

CGN PROJECT SUMMARY HUMAN RESOURCES – INSURANCE COMPANY

PROJECT TITLE: HR ORGANIZATION ASSESSMENT & DEVELOPMENT

Project Overview: CGN conducted a functional assessment of the HR organization and assisted HR in transforming from an administrative organization to a strategic organization that focuses on talent management and driving a company culture of high performance.

Business Objectives

To realize the Company's strategic goal of high customer-centricity and employee engagement, it must address the underlying people, performance, and cultural issues. HR must play a key role. Specific project goals were to:

- Define new expectations for HR, a new HR department mission, and metrics for assessing the HR function's performance and progress
- Review and assess the organization's structure, current staff, and HR service areas / processes; make recommendations regarding any organizational changes required to enable the department to fulfill its new mission
- Provide coaching to the HR Director and to departmental staff; recommend training and development activities to build required skills
- Participate in and facilitate periodic goal-setting and progress review sessions with the HR Director and Executive leadership

Challenges

- Long personal histories, entrenched modes of operating, resistance to change

CGN Solution

- Opened up new feedback channels from internal customers. Assessed HR mission and services, relative to customer expectations and contemporary HR practices
- Developed burning platform, including strong perceived need to change, vision of a better way, practical first steps, and early wins
- Redesigned the HR organization, developed new processes, guided initial implementation efforts, provided recommendations, and developed an 18 month change roadmap

PROJECT DURATION:

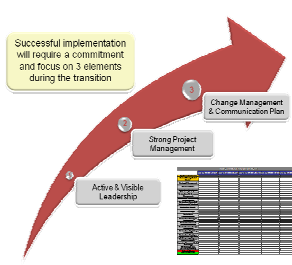
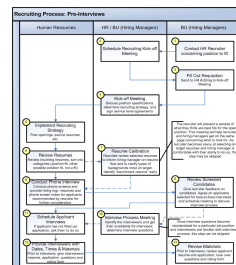
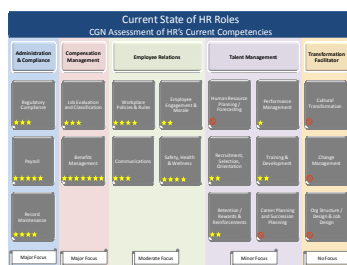
February – July, 2009 (5 months)

Project duration allowed for an extended period of coaching with the HR incumbents to build strong ownership and commitment to changes, as well as implement significant changes during the course of the project

RESULTS:

- Incumbent team engaged in assessment of the function and an organization redesign including:
 - People vision for the company
 - Mission and vision for HR
 - Actions to reduce transactional effort and enhance value-add services
 - Role changes within HR to heighten engagement
 - Design and launch of new compensation structure and performance management process
- New recruiting process, interviewing methods, service level agreements
- Initiative to improve organizational communications
- Pilot initiatives to strengthen HR's involvement in the business

HR MATURITY MODEL PROCESS DEVELOPMENT IMMEDIATE IMPACT



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