

Strategic HR Case Study



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Client problem

Our client, based in regional New Zealand, is a family business with a legacy of over 50 years of manufacturing high-quality prefabricated products throughout the country. They have experienced rapid sales growth in the last 5 years, but internal systems haven't grown with it, including HR management.

Their workforce consists of tradesmen, apprentices, labourers, salesmen, and administration. They were concerned that they over-resourced with skilled staff and were reliant on costly contract workers rather than directly employed staff members. Their key priorities when they engaged us were to set up and maintain HR systems, clarify roles and responsibilities for all staff members and restructure the workforce with a better balance of core skilled tradesmen and contract labour to allow both flexibility and sustainability.

ConsultingHQ's solution

We were engaged to complete a Strategic HR review so that we could provide expert advice on how to bring the people side of things up to speed.

When completing strategic reviews we collect and analyse a lot of data before we go on site. This usually includes:

- a desktop review of all HR systems, organisational structure and a workforce analysis
- an HR audit completed by the business owners.
- an employee satisfaction survey which provides feedback from all staff members on a range of key areas including business strategy, people management, communication, leadership, workload, reward and recognition.
- DISC profiles for managers and team leaders which provide powerful insights into preferred ways of working and interacting with others. A team DISC report is also available which provides further analysis of the profiles of the team as a whole.

Once we had collected and analysed all of this information on our client we spent two days on site meeting the management team, conducting one-to-one discussions with all staff members which included individual debriefs on DISC profiles and ran a team debrief on the Team DISC information.

After an intensive couple of days on site, we reviewed and analysed all the information collected, completed a best practice review and provided a Strategic HR report including an executive summary, survey results, detailed findings and recommendations, proposed structure and action plans. Our high-level recommendations for our client for the next 12 months were:



Outcome

Our client was delighted with the outcome when we presented our findings and recommendations which in their words was “Great work – smack on!”.

Following the completion of the Strategic HR Review, the client was keen to secure CHQ services on an HR Business Partner basis and we are now working our way through the 90-day plan agreed upon once the programme was signed off. Early results are already good with improved role clarity and communications, a more positive culture and the development of company values.

Office

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Hours

Mon - Fri
8:00am - 5:00pm

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