

CASE STUDY FACT SHEET

Trilby Misso Lawyers

Trilby Misso Lawyers, leaders in their field, are a multi award winning organisation and recognised for their investment strategies in their people. Human Resources Manager, Katrina Haynes was interviewed following the External Audit conducted on their organisation.

Below are the key discussion points with Katrina regarding the Audit of their Human Resource Framework inside their organisation.

Why did Trilby Misso Lawyers embark on the Audit journey?

- This was an opportunity to step back and look at the big picture and bring our team along on that journey.
- We needed to be sure our policies and procedures were truly relevant to the business and were tied into overall strategy.

What was the External Audit process like?

- Having an external auditor brought a higher level of importance to the process and urged us to set higher expectations for ourselves.
- We have a very focused team that love what they do, they are both experienced and passionate. This allowed us to focus that energy and delivered a real sense of achievement knowing we were using an external National Standard. The team was really excited about the entire process.
- I wanted a sounding board to the strategies that we developed. Having an objective review was important for my professional development. I have had no other way to really evaluate our performance within the HR profession.
- I found it encouraging too that the External Audit was about identifying ways to cut red tape- rather than creating it. We have identified smart time saving strategies so we can focus on the improvement strategies for the organisation.
- I could see for myself through the discussions with the External Auditor, how I can improve the formal strategic links simply for our Human Resource Framework.

For booking information, contact 1300 550 674 or academy@hrcoach.com.au or visit www.hrcoach.com.au

Trilby Misso Lawyers Case Study

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because we care



"By using the Human Resource Framework we not only have peace of mind in regards to our risk, we also have a continuous improvement program that is not a fad in the business."

"We would have only achieved 50% of performance improvement if we relied solely on internal resources..." The external audit is a governance process we have implemented on an annual basis.

Case Study - Success Snapshot

- Year 1**
- 50% staff turnover
 - 63% Staff Satisfaction
 - Under-productivity
- Year 2**
- 5% staff turnover
 - 76% Staff Satisfaction
 - 50% improvement in **Productivity**
 - 100% improvement in **Profitability**

Katrina Haynes
HR Manager



The Human Resource Framework was implemented and audited by the HR Coach External Auditing Division

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people • performance • profit

What have been the benefits of the External Audit?

- HR can at times be misunderstood or be perceived as a little vague – even in our organisation, this process meant we could clearly describe and show what we 'do' it helped us communicate that more clearly internally.
- We can see how we can create real gains in efficiency to free me up to focus on improvement – the high value adding activity.
- The process provides me with peace of mind. I don't have to worry about the basics because I know we have them in place – and we know that you just can't get into the high value strategic activity if you don't have the basics covered.
- The National Standard has become the framework for our HR operation and for our improvement plans – the National Standard means HR people can make improvements without the risk of it being perceived as just making changes for the sake of change. This can sometimes happen as employers and employees may not understand what HR does.
- An External Audit enables us to communicate better as an HR Team– that is important to the team and to the business.
- For governance - we have this scheduled as an annual activity to keep building on our strategy. This is equally important for the HR strategy as well as the Board.
- We are going to update our qualifications as Internal Auditors – so the Framework is not a fad. It is our business discipline.

CASE STUDY FACT SHEET

UMW - PNG

UMW – PNG are a multi national operation, supplying major contracts within the mining and logistics sectors.

Of high importance is effective people management strategies given the complex and high risk work environment. Below are the key discussion points with Ian Mulville from an interview with Money Matters, the business news channel, reviewing the outcomes from the External Audit of their Human Resource Framework inside their organisation.

What have been the benefits of UMW's External Audit?

- It brings rigour to our process. HR needs to be delivered and recognised as a business discipline.
- The External Audit provided an additional “push” for managers to complete their internal processes.
- Once managers saw the audit result and the positive impact it had on our tender opportunities, it became a clear priority within their own business units
- It provided us with a common language in the management team
- It assisted us with breaking down barriers between process and people
- It has harmonised our HR process with the business. It has both a starting and finishing point that makes sense to others
- It has assisted us with pushing strategy further through the organisation.
- It has opened other peoples minds to accept changes and innovation in practice
- Already the process has paid for itself – an immediate ROI for tenders and profile in the market

Why is the Human Resource Framework different to a Change Program for UMW?

- It is a sustainable framework, not a fad
- The “audit” has both internal and external implication and shows that we take people management seriously.
- We recognise the external value to attract and keep talent as we can be recognised for our achievement in certification.

UMW - PNG Case Study



"Creating a sustainable framework for human resources provides time efficiencies with the team and also evidence to the organisation of the linking of HR to the business strategy and our social responsibility."

For the business, it builds confidence and rigour to tenders providing us with a sustainable competitive advantage in a tough market.

Ian Mulville
UMW - PNG

Complex Business Factors

375 Employees
Expat and National Employee Factors
Training needs and legacy of the HR and Management Team
Multi National Organisation
Tendered work and complex supply chain

HR Framework Benefits

Confidence internally
Succession plan for HR Team
Tender application – competitive advantage
Time saving and streamlined HR Discipline

The Human Resource Framework was implemented and audited by the HR Coach External Auditing Division

HRCOACH
people performance

As an experienced HR Practitioner, why did you undertake the External Audit?

- Building a sustainable HR Model for UMW was part of my brief when undertaking the role. We can see clearly where we make a difference
- I saw the Human Resource Framework as a Standard that applies to the whole business.
- Being an organisation that values ISO Standards, we saw this as an important step for HR to also raise the bar internally
- We all know as HR Practitioners that our strategy can drift with the changing needs and priorities of the business. This helps me keep perspective and focused to make strategic decisions on resource allocation
- As a HR Practitioner, I can go to a deeper level without always having to reinvent the wheel.
- It is just good business practice – being held accountable can only be a good thing for the industry

For Employees, what has been the benefit of the Human Resource Framework?

- I can train my team and build succession in a consistent and methodical way.
- My team will be qualified as Internal Auditors against the Standard. This provides new opportunities for transfer of skills and consistency in practice, even when I am not there.
- This will raise opportunities in the HR Career Profession and raises the bar for everyone.
- Development of the team goes beyond lip service – this is an audited process and one that has to be maintained.

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