

# HR Organizational Alignment Diagnostic

PREPARED FOR  
Sample Company, Inc.  
July, 2025

20 # COMPLETED  
RESPONSES

29 # INVITED  
PARTICIPANTS



PREVIOUS SURVEY: SEPTEMBER, 2023

BENCHMARK: FULL MCLEAN & COMPANY BENCHMARK

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## Understand Results

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

- Understand organization leaders' satisfaction with operational support, strategic support, and specific functions
- Identify how leaders prioritize functions, to better meet their needs
- Identify functions that are low in satisfaction and high in priority
- Review open ended feedback for leader suggestions and expectations

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## Share Results With the Team & Organization Leaders

- Share high-level results with team and leaders
- Probe for additional context from leaders, as required
- Review and compare results against HR Management & Governance Diagnostic if applicable as well as other data points (e.g. employee survey data, HR budget, etc.)

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## Determine Priorities for Improvement

- Select priorities that are realistic and feasible for the team to work on
- Determine quick wins and longer-term initiatives
- Identify where additional resources may be required
- Talk to your McLean & Company Analyst for guidance and resources

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## Develop an Improvement Roadmap & Communication Plan

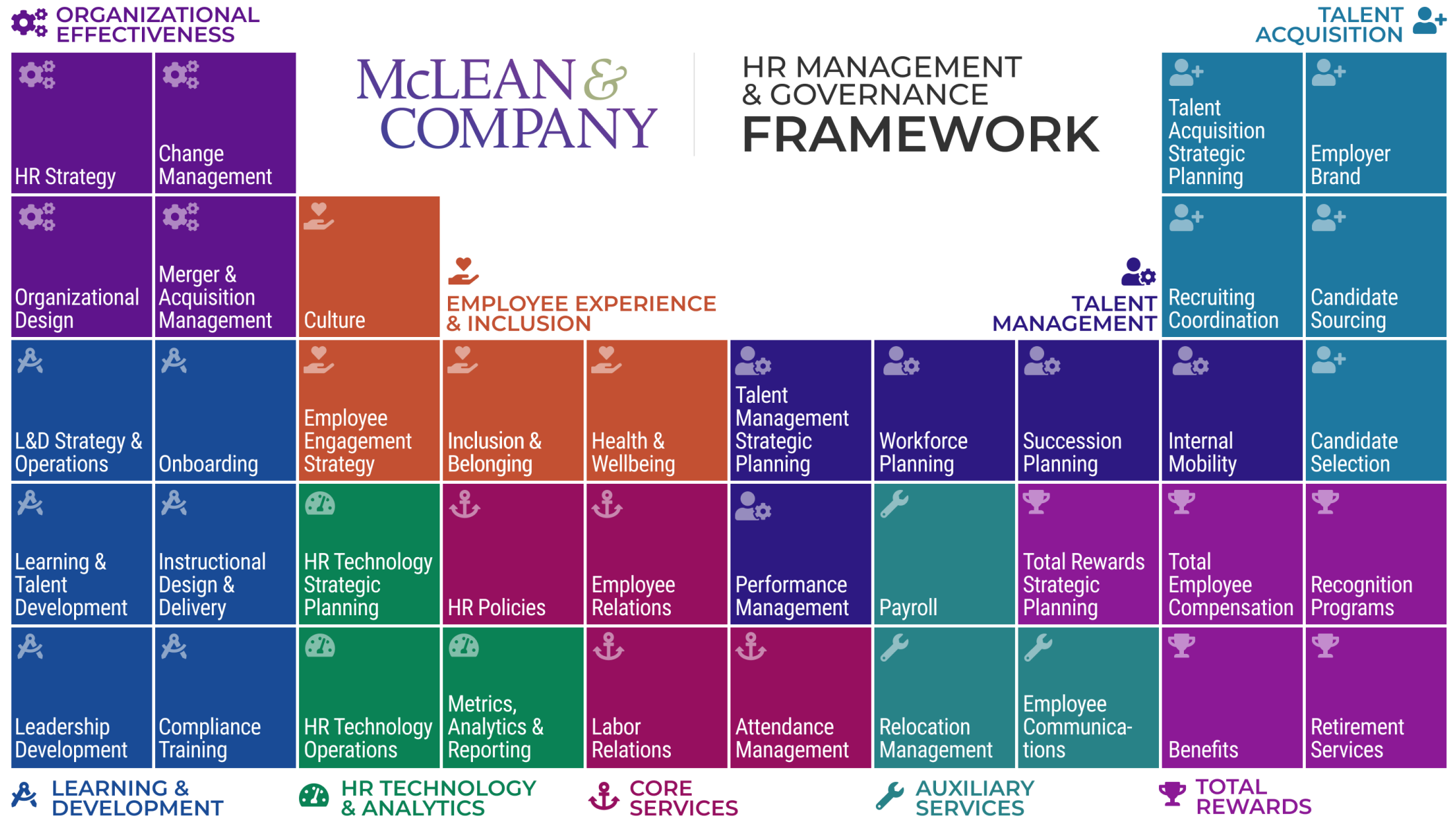
- Align HR priorities with organizational goals and objectives and leader priorities
- Create an improvement roadmap outlining which priorities the team will focus on over the next 12 months
- Establish regular checkpoints with the team and organization leaders to update and monitor progress

# The HR Management & Governance Framework

The HR Organizational Alignment (HROA) Diagnostic gathers data and feedback based on the nine functions of the HR Management & Governance Framework.

See the Appendix for each function's area definitions.

Continue to reference this framework throughout the report.



# Function Overview: Overall Importance & Satisfaction

The functions are ranked in order of importance from highest (1) to lowest (9), with a lower score indicating higher importance. Each function's corresponding satisfaction score and rank are presented in the same row. Distribution of scores shows where there may be extremes in opinions

FUNCTIONS BY IMPORTANCE RANK	IMPORTANCE					SATISFACTION							
	RANK CURRENT	PREVIOUS	SCORE CURRENT	PREVIOUS	DISTRIBUTION %	RANK CURRENT	PREVIOUS	BENCHMARK	SCORE CURRENT	PREVIOUS	BENCHMARK	DISTRIBUTION %	
ORGANIZATIONAL EFFECTIVENESS	1st	5th	3.3	4.9	5% 35% 60%	6th	8th	7th	7.6	4.8	6.9	0% 20% 40% 40%	
TALENT MANAGEMENT	2nd	6th	3.5	5.3	5% 50% 45%	8th	5th	8th	7.3	5.2	6.6	0% 20% 65% 15%	
TOTAL REWARDS	3rd	1st	3.8	3.9	15% 30% 55%	5th	6th	4th	8.0	5.1	7.2	0% 15% 40% 45%	
TALENT ACQUISITION	3rd	2nd	3.8	4.1	5% 50% 45%	1st	1st	6th	8.5	5.8	6.9	0% 5% 35% 60%	
LEARNING & DEVELOPMENT	5th	3rd	4.5	4.4	10% 55% 35%	7th	3rd	5th	7.5	5.7	7.0	10% 10% 50% 30%	
EMPLOYEE EXPERIENCE & INCLUSION	6th	4th	5.1	4.8	40% 25% 35%	3rd	6th	3rd	8.1	5.1	7.4	0% 15% 30% 55%	
CORE SERVICES	7th	8th	5.3	5.5	40% 40% 20%	2nd	4th	2nd	8.4	5.6	7.5	0% 0% 55% 45%	
HR TECHNOLOGY & ANALYTICS	8th	7th	7.6	5.5	85% 15% 0%	9th	9th	9th	6.6	3.8	6.6	15% 30% 40% 15%	
AUXILIARY SERVICES	9th	9th	8.4	6.8	95% 0% 5%	3rd	2nd	1st	8.1	5.7	7.6	5% 5% 40% 50%	

IMPORTANCE

- 7TH - 9TH LOW
- 4TH - 6TH MODERATE
- 1ST - 3RD HIGH

SATISFACTION

- 0 - 3.9 MINIMAL
- 4 - 6.9 LOW
- 7 - 8.9 MODERATE
- 9 - 10 HIGH

# Function Priority Matrix Overview

## FUNCTION PRIORITY MATRIX

Use this matrix to help prioritize your initiatives for action planning. This matrix is based on aggregate responses with functions plotted relative to each other based on ranked importance and satisfaction.

AVERAGE SATISFACTION SCORE (TOP NUMBER)  
AVERAGE IMPORTANCE RANK SCORE (BOTTOM NUMBER)

### I IMPROVE

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

### E EVALUATE

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

### L LEVERAGE

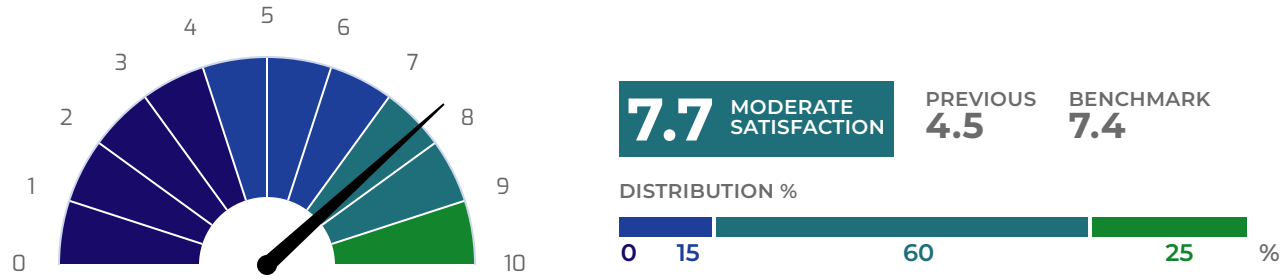
These areas are perceived as relatively high in both importance and satisfaction. Try to leverage these strengths to make changes in other areas.

HIGHEST	<b>I IMPROVE</b>		<b>L LEVERAGE</b>		
	<b>LEARNING &amp; DEVELOPMENT</b> 7.5 / 4.5	<b>ORGANIZATIONAL EFFECTIVENESS</b> 7.6 / 3.3	<b>TALENT ACQUISITION</b> 8.5 / 3.8		
IMPORTANCE	<b>TALENT MANAGEMENT</b> 7.3 / 3.5	<b>TOTAL REWARDS</b> 8.0 / 3.8			
	<b>E EVALUATE</b>		<b>M MAINTAIN</b>		
LOWEST	<b>HR TECHNOLOGY &amp; ANALYTICS</b> 6.6 / 7.6		<b>AUXILIARY SERVICES</b> 8.1 / 8.4	<b>CORE SERVICES</b> 8.4 / 5.3	
			<b>EMPLOYEE EXPERIENCE &amp; INCLUSION</b> 8.1 / 5.1		
	LOWEST	SATISFACTION		HIGHEST	

# Overall Satisfaction

## DEPARTMENT SATISFACTION

**Q** Overall, how satisfied are you that the HR department provides effective advice, consultation, and support to meet the needs of your department?



### 2 MOST SATISFIED

	AVERAGE SCORE	RESPONSE RATE (COMPLETED/INVITED)
IT	<b>9.0</b>	67% (2/3)
Sales	<b>7.6</b>	71% (5/7)

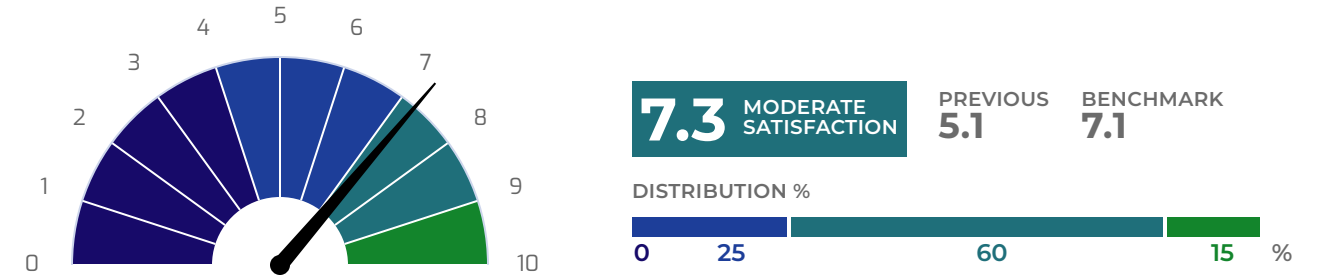
### 1 LEAST SATISFIED

Operations	<b>7.5</b>	68% (13/19)
------------	------------	-------------

These charts display satisfaction with the overall support provided to meet the needs of the group as well as satisfaction with alignment to organizational goals and objectives. Response rates for the groups are displayed to provide perspective about the various group sizes.

## ORGANIZATION ALIGNMENT

**Q** How satisfied are you that HR programs, policies, and practices provide high value in enabling the organization to achieve its goals and objectives?

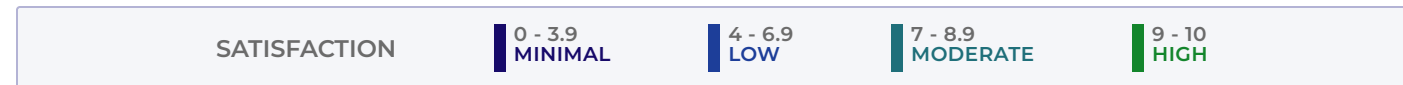


### 2 MOST SATISFIED

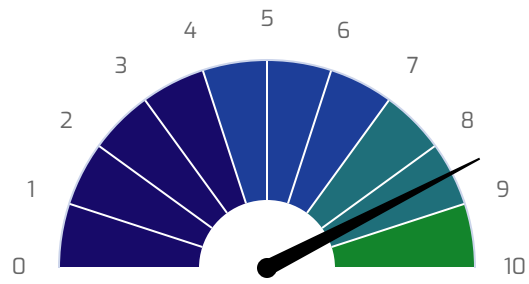
	AVERAGE SCORE	RESPONSE RATE (COMPLETED/INVITED)
Sales	<b>7.6</b>	71% (5/7)
Operations	<b>7.2</b>	68% (13/19)

### 1 LEAST SATISFIED

IT	<b>6.5</b>	67% (2/3)
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# Satisfaction: Operational Support



OVERALL SCORE  
**8.5** MODERATE SATISFACTION  
PREVIOUS **5.3** BENCHMARK **7.8**

## 2 MOST SATISFIED

	AVERAGE SCORE	RESPONSE RATE (COMPLETED/INVITED)
IT	<b>9.3</b>	67% (2/3)
Operations	<b>8.5</b>	68% (13/19)

## 1 LEAST SATISFIED

Sales	<b>8.1</b>	71% (5/7)
-------	------------	-----------

The overall operational support score is the average of the four categories on the right of the page. Response rates for the groups are displayed to provide perspective about the various group sizes.

## Q How satisfied are you with the day-to-day HR support received with respect to:

Communication (e.g. change in policies, new initiatives, organizational changes, etc.)

**8.4** MODERATE SATISFACTION

PREVIOUS **4.6**

BENCHMARK **7.5**

DISTRIBUTION %



Following through on commitments

**8.4** MODERATE SATISFACTION

PREVIOUS **5.5**

BENCHMARK **7.9**

DISTRIBUTION %



Quality of responses to general HR enquiries (e.g. policies, benefits, time off)

**8.8** MODERATE SATISFACTION

PREVIOUS **6.1**

BENCHMARK **8.1**

DISTRIBUTION %



Responding in a timely manner

**8.4** MODERATE SATISFACTION

PREVIOUS **5.1**

BENCHMARK **7.9**

DISTRIBUTION %



SATISFACTION

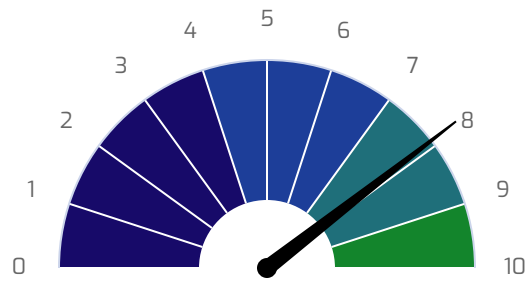
0 - 3.9  
MINIMAL

4 - 6.9  
LOW

7 - 8.9  
MODERATE

9 - 10  
HIGH

# Satisfaction: Strategic Partnership



## OVERALL SCORE

**7.9** MODERATE SATISFACTION

PREVIOUS  
**6.0**

BENCHMARK  
**7.1**

## 2 MOST SATISFIED

	AVERAGE SCORE	RESPONSE RATE (COMPLETED/INVITED)
Sales	<b>8.1</b>	71% (5/7)
Operations	<b>7.8</b>	68% (13/19)

## 1 LEAST SATISFIED

IT	<b>7.8</b>	67% (2/3)
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## Collaboration

How satisfied are you with the collaboration between HR and your department to...

**7.9** MODERATE SATISFACTION

DISTRIBUTION %



PREVIOUS  
**6.9**

BENCHMARK  
**7.0**

## Subject Matter Expertise

How satisfied are you with HR's subject matter expertise to...

**7.8** MODERATE SATISFACTION

DISTRIBUTION %



PREVIOUS  
**5.5**

BENCHMARK  
**7.1**

## Understanding

How satisfied are you with HR's understanding ...

**8.0** MODERATE SATISFACTION

DISTRIBUTION %



PREVIOUS  
**5.8**

BENCHMARK  
**7.1**

The overall strategic partnership score is the average of the three categories on the right side of the page. Response rates for the groups are displayed to provide perspective about the various group sizes.

SATISFACTION

0 - 3.9  
MINIMAL

4 - 6.9  
LOW

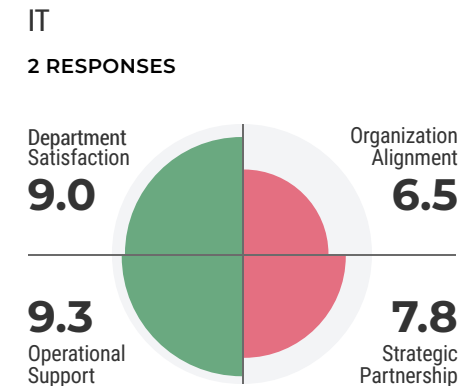
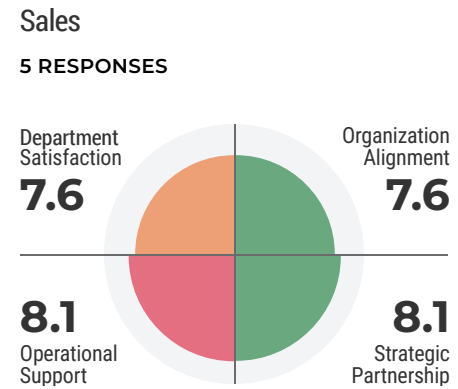
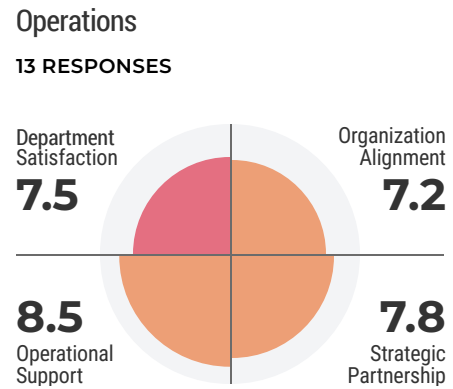
7 - 8.9  
MODERATE

9 - 10  
HIGH

# Overall Satisfaction by Department

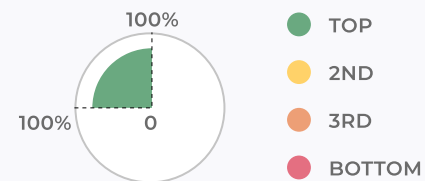
This page shows the average results of the four criteria for each demographic, ordered alphabetically.

See the Appendix for further information about how the results are calculated.



## HOW TO READ THIS CHART










These are four pie charts in one, each quadrant shows the results of one of the four criteria measured: Department Satisfaction, Organization Alignment, Operational Support, Strategic Partnership.



The radius of the pie is the results in per cent. The integer is the overall satisfaction score out of 10. The color denotes the quartile of the result, relative to the results within that demographic.

# Appendix: Function Overview

The functions are ranked from highest (1) to lowest (9) importance. Satisfaction is not ordered by ranking.

FUNCTIONS BY IMPORTANCE RANK	IMPORTANCE				SATISFACTION					
	RANK CURRENT	PREVIOUS	SCORE CURRENT	PREVIOUS	RANK CURRENT	PREVIOUS	BENCHMARK	SCORE CURRENT	PREVIOUS	BENCHMARK
 ORGANIZATIONAL EFFECTIVENESS	1st	5th	3.3	4.9	6th	8th	7th	7.6	4.8	6.9
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 TOTAL REWARDS	3rd	1st	3.8	3.9	5th	6th	4th	8.0	5.1	7.2
 TALENT ACQUISITION	3rd	2nd	3.8	4.1	1st	1st	6th	8.5	5.8	6.9
 LEARNING & DEVELOPMENT	5th	3rd	4.5	4.4	7th	3rd	5th	7.5	5.7	7.0
 EMPLOYEE EXPERIENCE & INCLUSION	6th	4th	5.1	4.8	3rd	6th	3rd	8.1	5.1	7.4
 CORE SERVICES	7th	8th	5.3	5.5	2nd	4th	2nd	8.4	5.6	7.5
 HR TECHNOLOGY & ANALYTICS	8th	7th	7.6	5.5	9th	9th	9th	6.6	3.8	6.6
 AUXILIARY SERVICES	9th	9th	8.4	6.8	3rd	2nd	1st	8.1	5.7	7.6

**IMPORTANCE**

- 1ST - 3RD HIGH
- 4TH - 6TH MODERATE
- 7TH - 9TH LOW

**SATISFACTION**

- 0 - 3.9 MINIMAL
- 4 - 6.9 LOW
- 7 - 8.9 MODERATE
- 9 - 10 HIGH