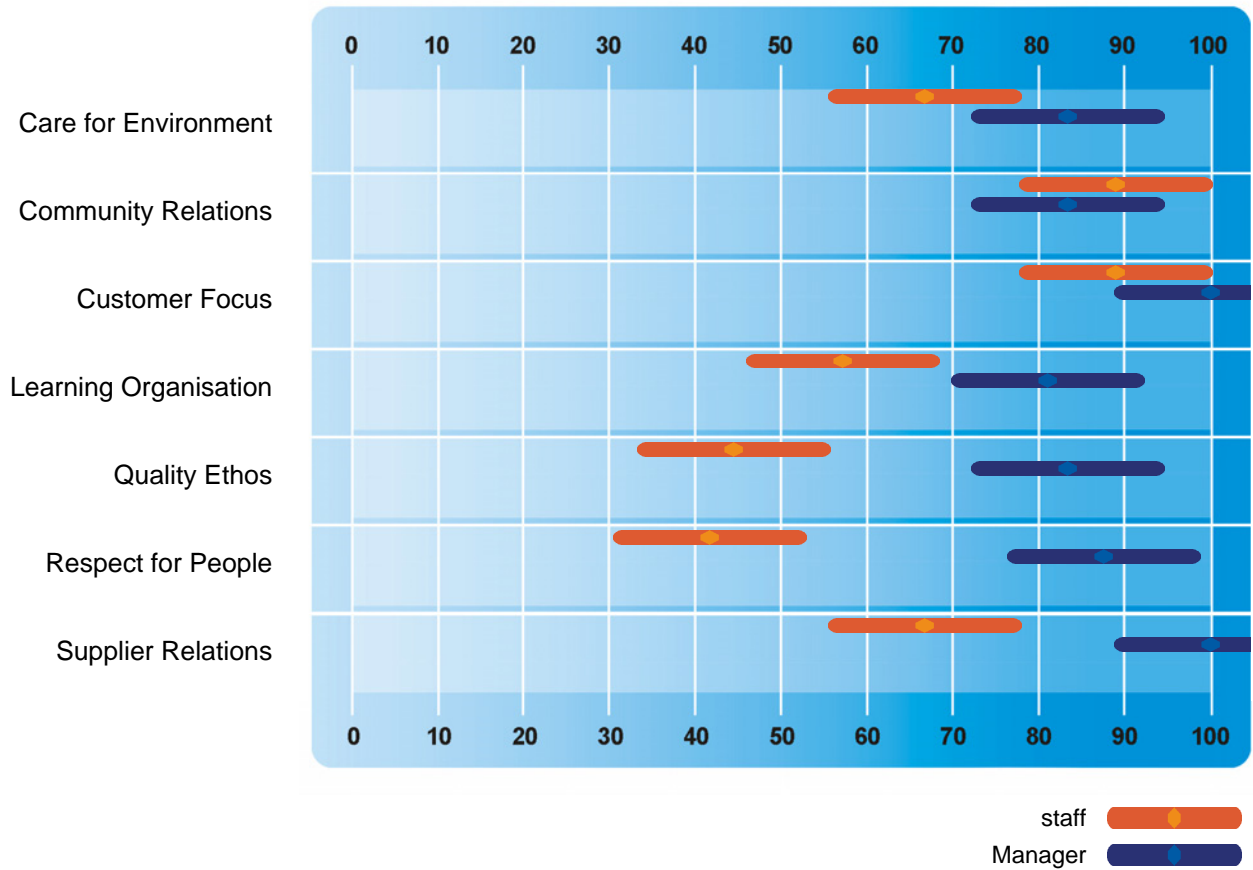
This shows how people in the organisation view the style of management.



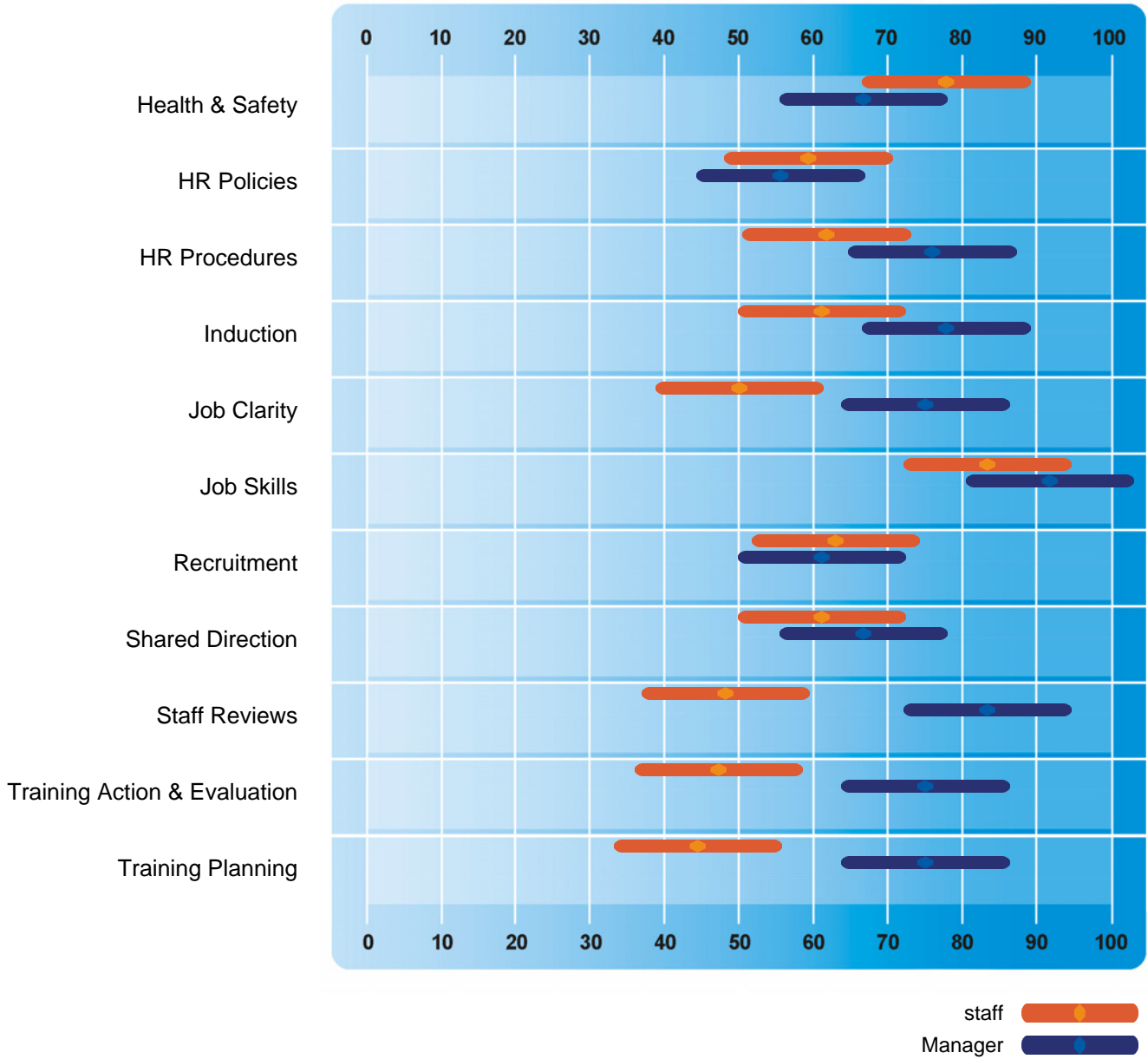
Management Values

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This shows how people in the organisation view the values the organisation demonstrates.



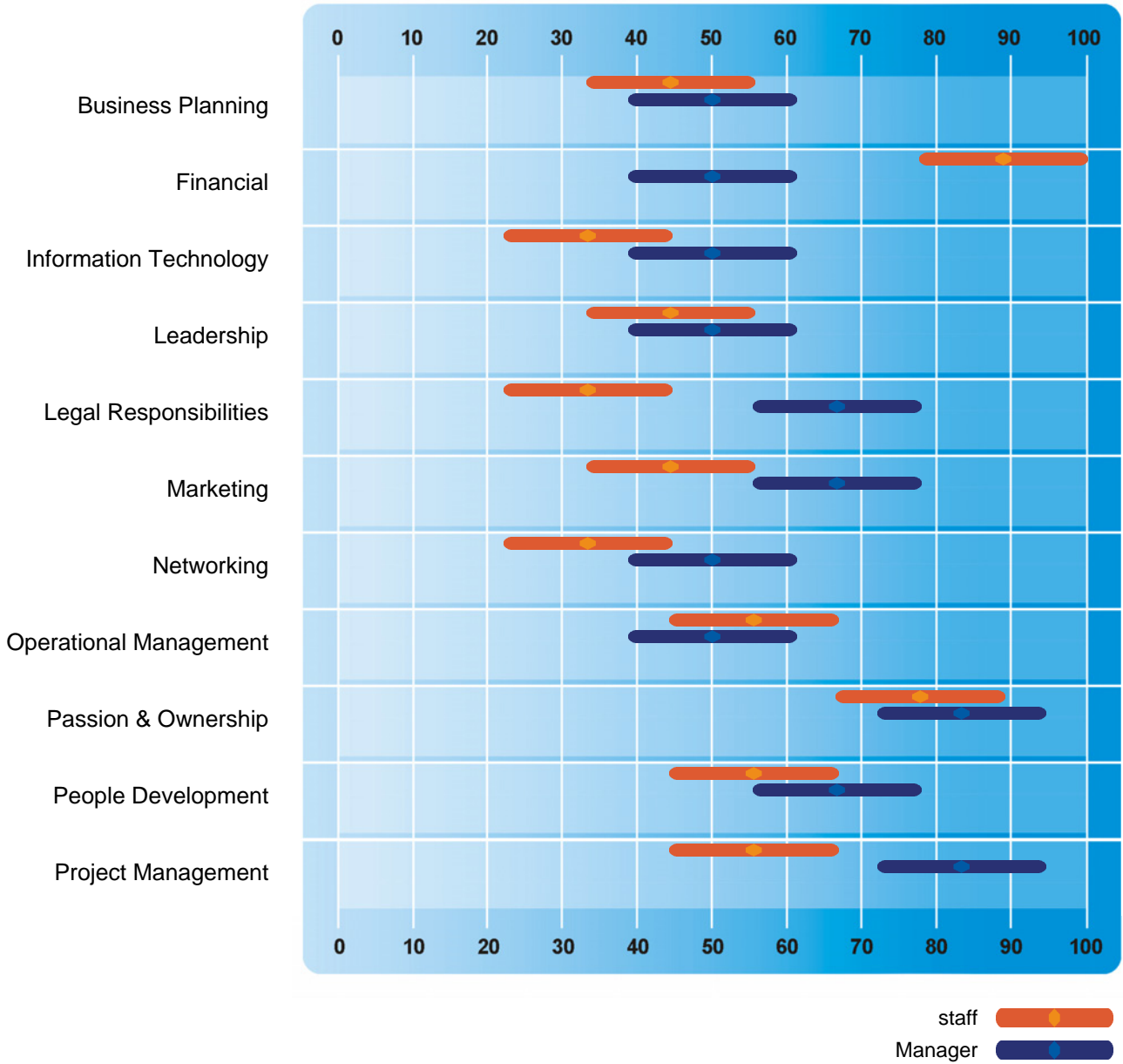
This shows how people in the organisation view people management factors.



Management Skills

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This shows how people in the organisation view the management skills of senior management.



APPENDIX

The Raw Data Action Plan Templates Additional Information

This section contains the raw data captured, Action Plan templates and additional information to help make implementation easier and sustainable. The data also shows the percentage of the participants that thought a particular score.

When you are working on your action plan it is worth considering any questions which rate low as being worth addressing. However it is important not to fall into the trap of trying to address all the individual items. It is the overall impact that is much more important.

Only select 5 - 7 key areas to work on at ANY one time

As a business you are more likely to achieve this. Working on 10+ items will look like a huge task and in our experience is more likely to act as a barrier to change.

Remember this is about Business Improvement - not a business re-design!

This shows the average score for the people management questions.

	Not True	Partly True	Mostly True	True
1. Aims of the business are effectively communicated	—	20%	20%	60%
2. Our training plan identifies resources required	20%	20%	20%	40%
3. All staff know how they directly support business goals	20%	20%	20%	40%
4. We hold regular staff reviews of performance & training needs	20%	20%	20%	40%
5. Everyone has an individual training/development plan	20%	—	40%	40%
6. Everyone has the right skills & knowledge to do their job	—	20%	40%	40%
7. Training needs are planned & actioned appropriately	20%	40%	20%	20%
8. All staff undertaking training discuss its purpose & outcomes.	20%	20%	40%	20%
9. People in new roles undergo effective induction.	20%	—	60%	20%
10. Management regularly reviews training plans & checks progress.	20%	20%	40%	20%
11. There is a clear health & safety policy applied effectively.	—	20%	40%	40%
12. Managers know & use current employment legislation effectively.	—	40%	20%	40%
13. Recruitment & selection results in the right people, in the right job.	20%	40%	20%	20%
14. Discipline & grievance procedures are understood by all.	20%	—	60%	20%
15. Benefit packages are competitive for our sector & locality.	20%	20%	40%	20%
16. There are regular consultations between management & staff.	—	20%	60%	20%
17. Our best people can easily find another job in the marketplace.	—	20%	40%	40%
18. There are equal opportunities for all in the business.	—	—	40%	60%
19. New job roles are effectively communicated to all.	—	20%	20%	60%
20. The mix of our staff reflects the local community.	—	—	40%	60%
21. My manager leaves me to get on with the job.	—	20%	20%	60%
22. Key business processes are clear, documented & followed.	—	80%	—	20%

This shows the average score for the business management questions.

	Not True	Partly True	Mostly True	True
1. There is a step by step plan for developing the business.	—	20%	60%	20%
2. Managers agree business aims together, before implementing.	20%	—	60%	20%
3. A clear plan exists for using IT to underpin & integrate operations.	20%	20%	40%	20%
4. The business has a clear internet & intranet strategy.	40%	—	20%	40%
5. Individual objectives are set & reviewed against business plan.	20%	20%	20%	40%
6. Everyone receives timely feedback on their performance.	20%	40%	—	40%
7. Everyone gets the information they need to perform effectively.	—	20%	40%	40%
8. There is an open flow of information throughout.	20%	20%	40%	20%
9. Performance is monitored & corrective action taken.	20%	20%	40%	20%
10. The business has effective systems to monitor performance.	—	40%	40%	20%
11. Everyone is kept informed about the overall plans & performance.	20%	40%	20%	20%
12. Everyone has the materials & equipment to do their job well.	20%	60%	—	20%

This shows the average score for the management style questions.

	Not True	Partly True	Mostly True	True
1. Employees can organise their work to meet agreed objectives.	—	20%	20%	60%
2. Employees are consulted about decisions affecting their work.	—	40%	20%	40%
3. People's contribution to the business success is recognised.	—	—	60%	40%
4. Employees are motivated & identify with the business aims.	—	20%	40%	40%
5. Performance issues are dealt with constructively & without blame.	40%	20%	20%	20%
6. Everyone feels able to express their views without fear.	20%	20%	40%	20%
7. Everyone is passionate about the business & takes action to get things done.	—	20%	40%	40%
8. The business looks for better ways to do things.	—	40%	20%	40%
9. All parts of the business work well together.	—	—	60%	40%
10. Managers consistently do what they say they will do.	40%	20%	20%	20%
11. My manager is effective at coaching me & our team.	20%	20%	40%	20%
12. My manager is good at giving specific instructions.	—	20%	80%	—
13. Managers welcome new ideas from all staff.	—	40%	40%	20%

This shows the average score for the business values questions.

	Not True	Partly True	Mostly True	True
1. Everyone knows the impact of their actions on our customers.	—	—	—	100%
2. Everyone knows how well the business is satisfying its customer's needs.	—	—	40%	60%
3. Everyone is encouraged to work consistently to high standards.	20%	20%	20%	40%
4. Managers understand the value of external standards.	40%	—	20%	40%
5. Everyone feels valued, respected & is treated fairly.	—	40%	20%	40%
6. The managers are committed to training & development all staff.	—	20%	40%	40%
7. We have good relationships with all our major suppliers.	—	20%	20%	60%
8. We learn from mistakes, without casting blame.	40%	—	—	60%
9. We have good relationships with our neighbouring community.	—	—	40%	60%
10. We respect the environment, recycle & conserve energy.	—	20%	40%	40%
11. What the business values is clear & understood.	—	20%	40%	40%

This shows the average score for the management skills questions.

	Not True	Partly True	Mostly True	True
1. Management demonstrate effective skills in finance.	—	20%	40%	40%
2. Management show effective skills in using Information Technology.	20%	40%	40%	—
3. Management apply business planning skills well.	—	60%	40%	—
4. Management have good skills in marketing & selling.	—	40%	60%	—
5. Management effectively develops & manages its entire staff.	—	20%	80%	—
6. Management uses strong operational management skills.	—	40%	60%	—
7. Management demonstrate effective leadership skills.	—	60%	40%	—
8. Management have the skills to manage projects well.	—	20%	60%	20%
9. Management show a passion for purpose & values of the business.	—	—	60%	40%
10. Management show they know of their legal responsibilities.	20%	20%	60%	—
11. Managers network well with potential & existing customers.	20%	40%	40%	—

Having a One Page Action Plan can help ensure that key issues raised through the BIR are addressed effectively.

What do you need to do?	How will you do it?	By When?	Who is responsible?
1)			
2)			
3)			
4)			
5)			
6)			
7)			
8)			
9)			

Please Note

While the BIR has the potential to show a lot of needs, our experience has taught us to focus on not more than 7 changes. As while you are implementing any change to improve your organisation you still need to do the day job!

Therefore identifying the right 5/6 actions to undertake is important.

Suggested Management Team Development Plan

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Having a Team Development Plan can help ensure that key managers have the skills necessary to deliver the BIR Action Plan.

Development Need	Development Activity	Source	Timing	Cost (£)

Thank you for undertaking the BIR a shorter version can be undertaken in 12 months time to show progress and help to set a new business development action plan.

Note due to the changing nature of organisations, outputs from the BIR should only be considered valid for 3 months. Any significant change to the organisation such as Management changes, restructuring etc will also have an impact on the results shown.