



PEOPLE AND BUSINESS SOLUTIONS

# LEADING BUSINESS OPTIMISATION



AUDIT • ADVISORY • TAX

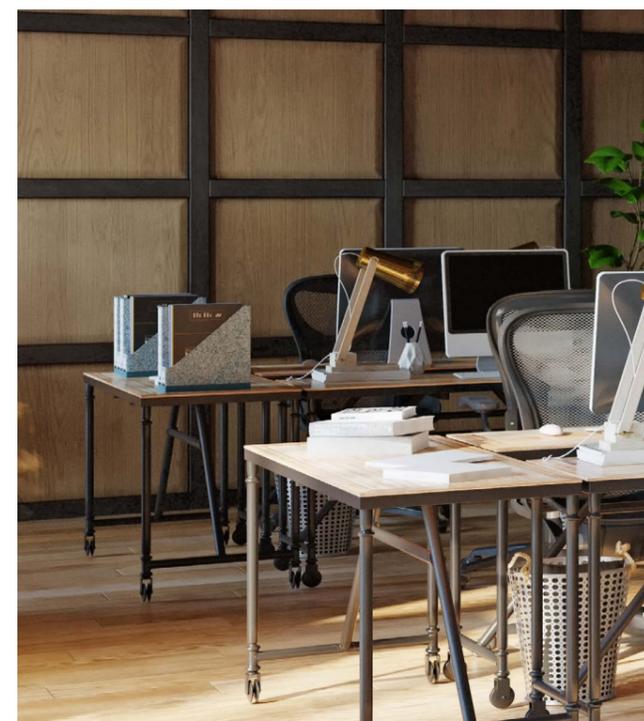
**CLEAR ADVICE FROM ETHICAL, INDEPENDENT AND QUALITY-DRIVEN EXPERTS, THROUGHOUT THE COUNTRY AND AROUND THE WORLD.**

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.



**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

**OUTSOURCING SOLUTIONS**



**TALENT ACQUISITION**

The attraction and on-boarding of suitable talent can be a cumbersome and costly exercise. We understand the importance of selecting the right person to fit the role and organisation, as such we work with clients to design talent acquisition strategies, manage their acquisition pipeline to mitigate the risks associated with employing new people.

**HUMAN CAPITAL RETAINER SOLUTIONS**

Our retainer solutions provide clients with specialised and skilled people and business optimisation services, so that they experience the benefit of sound human capital services without the risk and financial obligation of employing a permanent person in this position.

**HUMAN RESOURCE INFORMATION SYSTEM (HRIS)**

Our Human Resource Information System (HRIS) facilitates the effective management of human resources, business activities and data. Acquiring, storing, analysing, retrieving and distributing relevant information about an organisation's human capital enables the most efficient use of the knowledge, talent, skills and capabilities within that organisation.

**GLOBAL OUTSOURCING SOLUTIONS**

With offices in 162 countries, we provide outsourced employment services world-wide. Many organisations find being globally connected cumbersome – it can be constraining and costly to set-up operations in a desired location. We take the hassle out of establishing a business in a new location by managing talent acquisition, providing remuneration solutions as well as handling legislative and compliance requirements. Clients can choose for BDO to manage the complete employment value chain, or only one aspect thereof.

**OUTSOURCED EMPLOYMENT SOLUTIONS**

Many organisations desire leaner operations and structures which often leaves the management of people in limbo. Our Outsourced Employment Solution provides a comprehensive evaluation of your requirements and strategic focus, whereafter we engage the right services to ensure optimal people and business enablement and performance.

*'With offices in 167 countries, we provide outsourced employment services world-wide'*

# ORGANISATIONAL OPTIMISATION 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.

## BUSINESS PROCESS OPTIMISATION (BPO)

We use qualitative and quantitative approaches to analyse current business processes and develop new methods to define 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

A competency framework 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.

## 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 ensures flexibility in the work environment to optimise individual performance and engagement to ensure competitiveness.

Our Talent Mobility Solutions include: designing career frameworks; succession planning; employee retention plans and developing virtual workplace strategies.

*'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'*

## 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.

## 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 guide 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.

## 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.

## 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.

*'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.'*



# HUMAN CAPITAL ADVISORY SOLUTIONS



## REMUNERATION AND BENCHMARKING SOLUTIONS

**Remuneration Benchmarking:** Our services allow clients to compare salary data with industry trends of similar positions in the market, in order to support talent mobility. Our benchmarking solutions also include bespoke industry surveys, using relevant data points within the identified target group to determine comparable remuneration.

**Remuneration Strategy Design:** We assist clients with the design of their Remuneration Strategies. These strategies serve as the basis for addressing compensation challenges while encouraging appropriate behaviour and rewarding high performance. The strategy typically includes a mix of short- and long-term incentives, as well as monetary and non-monetary elements specific to the client's needs and business requirements.

**Remuneration Policies:** Our team assists with drafting Remuneration Philosophies and Policies to govern the Remuneration Strategy and optimise the client's performance through sound remuneration and reward practices aligned to their goals as an organisation.

## HUMAN CAPITAL STRATEGY SOLUTIONS

BDO's Human Capital Discipline Framework positions strategic HR Management as the first HR discipline as part of the business strategy and people alignment process. Our professionals support clients with:

- Strategy Review, Design and Alignment
- Strategy Facilitation
- Workforce Planning

## MERGER AND ACQUISITION OPTIMISATION

The amalgamation and alignment of separate company strategies, structures, cultures, policies and employment conditions in a merger or acquisition scenario creates elevated risk for company performance. It requires a purposeful change strategy and management tools to not only survive, but thrive. Our team of financial, risk and people advisers are ready to assist clients in the merger and acquisition process.

## HUMAN CAPITAL COMPLIANCE SOLUTIONS

Through our audit methodology we can identify potentially problematic policies and practices that may not be compliant with required regulations. Our labour relations consultants ensure alignment of the client's policies, procedures and practices to safeguard them against any malpractice. Our Compliance Solutions include human capital audits and due diligence audits.

## POLICIES AND PROCEDURES

The conceptualisation and enforcement of effective policies and procedures facilitates positive organisational behavior, and dictates the standard of operations. Well defined policies and procedures:

- Guide employees regarding standards of behaviour
- Facilitate transparency, equality and consistency
- Provide a framework for decision-making and delegation of decisions
- Offer protection from misconduct and breaches of employment legislation
- Outline the rights of both the organisation and employee
- Assist with the on-boarding of new employees

## IR AND ER CONSULTING

Our labour consultants will support companies with their industrial and employee relations needs. We ensure the optimal management of the employer-employee relationship, to promote fairness, equality and transparency.



FOR A CLEAR PERSPECTIVE,  
PLEASE CONTACT US:

**DR JACO NEL**

010 060 5074  
jnel@bdo.co.za

**BEVERLY ROSAN**

084 607 5520  
brosan@bdo.co.za

**BYRON HEYLEN**

082 890 0428  
bheylen@bdo.co.za

**NEWTON WEIDEMAN**

063 299 3855  
nweideman@bdo.co.za

**DAVID BASS**

010 060 5037  
dbass@bdo.co.za

**CARLISTA MOSENENE**

081 229 693  
cmosenene@bdo.co.za

**REABETSWE SEBUSI**

011 488 1700  
rsebusi@bdo.co.za



/BDOSouthAfrica



/bdoafrica



/bdo\_sa



/company/bdo-south-africa

[www.bdo.co.za](http://www.bdo.co.za)

Copyright © 2022 BDO Advisory Services (Pty) Ltd, a South African company, is an affiliate company of BDO South Africa Inc., a South African company, which in turn is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. BDO is the brand name for the BDO network and for each of the BDO Member Firms.

This publication has been carefully prepared, but it has been written in general terms and should be seen as broad guidance only. The publication cannot be relied upon to cover specific situations and you should not act, or refrain from acting, upon the information contained therein without obtaining specific professional advice. Please contact BDO to discuss these matters in the context of your particular circumstances. BDO, its partners, employees and agents do not accept or assume any liability or duty of care for any loss arising from any action taken or not taken by anyone in reliance on the information in this publication or for any decision based on it.

The information contained in these documents is confidential, privileged and only for the information of the intended recipient and may not be used, published or redistributed without the prior written consent of BDO Advisory Services (Pty) Ltd. The opinions expressed are in good faith and while every care has been taken in preparing these documents, BDO Advisory Services (Pty) Ltd makes no representations and gives no warranties of whatever nature in respect of these documents, including but not limited to the accuracy or completeness of any information, facts and/or opinions contained therein. BDO Advisory Services (Pty) Ltd, its subsidiaries, the directors, employees and agents cannot be held liable for the use of, and reliance of the opinions, estimates, forecasts and findings in these documents.

**BDO**