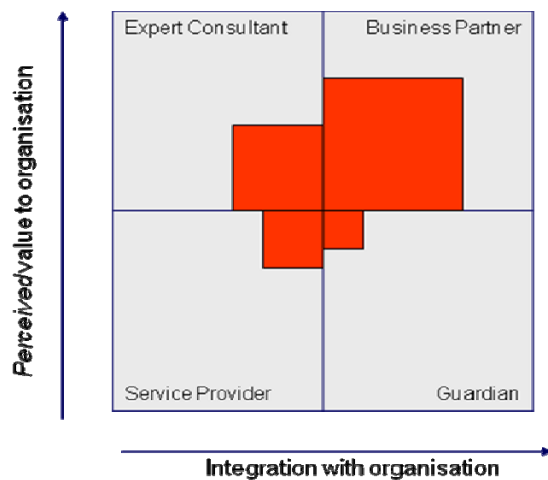




Oxford Strategic Consulting is a specialist consultancy with an impressive track record in helping European, UAE and global clients understand and tackle particular HR challenges.

The OSC team, led by Professor William Scott-Jackson, have helped many HR functions to adapt and transform their approach in order to deliver an excellent service to the business whilst implementing best practice people approaches.

The OSC approach combines years of Best Practice research for prestigious organisations such as the Chartered Management Institute and the Chartered Institute of Personnel Development (CIPD) with a practical bias – we know what works and most importantly we understand how to make change happen effectively.



We spend time transferring our knowledge to your team. Our work in the area of Business Partner and HR practitioner development has transformed the careers of many HR professionals. As part of our approach we create and deliver highly impactful development programmes that build the confidence and competence of HR professionals to enable them to operate in a manner that is highly valued by the business.

Our experience within the field of HR Transformation is extensive and extends into the public and private sectors. Our consultants bring this experience with them – we know the pitfalls and we know how to effectively diagnose the needs and plan the change.

We know how to engage with senior stakeholders in a manner that will enhance the reputation of HR within the organisation. We have an impressive track record of communicating with and listening to HR staff during the projects that we undertake to ensure their commitment and engagement.

Our access to HR best practice is supported by our relationship with the Centre for Applied HR Research (CAHRR) at Oxford Brookes University, led by Professor William Scott-Jackson. William is a recognised authority in the field of strategic HR development and will guide the team on any assignment in the area of HR transformation.

We are confident that our team of experts provide a unique combination of real world experience supported by best practice knowledge. Brief profiles of our key team members are provided overleaf.

Finally we pride ourselves in our understanding of the culture and business operations in the Gulf and of each organisation. Every business demands something different from HR and so 'off the shelf' standard approaches do not work. We work with our clients to fully understand their business context and their particular challenges in order to create an approach that will be sustainable.

We trust you find our approach and experience of interest and we look forward to having the opportunity to discuss this with you.

If you have any questions please do not hesitate to contact:

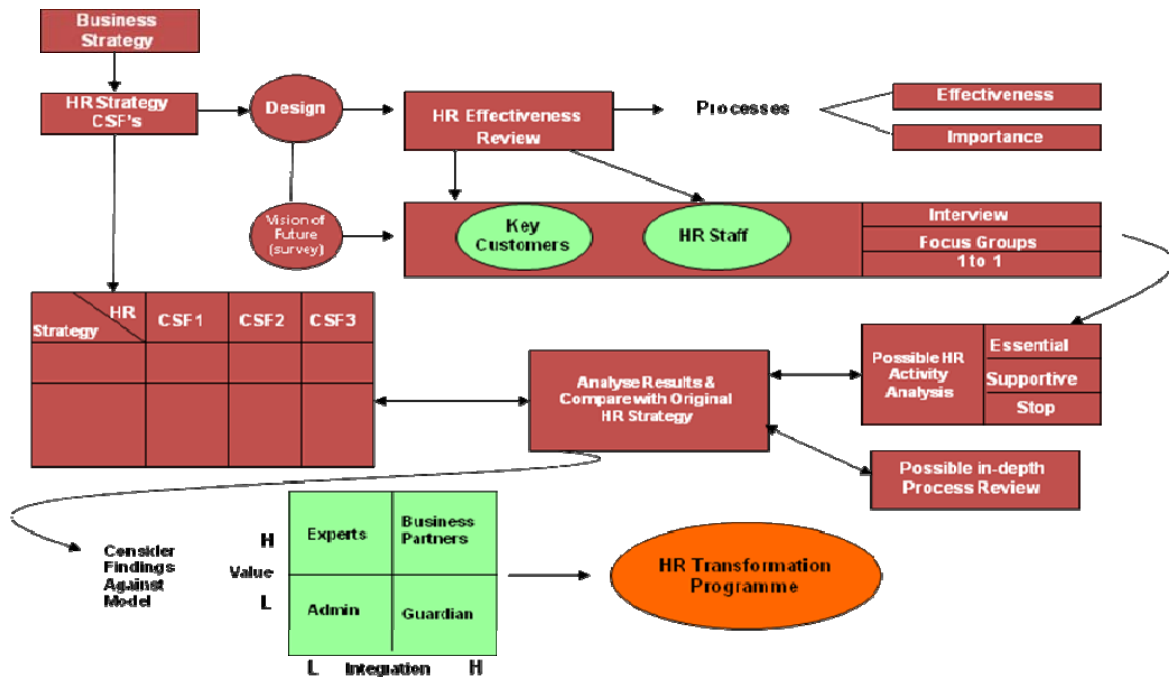
Professor William Scott-Jackson at wsj@oxfordstrategicconsulting.com
+44 7785 110910 (mobile).

To discuss in Arabic, call
Bashar Kariem at bashar@oxfordstrategicconsulting.com
+44 7748 504105.



HR Transformation: the OSC approach

We look forward to understanding more about your current challenges and aspirations in order to provide you with a tailored approach to fully meet your needs. We have, however, provided you with an indication of the key phases of our approach as a basis of future discussions.



3.1 The Current Situation.

The first phase of the project will include detailed consultation to fully understand the scale of the project and also to understand any particular issues that exist.

We will also undertake a desk-based review of all existing work that has been undertaken in HR to fully establish the context. This will often involve engaging with key stakeholders and internal customers. Depending on what work has already been undertaken, we would tend to undertake the following work during Phase 1 of the project.

1. Understanding how HR currently spends its time by activity analysis.
2. Review of how many staff are currently undertaking HR activities.
3. Identify and analyse all costs associated with the HR service – including the use of external providers (e.g. agency fees, learning and development, technology, any outsourced arrangements etc.)
4. Current structures and models being used across the organisation.
5. The current perception of HR by major stakeholders and a selection of internal customers to establish how well the service currently aligns to the needs of the organisation (i.e. is it doing the right things).
6. Customer perception of HR concerning its effectiveness (of what is done and how effectively it is delivered). This will be achieved using a customer perception questionnaire. In the case of major stakeholders and senior customers we will undertake face to face interviews to establish their current view of the HR function and how they would like to see it develop in the future.

In summary we will ensure that during phase 1 there is a clear understanding of HR in the following areas:

HR Strategy and Organisation
Hr Activity Analysis
Stakeholder Views

HR Service Delivery
HR Cost Analysis
Policies and Procedures

HR Team Capability
Customer Perception
Business Strategy

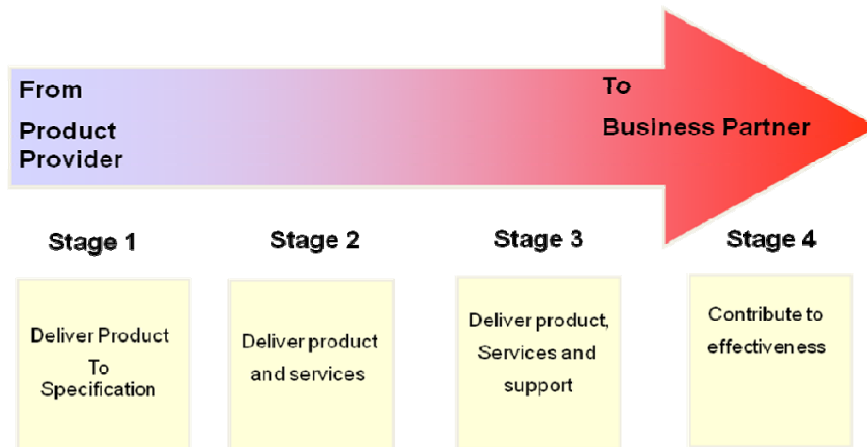


3.2 Articulating the Desired Future State

This phase of the project will take into consideration the following factors:

- The Business strategy and the demands that this will place upon HR.
- Customer / Stakeholder views concerning the areas that the HR function needs to deliver upon in order to support business priorities.
- HR budget and investment levels.
- The development needs of the HR function.
- Any options to outsource certain services.

Following a review of the outputs of the research, combined with customer views and the broader aims of your organisation we will pull together a number of options concerning the structure and function of HR in the future. This will take into consideration the existing skills levels of current staff and any cost constraints that we are aware of.



We would normally review these options with key HR staff and other stakeholders during a workshop session.

OSC will outline the areas that need to change along with the risks associated with such developments. We will work with you to develop a full change plan and agree

the resource requirements needed to manage this key transition.

In our experience there are a number of factors that will influence the shape and speed of any HR Transformation approach and these will include:

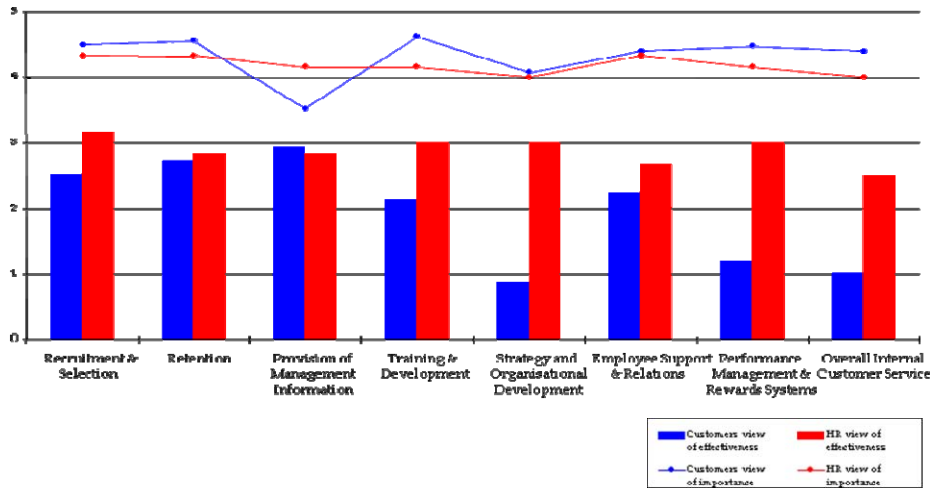
- Budget and resource available to make the change whilst maintaining current levels of HR service.
- Organisational appetite for the change – how badly the organisation wants to see the change and thus how much time and resource will be allocated to it.
- HR functional appetite for change and a clear, compelling reason to change.
- Forces for and against the change and their relative political power and influence.
- Availability of key skills in the area and the ability of the organisation to attract or develop the capabilities that the function needs.

All the above will be taken into consideration before creating a vision for the future and undertaking the gap analysis which will form the basis of the change plan outlined in the next section. It is also recommended that key stakeholders are 'sounded out' concerning their views of the potential changes. On-boarding of such people is vital if the change programme is to be a success.



3.3 The Change Programme

OSC would always recommend a significant amount of stakeholder consultation at the beginning of the change programme to ensure that the right people are aligned with the aims of the change before the project is launched. We will develop with you a comprehensive stakeholder engagement plan that will include senior staff and other stakeholders.



The key streams of activity will be planned in detail and the resource required agreed with you. Often OSC experts are used to lead major streams transferring knowledge to their clients throughout the project.

The details of the change programme will be developed during Phase 2 of the project.

Reference Projects

OSC have worked with many HR functions to help them to develop. Brief project profiles are provided below. These are followed by samples of the research that OSC have done in the area of HR.

Learning Skills Council – HR Transformation Project

The Learning Skills Council manages all adult education in the UK excluding Universities. It is a large organisation with over 80 offices across the UK.

OSC were engaged to review the current HR structure, make detailed recommendations concerning how it needed to change and lead the change programme that resulted. This project was led by Andrew Porteous.

The Project included full stakeholder engagement via communications and one to one interviews, HR activity audit, costs analysis, external best practice research and the full engagement of key HR staff as internal change advocates.

The project covered nearly 80 LSC office locations across the UK and demanded the thorough engagement of stakeholder groups around the country and constant communication with the HR community.

The project was delivered to an extremely tight timescale and resulted in a number of possible models of operation being proposed for consultation with the LSC Directorate.



Department for Constitutional Affairs – HR Transformation Project

Formerly the Lord Chancellors Department, Mr Geoff Malin led the review of the effectiveness of the HR Directorate and advising on transforming its role and effectiveness. This included stakeholder engagement, customer perception survey and a review of the effectiveness of existing HR practice.

The project culminated with a set of recommendations back to the Head of HR Helen Dudley, including role and structural redesign and a set key performance measures for future benchmarking.

Other HR Transformation Projects

- Lloyds TSB – Retail Banking – HR Strategy Development and Restructuring
- Marsh – HR Transformation programme.
- Microsoft – HR Development activity and Structural Advice
- Kingfisher (Retail) – HR Transformation and Satisfaction Audits
- Surrey and Norfolk Councils – HR Transformation Programme
- NHS (Various) – HR Transformation
- Capio Healthcare – HR Transformation
- The Erinaceous Group – HR Transformation and HR Staff Development
- Mizhuo International – HR Competence Development and Support