

## CASE STUDY

### PORT REDESIGN AND SKILLS DEVELOPMENT

#### What was the purpose of the work?

This African Port organisation consisting of approximately 800 employees was facing a proposed expansion project and needed to identify the current and future number and nature of skills required, with a view to compiling an organisational development plan in order to meet these future projected needs.

**Location:** Africa

**Date completed:** January 2014

#### The design and scope of the project

- Analysis of current structure and recommendation of future structure aligned to strategy
- Analysis of current versus future staff numbers and identification of skill gaps
- Recommendations for efficiency, systems and productivity improvements
- Redesign of current and future job roles
- Talent and skills audit for all employees enabling identification of talent and succession pools
- Compilation of individual development reports for staff at all levels aligned to strategy
- Feedback to individuals

#### What tools and processes were used?

- MWR/Levels of work Auditing
- Work capacity analysis and projections
- CPA and IRIS
- Personality assessments
- Ability assessments
- EQ assessments
- 360 information
- Organisation Mapping
- Performance information
- Career development interviews
- Talent trend analysis

#### What were the benefits to the client?

- Development of clear role profiles and accountabilities
- Clear identification of skills development priorities and next steps for meeting future skills needs
- Prioritisation of individual staff development needs
- Improved focus and productivity
- Effective and objective talent pool management

#### Follow-up

Ongoing work with organisation in terms of assessment and talent management.