

HR Management & Governance Diagnostic

PREPARED FOR
Sample Company
May, 2025

25 # COMPLETED
RESPONSES

30 # INVITED
PARTICIPANTS



PREVIOUS SURVEY: MAY, 2025

BENCHMARK: FULL MCLEAN & COMPANY BENCHMARK

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By the end of your first results call with a McLean & Company analyst you will:

1

Understand Results

- Understand your team's perception of each area's importance and effectiveness
- Identify where there may be gaps in scores and where there may be a difference of opinion between the team and leader
- Get a clear understanding of the areas that affect your HR department's ability to fulfill HR and organizational goals

2

Establish Clear Accountabilities & Responsibilities for Key Areas

- Ensure HR leaders are not overwhelmed with too many accountabilities
- Establish ownership for each relevant area
- Identify one person accountable for each area
- Review and compare results against the HR Organizational Alignment Diagnostic, if applicable, as well as other data points (e.g. employee survey data, HR budget, etc.)

3

Conduct a Team Alignment Exercise

- Gather your team to discuss significant differences in scores
- Establish alignment on importance and effectiveness of areas

4

Create a Roadmap of Key Areas to Improve

- Gain consensus on areas requiring focus
- Create an improvement roadmap outlining which areas the team will focus on over the next 12 months
- Identify responsibilities and timelines as well as regular checkpoints with the team to monitor progress

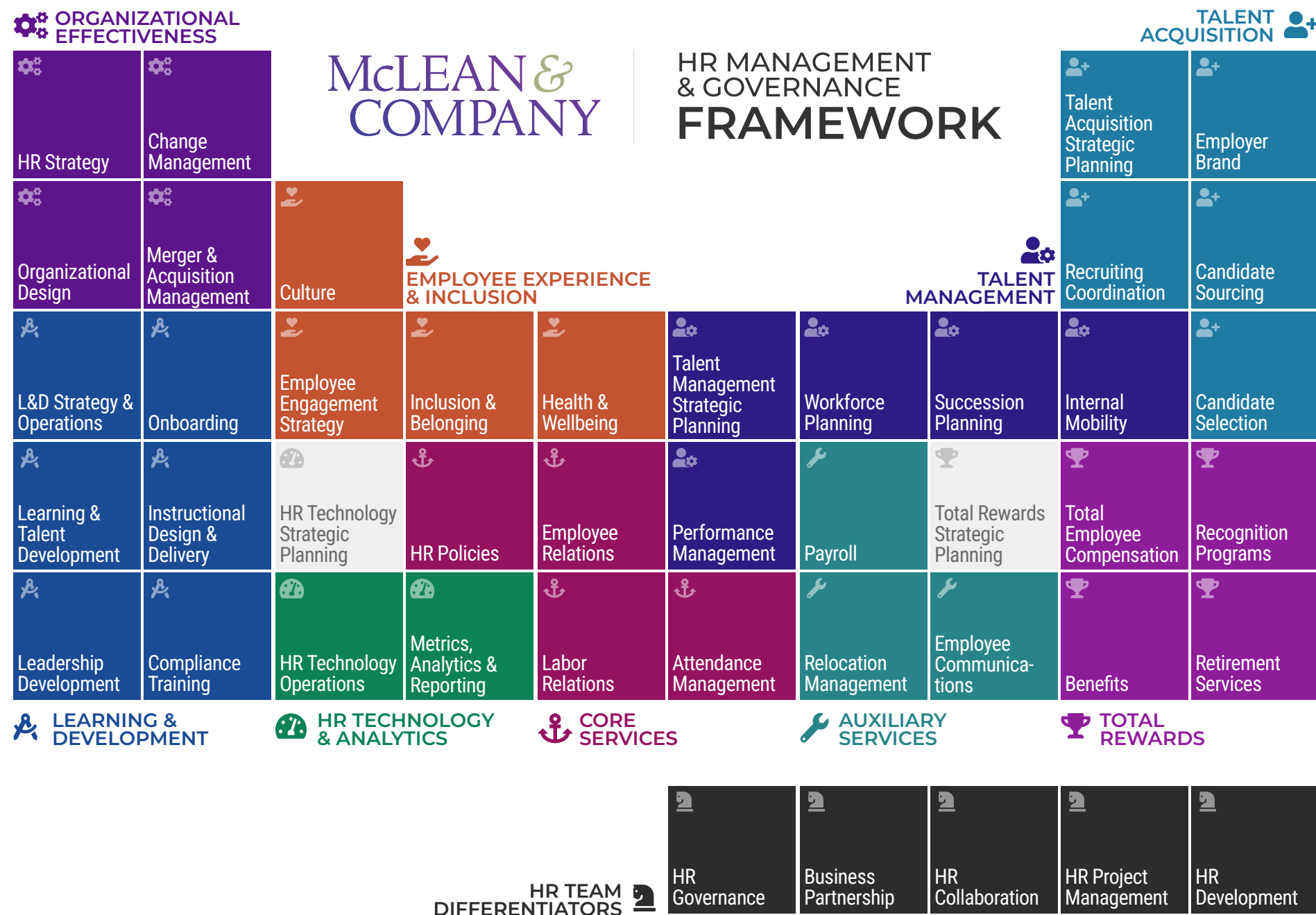
The HR Management & Governance Framework

McLean & Company's HR Management & Governance Framework is made up of 39 areas organized into 9 functions. Use this framework to communicate learnings and organize results to build evidence-based action plans that improve key areas and increase overall HR effectiveness.

Below the HR Management & Governance Framework are five HR Team Differentiators we feel are key in setting your team up for success.

Any areas that are faded on the framework have been deemed not in place at your organization prior to survey launch.

Continue to reference this framework throughout the report.



This diagram is a snapshot of the landscape within your HR department. Each area has been color coded based on your HR team's scores for relative importance and effectiveness

I IMPROVE

These areas are perceived as relatively high in importance and relatively low in effectiveness. Start with these areas when action planning.

E EVALUATE

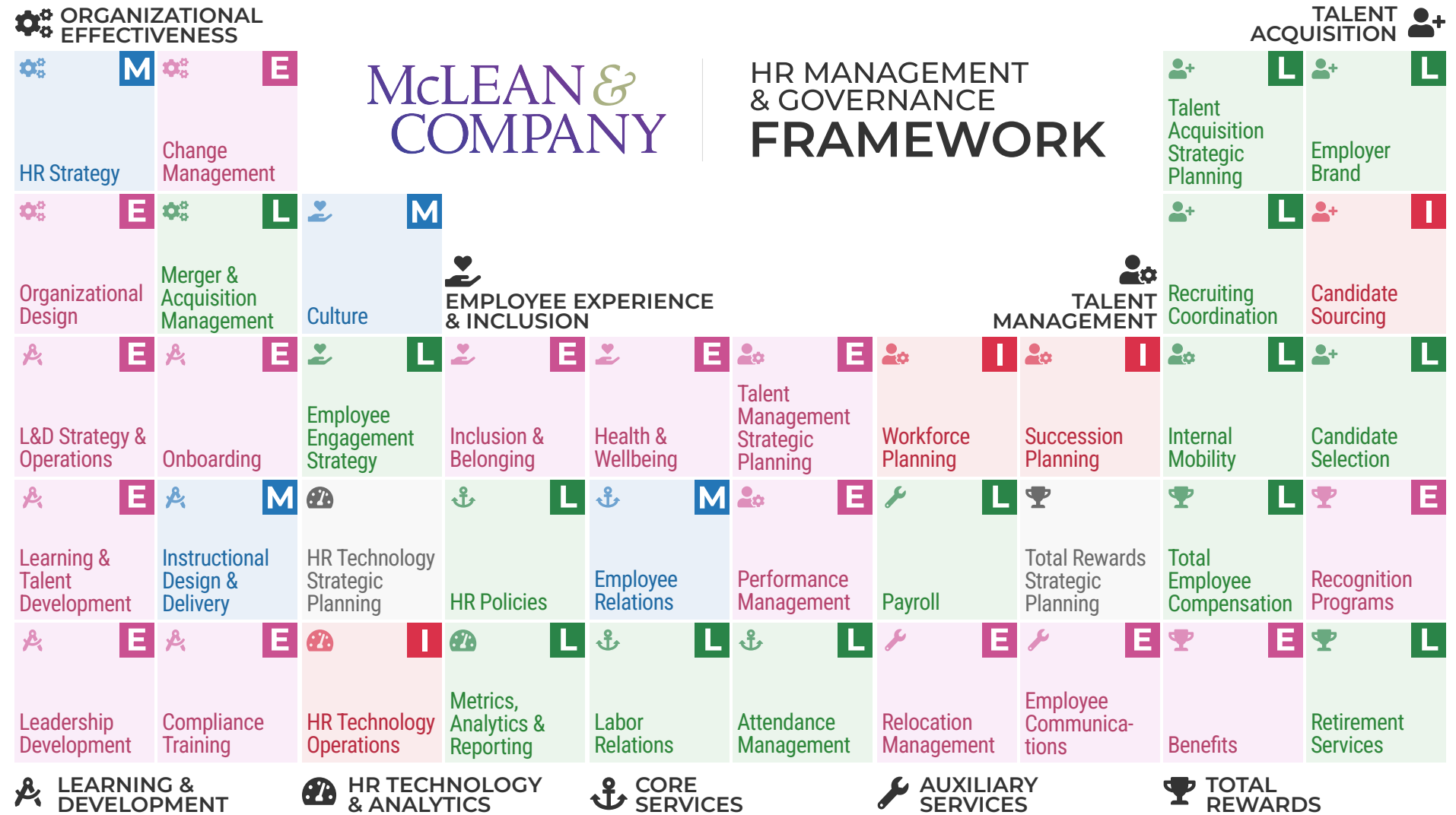
These areas are perceived as relatively low in both importance and effectiveness. Look at these next to determine whether they should be a focus for improvement based on other functions and priorities.

M MAINTAIN

These areas are perceived as relatively low in importance and relatively high in effectiveness. They will likely not be a focus for improvement; therefore, the goal is to maintain their scores.

L LEVERAGE

These areas are perceived as relatively high in both importance and effectiveness. Try to leverage these strengths to make changes in other areas.









Use this page to help prioritize your area improvement initiatives.






































Average Scores: Area Importance

These are importance scores for each area, calculated by taking the average of all responses. Areas are also categorized based on their perceived importance, from high to minimal importance.

Use this data to understand which areas your team believes are most important.

FUNCTIONS

-  ORGANIZATIONAL EFFECTIVENESS
-  EMPLOYEE EXPERIENCE & INCLUSION
-  TALENT MANAGEMENT
-  TALENT ACQUISITION
-  LEARNING & DEVELOPMENT
-  TOTAL REWARDS
-  HR TECHNOLOGY & ANALYTICS
-  CORE SERVICES
-  AUXILIARY SERVICES










HIGH IMPORTANCE 9 - 10	9.6	HR Policies		9.2	Candidate Selection		9.2	Internal Mobility		9.1	Attendance Management		9.1	Succession Planning	
	9.1	Employer Brand		9.1	Labor Relations		9.1	Metrics, Analytics & Reporting		9.1	Payroll		9.1	Talent Acquisition Strategic Planning	
	9.0	Employee Engagement Strategy		9.0	Recruiting Coordination		9.0	Total Employee Compensation		9.0	Workforce Planning		9.0	HR Technology Operations	
MODERATE IMPORTANCE 7 - 8.9	8.9	Retirement Services		8.9	Candidate Sourcing		8.9	Merger & Acquisition Management		8.8	Employee Relations		8.8	Leadership Development	
	8.8	L&D Strategy & Operations		8.8	Culture		8.8	Instructional Design & Delivery		8.7	Benefits		8.7	Compliance Training	
	8.7	Health & Wellbeing		8.6	Learning & Talent Development		8.6	Change Management		8.6	HR Strategy		8.6	Recognition Programs	
	8.6	Talent Management Strategic Planning		8.5	Inclusion & Belonging		8.5	Onboarding		8.5	Relocation Management		8.3	Performance Management	
	8.2	Employee Communications		8.2	Organizational Design										
LOW IMPORTANCE 4 - 6.9															
MINIMAL IMPORTANCE 0 - 3.9															

Average Scores: Area Effectiveness

These are effectiveness scores for each area, calculated by taking the average of all responses. Areas are also categorized based on their perceived effectiveness, from high to minimal effectiveness.

Use this data to understand which areas your team believes are currently performing well and which areas need attention.

FUNCTIONS

-  ORGANIZATIONAL EFFECTIVENESS
-  EMPLOYEE EXPERIENCE & INCLUSION
-  TALENT MANAGEMENT
-  TALENT ACQUISITION
-  LEARNING & DEVELOPMENT
-  TOTAL REWARDS
-  HR TECHNOLOGY & ANALYTICS
-  CORE SERVICES
-  AUXILIARY SERVICES

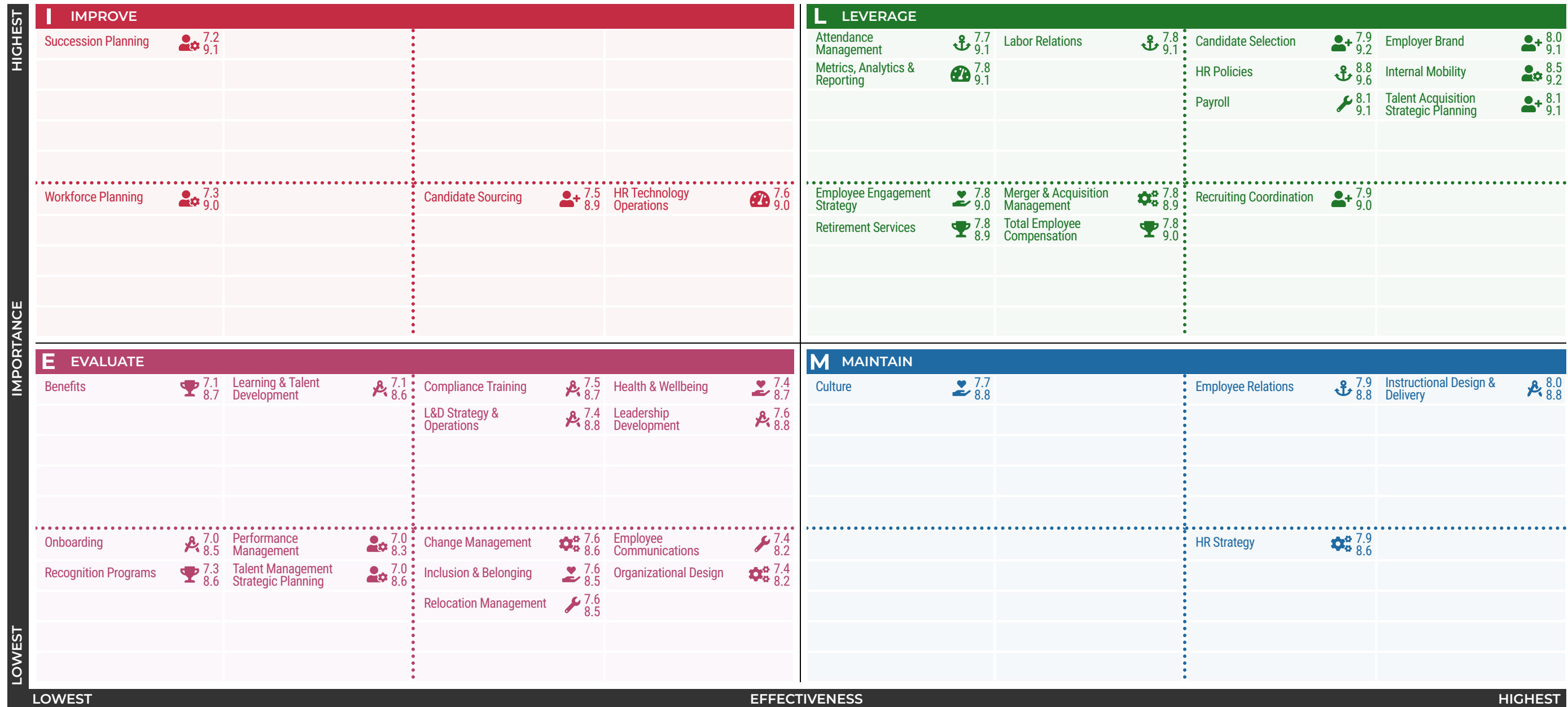
HIGH EFFECTIVENESS 9 - 10															
MODERATE EFFECTIVENESS 7 - 8.9	8.8	HR Policies		8.5	Internal Mobility		8.1	Payroll		8.1	Talent Acquisition Strategic Planning		8.0	Employer Brand	
	8.0	Instructional Design & Delivery		7.9	Candidate Selection		7.9	Recruiting Coordination		7.9	Employee Relations		7.9	HR Strategy	
	7.8	Employee Engagement Strategy		7.8	Labor Relations		7.8	Retirement Services		7.8	Total Employee Compensation		7.8	Merger & Acquisition Management	
	7.8	Metrics, Analytics & Reporting		7.7	Attendance Management		7.7	Culture		7.6	Leadership Development		7.6	Change Management	
	7.6	HR Technology Operations		7.6	Inclusion & Belonging		7.6	Relocation Management		7.5	Candidate Sourcing		7.5	Compliance Training	
	7.4	Employee Communications		7.4	Health & Wellbeing		7.4	L&D Strategy & Operations		7.4	Organizational Design		7.3	Recognition Programs	
	7.3	Workforce Planning		7.2	Succession Planning		7.1	Benefits		7.1	Learning & Talent Development		7.0	Onboarding	
	7.0	Talent Management Strategic Planning		7.0	Performance Management										
LOW EFFECTIVENESS 4 - 6.9															
MINIMAL EFFECTIVENESS 0 - 3.9															

Area Priority Matrix Overview

Use this matrix to prioritize focus areas for action planning. This matrix is based on aggregate responses with areas plotted relative to each other based on ranked importance and effectiveness.

Focus on the areas in the Improve quadrant on the top left first (relatively high importance and relatively low effectiveness).

AVERAGE EFFECTIVENESS SCORE (TOP NUMBER)
AVERAGE IMPORTANCE SCORE (BOTTOM NUMBER)



RACI stands for responsible, accountable, consulted, and informed. To achieve success in a project or process, these roles need to be assigned to specific team members. Use this data to identify where there is overlap in the team's perception of their assigned roles and determine if any changes need to be made.

Continue to reference these definitions throughout the report.

ACCOUNTABLE ONLY

I have ownership and authority over this area and am responsible for its overall success. I delegate execution of the day-to-day activities to others.

ACCOUNTABLE & RESPONSIBLE

I have ownership and authority over this area and am responsible for its overall success. I am also primarily responsible for execution of the day-to-day activities.

RESPONSIBLE ONLY

I am responsible for all or part of the execution of the day-to-day activities delegated to me for this area.

CONSULTED

I am consulted for input and/or decisions, but I am not involved in the execution of the day-to-day activities related to this area.

INFORMED

I am told about decisions or progress in this area.

NOT INVOLVED

I am not actively involved with this area or the decisions impacting it.

OVERLAPPING ROLES

Overlapping roles of accountability, or when one area has multiple individuals who perceive they are accountable, can lead to confusion and conflict within a team. Evaluate areas where there are overlaps of accountability and responsibility between team members. Ensure such overlaps make sense for your team and organization.

- OVERLAPS IN ACCOUNTABILITY
- OVERLAPS IN ACCOUNTABILITY & RESPONSIBILITY
- SEE EXCEL REPORT FOR ADDITIONAL RESULTS



ORGANIZATIONAL EFFECTIVENESS

4 AREAS

OVERALL RESULTS

This chart displays average overall function importance and effectiveness scores and ranks for the aggregate group, HR leader only, and HR team only, with previous scores included where applicable.

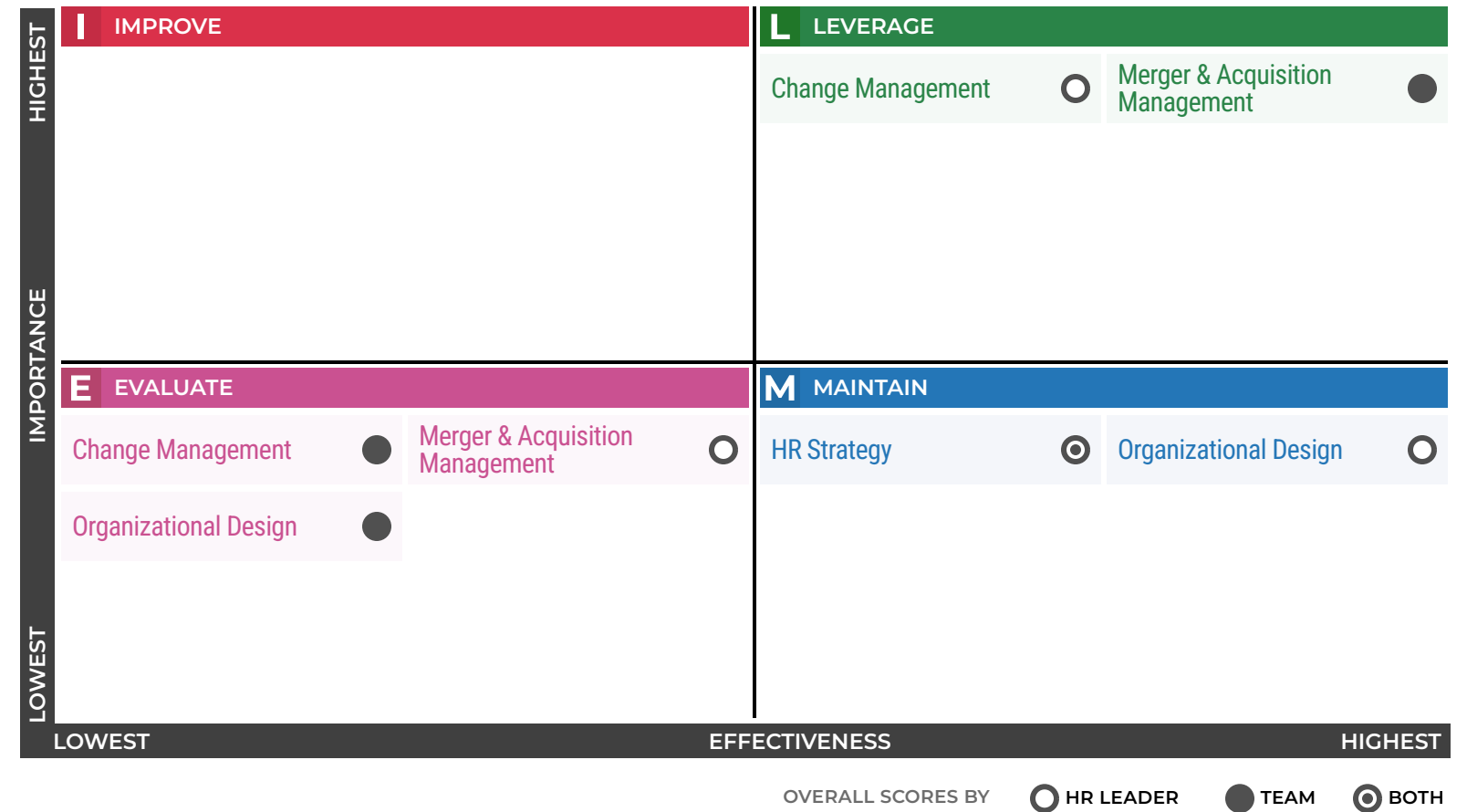
A benchmark is provided for effectiveness only. As importance rankings should not be influenced by other organizations, benchmarking is not provided.

IMPORTANCE		EFFECTIVENESS	
SCORE	RANK	SCORE	RANK
8.6 MODERATE IMPORTANCE	9th	7.7 MODERATE EFFECTIVENESS	4th
PREVIOUS 8.6 MODERATE IMPORTANCE	6th	PREVIOUS 7.0 MODERATE EFFECTIVENESS	8th
		BENCHMARK 7.1 MODERATE EFFECTIVENESS	7th
HR LEADER 7.0 MODERATE IMPORTANCE	8th	HR LEADER 6.8 LOW EFFECTIVENESS	4th
TEAM 8.6 MODERATE IMPORTANCE	9th	TEAM 7.7 MODERATE EFFECTIVENESS	5th

AREA PRIORITY MATRIX

This matrix displays the areas within the function by ranked importance and effectiveness. It compares HR leader and team responses.




Use this matrix to discuss differences in opinions and to reach a consensus before creating an area improvement plan.




ORGANIZATIONAL EFFECTIVENESS

4 AREAS

This page details how each area scored and ranked out of all areas in importance and effectiveness. A rank of 1 means it is perceived as highest in importance or effectiveness. The circles denote overlaps in accountability or accountability and responsibility, listing up to the six most senior team members who identified themselves in this way.


-  OVERLAPS IN ACCOUNTABILITY
-  OVERLAPS IN ACCOUNTABILITY & RESPONSIBILITY
-  SEE EXCEL REPORT FOR ADDITIONAL RESULTS

HR Strategy MAINTAIN

8.6 MODERATE IMPORTANCE	28th	 1. Adams, Samuel; 2. Allen, Henry; 3. Clark, Jack; 4. Martin, Evelyn; 5. Robinson, Lily
AVG. SCORE	RANK	
7.9 MODERATE EFFECTIVENESS	9th	


Linking HR management directly to the strategic plan...

Change Management EVALUATE

8.6 MODERATE IMPORTANCE	28th	 1. Clark, Jack; 2. Martin, Evelyn; 3. Robinson, Lily
AVG. SCORE	RANK	
7.6 MODERATE EFFECTIVENESS	20th	


Using a structured process...

Organizational Design EVALUATE

8.2 MODERATE IMPORTANCE	36th	 1. Adams, Samuel; 2. Garcia, Charlotte; 3. Martin, Evelyn; 4. Robinson, Lily
AVG. SCORE	RANK	
7.4 MODERATE EFFECTIVENESS	26th	

Configuring structures, processes, reward systems...

Merger & Acquisition Management LEVERAGE

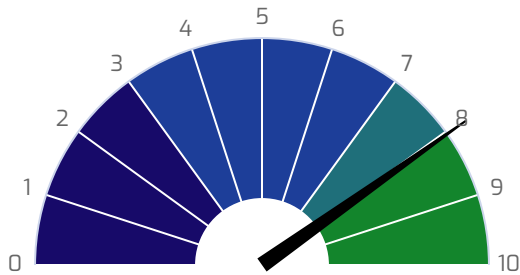
8.9 MODERATE IMPORTANCE	17th	 1. Brown, Noah; 2. Clark, Jack; 3. Martin, Evelyn; 4. Robinson, Lily
AVG. SCORE	RANK	
7.8 MODERATE EFFECTIVENESS	15th	

Providing a human capital perspective to...



We feel the five HR Team Differentiators are key in setting your HR team up for success.

Q: Taking everything into account, how effective is our HR team?



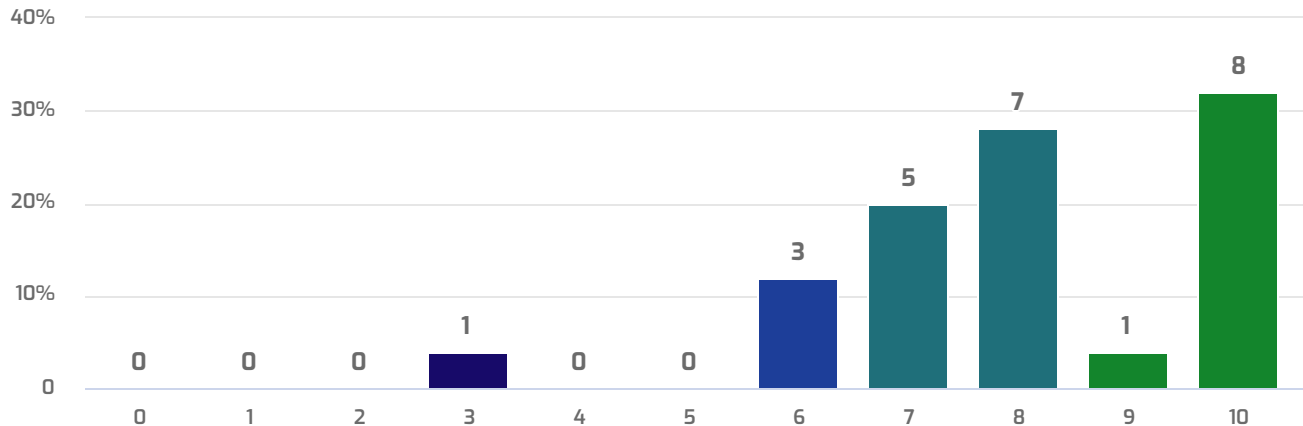
SCORE
8.0
MODERATE EFFECTIVENESS

PREVIOUS
7.3
BENCHMARK
7.6

4%	12%	48%	36%
0 - 3.9	4 - 6.9	7 - 8.9	9 - 10
MINIMAL EFFECTIVENESS	LOW EFFECTIVENESS	MODERATE EFFECTIVENESS	HIGH EFFECTIVENESS

PREVIOUS	—%	—%	—%
RESPONSE COUNT	1	3	9

RESPONSE DISTRIBUTION











Differentiator	Average Effectiveness Score	Response Distribution	Previous Score	Benchmark
HR Governance Providing a consistent approach so that...	7.7 MODERATE EFFECTIVENESS	4% 24% 28% 44%	7.1	7.3
Business Partnership Collaborating with senior leaders to build...	7.7 MODERATE EFFECTIVENESS	4% 16% 48% 32%	7.5	7.3
HR Collaboration HR team members leveraging...	8.1 MODERATE EFFECTIVENESS	4% 4% 52% 40%	7.3	7.7
HR Project Management Using a structured approach to...	7.8 MODERATE EFFECTIVENESS	4% 12% 48% 36%	6.8	6.9
HR Development Focus on individual HR professional and team...	7.6 MODERATE EFFECTIVENESS	4% 24% 32% 40%	7.1	6.9

All areas are ordered from most to least important. You can compare current and previous ranks and scores for importance and effectiveness as well as benchmarks for effectiveness.





















Use this table as a high-level overview of how all areas are ranked by deemed importance.



FUNCTIONS

-  ORGANIZATIONAL EFFECTIVENESS
-  EMPLOYEE EXPERIENCE & INCLUSION
-  TALENT MANAGEMENT
-  TALENT ACQUISITION
-  LEARNING & DEVELOPMENT
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-  AUXILIARY SERVICES










This report includes a generic benchmark. It comprises all HR Management & Governance diagnostics completed by McLean & Company members, so it contains results from organizations of all sizes from a variety of industries and locations. External comparisons should be used to provide context around your results rather than to make decisions.

AREAS ORDERED BY IMPORTANCE RANKING	OVERALL IMPORTANCE				OVERALL EFFECTIVENESS					
	RANK CURRENT	RANK PREVIOUS	SCORE CURRENT	SCORE PREVIOUS	RANK CURRENT	RANK PREVIOUS	BENCHMARK	SCORE CURRENT	SCORE PREVIOUS	SCORE BENCHMARK
 HR Policies	1st	16th	9.6	8.7	1st	3rd	5th	8.8	8.0	7.7
 Candidate Selection	2nd	10th	9.2	8.8	7th	24th	7th	7.9	7.4	7.6
 Internal Mobility	3rd	35th	9.2	7.8	2nd	35th	37th	8.5	6.6	6.5
 Attendance Management	4th	30th	9.1	8.4	17th	3rd	22nd	7.7	8.0	7.1
 Succession Planning	4th	34th	9.1	8.1	32nd	33rd	38th	7.2	6.7	6.3
 Talent Acquisition Strategic Planning	6th	6th	9.1	8.9	3rd	15th	16th	8.1	7.6	7.3
 Metrics, Analytics & Reporting	6th	19th	9.1	8.6	15th	34th	34th	7.8	6.7	6.7
 Payroll	6th	3rd	9.1	9.1	3rd	1st	1st	8.1	8.8	8.6
 Employer Brand	6th	19th	9.1	8.6	5th	25th	32nd	8.0	7.3	6.8
 Labor Relations	6th	32nd	9.1	8.3	11th	25th	13th	7.8	7.3	7.4
 Total Employee Compensation	11th	26th	9.0	8.4	11th	30th	23rd	7.8	7.2	7.1
 Employee Engagement Strategy	11th	7th	9.0	8.9	11th	7th	14th	7.8	7.8	7.4
 Recruiting Coordination	11th	16th	9.0	8.7	7th	13th	4th	7.9	7.7	7.8
 Workforce Planning	11th	26th	9.0	8.4	31st	37th	33rd	7.3	6.5	6.7
 HR Technology Operations	15th	22nd	9.0	8.6	21st	8th	31st	7.6	7.7	6.8
 Retirement Services	16th	37th	8.9	7.5	11th	19th	6th	7.8	7.5	7.7
 Merger & Acquisition Management	17th	--	8.9	--	15th	--	39th	7.8	--	6.0
 Candidate Sourcing	17th	12th	8.9	8.8	24th	31st	15th	7.5	7.0	7.4
 Leadership Development	19th	7th	8.8	8.9	19th	10th	25th	7.6	7.7	7.0
 Employee Relations	19th	10th	8.8	8.8	9th	3rd	3rd	7.9	8.0	7.8







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FUNCTIONS

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AREAS ORDERED BY IMPORTANCE RANKING	OVERALL IMPORTANCE				OVERALL EFFECTIVENESS					
	RANK CURRENT	RANK PREVIOUS	SCORE CURRENT	SCORE PREVIOUS	RANK CURRENT	RANK PREVIOUS	BENCHMARK	SCORE CURRENT	SCORE PREVIOUS	BENCHMARK
 L&D Strategy & Operations	21st	21st	8.8	8.6	26th	17th	26th	7.4	7.6	7.0
 Culture	22nd	4th	8.8	9.1	17th	16th	8th	7.7	7.6	7.6
 Instructional Design & Delivery	22nd	22nd	8.8	8.6	5th	8th	28th	8.0	7.7	6.9
 Benefits	24th	26th	8.7	8.4	33rd	6th	2nd	7.1	7.9	7.9
 Compliance Training	24th	1st	8.7	9.3	24th	1st	10th	7.5	8.8	7.5
 Health & Wellbeing	26th	--	8.7	--	26th	--	19th	7.4	--	7.2
 Learning & Talent Development	27th	15th	8.6	8.7	33rd	23rd	29th	7.1	7.4	6.9
 HR Strategy	28th	25th	8.6	8.5	9th	19th	12th	7.9	7.5	7.4
 Change Management	28th	12th	8.6	8.8	20th	36th	27th	7.6	6.6	6.9
 Talent Management Strategic Planning	30th	30th	8.6	8.4	35th	29th	20th	7.0	7.3	7.2
 Recognition Programs	30th	26th	8.6	8.4	30th	13th	30th	7.3	7.7	6.8
 Inclusion & Belonging	32nd	32nd	8.5	8.3	21st	25th	17th	7.6	7.3	7.3
 Onboarding	32nd	12th	8.5	8.8	35th	10th	9th	7.0	7.7	7.5
 Relocation Management	32nd	36th	8.5	7.7	21st	19th	35th	7.6	7.5	6.6
 Performance Management	35th	5th	8.3	9.0	37th	19th	24th	7.0	7.5	7.0
 Organizational Design	36th	24th	8.2	8.5	26th	32nd	18th	7.4	7.0	7.2
 Employee Communications	36th	2nd	8.2	9.1	26th	17th	11th	7.4	7.6	7.5