



PEOPLE AND BUSINESS SOLUTIONS

# ORGANISATIONAL OPTIMISATION SOLUTIONS

## CLEAR ADVICE FROM ETHICAL, INDEPENDENT AND QUALITY-DRIVEN EXPERTS, THROUGHOUT THE COUNTRY AND AROUND THE WORLD.

1 900+ people providing clarity in audit, tax, advisory, and business outsourcing to companies across numerous industries. Seven offices in South Africa and 97 292 people in 167 countries around the globe.

We offer industry-specific practices, world-class resources, and an unparalleled commitment to meeting our clients' needs with 75% of our clients recommending us. We serve more than 49 JSE-listed domestic clients and over 158 international clients, who are clear on why they chose BDO:

- Quality, independence and a high ethical standard across all services
- Unparalleled partner-involvement (10:1 staff to partner ratio, globally)
- Deep industry knowledge and participation
- Geographic coverage across South Africa and Africa
- Cohesive global network
- Level 1 BEE Contributor
- Focused capabilities across over 20 disciplines
- Culture defined by values and purpose

Being ethical and quality driven is a given for us, and to show exactly how this is a part of our DNA, we have developed the BDO Clarity Charter. This is our commitment as individuals and as a firm. It underpins all we say and do, from how we live our values to how we engage with you, our clients and all our stakeholders.




*'Our consultants will design a tailored solution based on the client's needs, size and complexity of the business, legislative environment, risk implications and the human capital maturity cycle.'*

## WHY BDO PEOPLE AND BUSINESS SOLUTIONS?

BDO People and Business Solutions aims to lead the optimisation of individual and business performance. Our global platform, professional consultants and leading-edge systems allow us to provide tailored interventions to maximise our clients' competitive advantage and reduce human capital risks. We offer a range of outsourcing, optimisation and advisory solutions which, coupled with our commitment to delivering exceptional service, provides a quality intervention.

Our qualified and experienced psychometrists, industrial psychologists, labour specialists and risk management consultants have extensive industry experience and expertise across a wide range of organisations and therefore understand the people, business, legislative and risk factors which contribute to optimal performance.

### OUR SERVICE OFFERING ENCOMPASSES

-  ▶ Outsourcing Solutions
-  ▶ Organisational Optimisation Solutions
-  ▶ Human Capital Advisory Solutions

## ORGANISATIONAL DESIGN



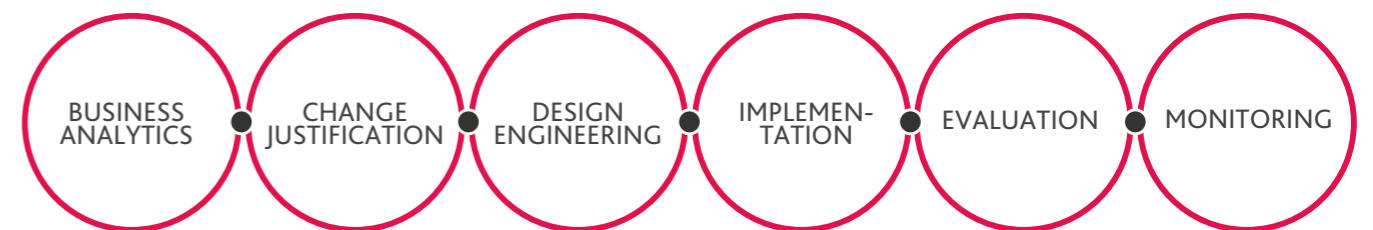
Optimal performance within an organisation is contingent on its alignment with the vision, mission and strategic objectives and is impacted by factors such as financial performance, changing client landscapes, business inefficiencies and mergers or acquisitions. Organisational design aims to improve competitive advantage through a review of the various ways of doing business, and engineering appropriate structures and change to take a business to the next level.

Our methodology identifies business alignment dysfunction and our analysis allows us to shape the various business levels, to achieve optimal performance.

Our solutions are:

- **Business growth strategies:** Designing business structures and functions to stimulate growth and business development.
- **Strategic alignment:** Reviewing existing structures to ensure alignment with new business directions and objectives.
- **Mergers and acquisitions:** Assisting merging organisations to align structures to new business opportunities and objectives.
- Working with business rescue teams to analyse structures and processes so as to ensure optimal performance

Our consultants will design a tailored solution based on the client's needs, size and complexity of the business, legislative environment, risk implications and the human capital maturity cycle.



### BUSINESS PROCESS OPTIMISATION (BPO)

We use qualitative and quantitative approaches to analyse current business processes and develop new methods to de and improve productivity, efficiency, and operational costs. Often the outcomes of the BPO intervention will provide information used to enhance the Organisational Design.

### ROLE ANALYSIS AND PROFILING

The analysis of a role entails both job and person specifications to provide

an accurate outline of the activities, responsibilities and requirements of a role. The consideration of roles usually continues from the organisational design process to ensure that activities extend from the required functions. Many organisations fail to create and continuously update their role profiles, making it difficult for employees and managers to fully understand what is expected. The documentation of roles is a crucial element to business and individual performance, and links with many human capital initiatives to ensure organisational effectiveness and success.

### COMPETENCY FRAMEWORK

Competency analysis provides a holistic view of the skills, knowledge, abilities, attributes, experience, personality traits and motivators, all of which can predict individual performance. When done well, competency frameworks can increase clarity around performance expectations and establish a clear link between individual and organisational performance.

Our experience allows us to provide competency frameworks aligned to

the client's business needs and role requirements. Our methodology ensures that we break down the core elements of a function into assessable parts in order to determine if an individual is proficient to perform the designated role.

### TALENT MOBILITY AND MANAGEMENT

Economic transformation, demographic changes and global attractiveness all impact on talent supply and demand. Organisations often struggle to manage talent as an asset and thereby retain high performing individuals and keep employees engaged.

Talent mobility is the practice of moving talent within an organisation to where it is most required, for business growth, individual development or operational requirements. This enables flexibility in the work environment to optimise individual performance and engagement to ensure competitiveness.

Our Talent Mobility Solutions include:

- **Career Frameworks:** Multi-career pathing enables succession planning and talent retention, while contributing positively to employee engagement.
- **Succession Planning:** Identifying suitable successors is key to any organisation's performance and operational continuity so we assist organisations to create a suitable strategy to minimise the risks inherent in staff mobility.
- **Employee Retention Strategies:** Retaining top talent is a competitive advantage for any organisation. We examine the client's operations, business environment and culture to understand, advise and implement retention solutions.
- **Virtual Workplace Strategies:** New ways of work require new strategies for managing talent. We design virtual workplace strategies to ensure optimal performance and employee engagement.

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### PERFORMANCE MANAGEMENT

Performance management is a process of creating shared understanding and evaluation about how individuals contribute to an organisation's goals. Our performance management pipeline focuses on aligning required competencies, improving employee performance and development, and driving better business results. Our methodology integrates value drivers, organisational culture, operational and strategic requirements as well as psychological factors.

We assist clients with:

- Performance management design
- Performance audits
- Performance management training

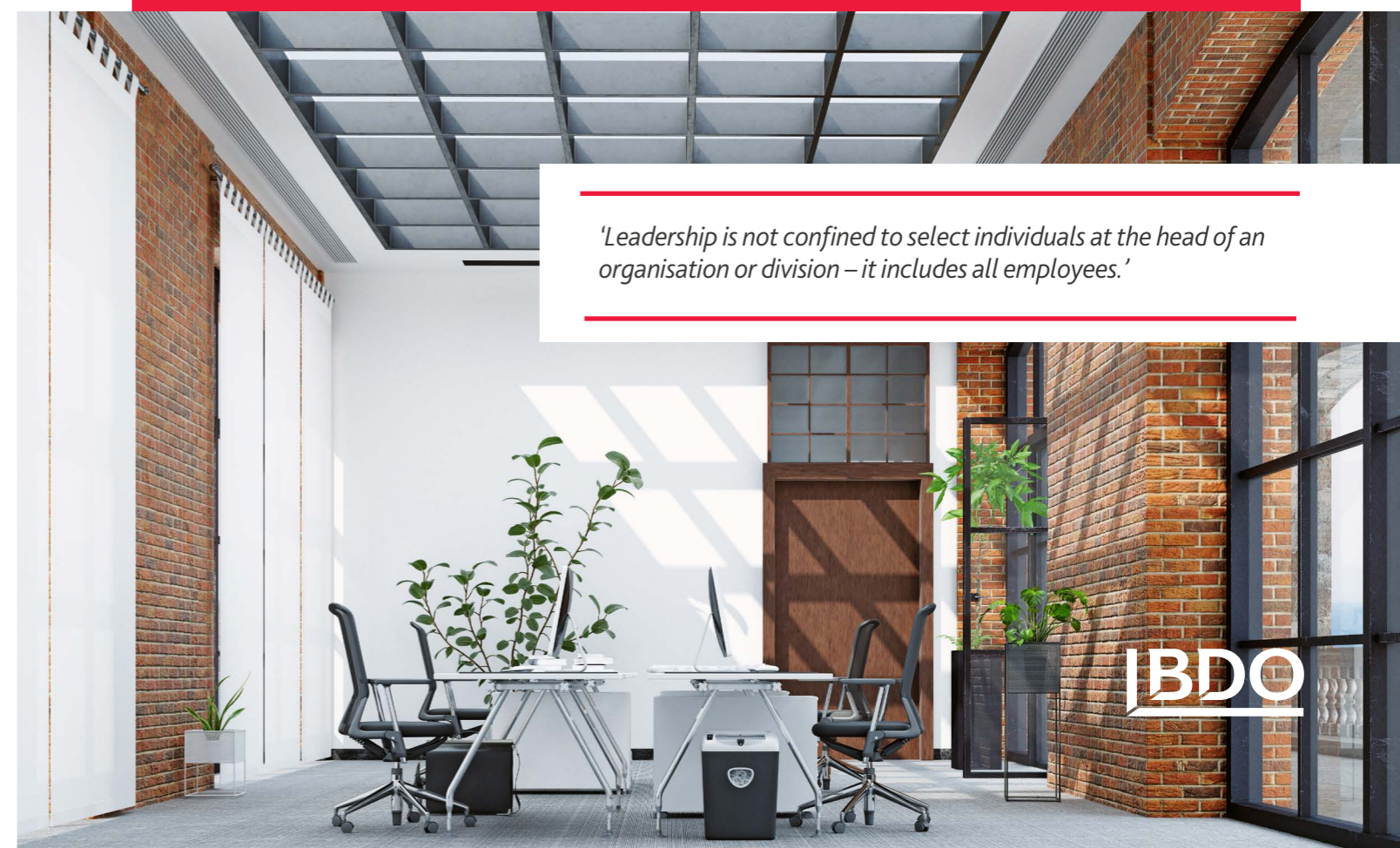
### TRAINING AND DEVELOPMENT

Fluid development strategies are critical to ensure the availability of required skills, knowledge and competencies. It is important to find a balance between training for immediate operational requirements, while ensuring optimal knowledge and skills for the future. We help clients direct their training and development efforts in the right direction to optimise business performance.

### LEADERSHIP DEVELOPMENT

Leadership is one of the most important contributing factors to business success or failure. An effective leader can guide an organisation to maximum profits and optimal performance on all levels. Leadership is not confined to select individuals at the head of an organisation or division – it includes all employees.

Our leadership development strategies are geared towards enhancing ownership and accountability, increasing personal understanding, leading for success, and ensuring business continuity and risk management.



**ASSESSMENT SOLUTIONS**

We understand the costs and pitfalls of employing the wrong people or accommodating employees who do not drive performance.

The assessment of talent, whether for development, identifying potential in an existing employee or a new hire, is key to ensuring a competent, proficient and high performing business. Our assessment solutions are designed to extract maximum benefit for the client, while remaining flexible and ethical.

Our assessment methodology ensures a balance between complying with HPCSA assessment practices and meeting client needs. Self-inspection, with the assistance of detailed psychometric assessments and feedback sessions, is the cornerstone to engaged employees who know and understand their strengths as well as their development areas.

We subscribe to the Health Professions Council of South Africa (HPCSA), the Ethical Code of Professional Conduct of the Professional Board of Psychology, and to the Code of Practice for Psychological Assessment in the Work Place in South Africa.

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**PEOPLE ANALYTICS**

People analytics provide data that helps companies make decisions about talent and human capital practices. The data is used to inform decisions about talent mobility, performance management and resource planning. Our solutions include employee engagement analytics and talent mobility analytics. We use mathematics, statistics and modeling techniques to analyse employee-related data and identify trends and predict patterns.

Our solutions include:

- **Employee Engagement Analytics:** These provide information on the commitment and energy employees bring to work, and is a key indicator of employee involvement and dedication to the organisation, which in turn provide a natural and intrinsic level of productivity and performance.
- **Talent Mobility Analytics:** Data from talent acquisition, retention, performance management and succession provides information for the planning and mobilising of an organisation's human capital resources. Use of such data further supports key business and management decisions to improve talent outcome and profitability.

**ORGANISATIONAL ANALYTICS**

Using data from organisation-wide analytics allows us to guide decisions to ensure capacity and capability within an organisation, as well as allowing

us to engineer appropriate change interventions. We do this through organisation culture assessments and climate and satisfaction surveys.

Our solutions:

- **Organisational Culture Assessment:** How an organisation conducts business is reflected in the common expectations, experiences, philosophy and values that drive employee behavior. It is expressed in employee self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Our Organisational Culture offerings assess the client's culture, and engineer sustainable change solutions.
- **Surveys:** Climate and satisfaction survey data allows for the implementation of more immediate solutions focusing on fewer select variables. They can be conducted organisation-wide, or provide a snapshot of a specific business area.



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FOR A CLEAR PERSPECTIVE,  
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