



Case Study

Business aligned HR strategy



BACKGROUND

The client is a leading integrated engineering company in the provision of turnkey solutions to the mining, energy, resources and power sectors. The company is listed on the ASX and headquartered in Perth and had recently appointed a new Chief Executive Officer (CEO).

THE CLIENT CHALLENGE

The company had achieved rapid growth and was looking to build a substantial pipeline of new work. The newly appointed CEO was due to commence in six months. The General Manager HR (GMHR) needed a robust HR strategy to present to the new CEO to demonstrate how HR was supporting the business to achieve its strategic objectives.

HARRIER'S SOLUTION

The GMHR commissioned Harrier to develop an HR strategy and organisational structure that delivered on strategic imperatives. Harrier worked closely with the executive management team to design and implement a business-aligned process and resulting strategy. The model used is illustrated below.

OUTCOMES DELIVERED

Deliverables were as follows:

- HR strategy approved by the executive committee
- HR structure implemented
- Monthly reporting included in executive committee meetings
- Immediate and productive support to the HR function at both the corporate and strategic levels
- Improved alignment of HR strategy to organisational strategy and business objectives
- Improved metrics and reporting systems resulting in enhanced ability to demonstrate HR's contribution to the company's bottom line



Figure 1: Harrier's Solution

