



[OMS LLP](#) in conjunction with the [Maturity Institute \(MI\)](#) presents the -

## **OM30: Human Capital Management - Maturity Rating Questionnaire**

### **Purpose**

OMS produces its own, proprietary HCM Maturity Index - OMI - based primarily on the questions contained in this questionnaire. OMI is an index of companies that rates their ability to derive business value and understand risk with respect to human capital. Companies are ranked according to our Organization Maturity Ratings (OMR) scale as shown below. This questionnaire will enable us to provide you with your OMR, which serves two key purposes; -

1. It acts as an internal indicator to gauge improvements in your human capital management capability.
2. It can be used externally to raise confidence in your stakeholders about your leadership, human governance and HCM capability.

**Important** - OMS LLP will be producing an initial OMR for your organization whether you complete this survey or not. Once you complete the survey your answers will remain totally confidential and only used for the purposes of helping us to determine your OMR. If you do not respond you will receive a default rating of B (see rating scheme below), which is the standard minimum rating for a company with conventional human resource management practice.

If you want to understand what maturity means in more detail please visit the Maturity Institute website <http://www.hrmaturity.com/a-simple-introduction-to-the-maturity-scale/> and if you have any concerns at all please contact us. The OMI and our more comprehensive Organization Maturity Rating are specifically designed to help you identify and create significant value opportunities and we would be happy to discuss these in more detail with you.

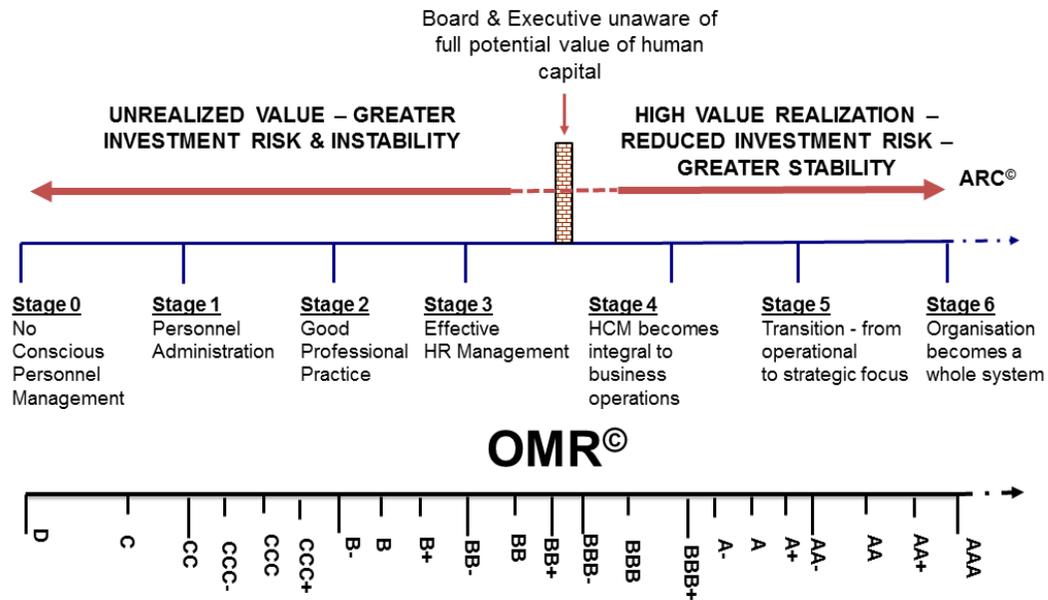
### **Executive overview**

The survey that follows looks at 9 specific indicators, which in combination will enable us to produce your first Organizational Maturity rating - or OMR - which follows the same rating scale as credit rating. So your initial rating can range from a 'D' (default – where you do not consciously or explicitly manage human capital) to 'AAA' (your organization uses its human capital to best strategic advantage to create maximum sustained value). Once you have your own OMR you can see how your company compares with every other company in the OMI:150.

The 9 Indicators tell us about your organization's:

1. Purpose
2. Value
3. Human capital governance
4. Human capital integration
5. Business strategy
6. Whole system thinking and management
7. Evidence based decision making
8. Philosophy on never ending improvement
9. Human capital risk management

**OMS – The ‘AAA’ Human Capital Management Maturity Rating Scale**



It is important for us to guide your expectations when completing the OM30. Our ‘AAA’ rating scale is designed to establish the very highest leadership, governance and management standards. Inevitably, this means that organizations achieving a ‘triple A’ are extremely rare: we do not expect to find more than a handful within our target group.

## The survey

This is a very short assessment but it will nevertheless provide us with sufficient information to determine a meaningful and insightful OMR for our Organizational Maturity Rating Index. Achieving a high index rating may also be something that you will want to publicise to key stakeholders. This does not mean, however, that a low rating should be viewed as ‘bad’. It just means you are likely to be under-utilising your human capital and that there will be ways that can help you realize significant gains from the latent value within your human capital. There is no downside to an OMR. Knowing where you are on the Maturity Scale will only stimulate new value opportunities.

The OM30 assessment is designed for the CEO of the organization or any other Chief Officer. We welcome multiple participants as this enhances the validity of your OMR. There are 30 questions covering what our research identifies as the essential elements of high value human capital management. Please read each question and any accompanying notes before answering. If you are unable to answer any question, for any reason, please leave it blank.

If you have any questions or would like to discuss this test in more detail please contact Stuart Woollard, Managing Partner at OMS LLP at [stuart.woollard@omsservices.org](mailto:stuart.woollard@omsservices.org) .

## Chief Officer Organizational Maturity Rating (OM30) Assessment

**Company:**

**Completed by:**

**Date:**

No.	Essential element	Question	Answer
1	<b>Purpose</b>	What is the single, over-arching purpose of your company? <i>This should be expressed in less than 30 words. E.g. To provide customers with the best value products.</i>	
2	<b>Market &amp; Intrinsic value</b>	What do you regard as the most important drivers of your company’s intrinsic value today? <i>E.g. reputation &amp; brand, innovation, customer service, efficiency, quality?</i>	
3	<b>Governance</b>	Does anyone on the board hold specific responsibility for human governance? <i>‘Human governance’ should be read in its broadest sense - a duty of care, risk management, value management.</i>	Yes/No Who?
4	<b>Trust</b>	To what extent are you confident that your leadership & management team are trusted by customers, employees, and other key stakeholders?	1 – No trust 10 - Total trust

5	<b>Values &amp; principles</b>	Name up to 3 of both your most important values & principles that you try to instil into your organization? A 'value' is something that you regard as having a high worth. A principle is how you apply your values in practice. E.g. If you value honesty then your principle should be 'honesty is the best policy'.	
6	<b>Value potential</b>	To what extent do you believe that you already maximise the value you generate from all your human capital (staff/suppliers/society)? Anything less than a 10 will be a significant business opportunity.	1-10 scale
7	<b>Vision</b>	How far into the future do you see and mentally plan for your company (maximum 25 years)?	..... years
8	<b>Mission</b>	Identify your top priority that must be achieved within 3 years. <i>This can be whatever you choose - growth, market share, new product development etc. but it must be expressed in terms of a measurable goal, such as a '10% increase in sales volume'.</i>	
9	<b>Integration of human capital &amp; business strategy</b>	Do you agree with this policy statement? <i>"If we are to maximize the value of the business we have to make the best use of the total talent pool available and maximize the full value of our human capital requiring our suppliers to do the same."</i>	Yes/No
10	<b>Accountability</b>	What are you personally accountable for? <i>List as many items as you wish - e.g. strategic direction, market value, profitability, reputation, operational performance?</i>	
11	<b>Strategy</b>	To what extent are you confident that your business strategy matches your vision?	1-10 scale (where 10 is totally confident)
12	<b>Strategic cooperation</b>	To what extent are you confident that leadership, management & staff understand and are working cooperatively towards your strategic goals?	1-10 scale (where 10 is totally confident)
13	<b>Values and culture</b>	If you could instantly improve one cultural trait of your organization tomorrow what would that be? <i>e.g. more honest with customers/suppliers, more customer focused, more innovative, more agile/flexible/adaptable.</i>	
14	<b>System</b>	To what extent does your organization operate as a coherent and cohesive <i>whole system</i> ?	1-10 scale (where 10 is a perfect whole system)
15	<b>Business planning</b>	To what extent are improvements in your capability in human capital management specifically factored into your current business plan? <i>E.g. have you factored in specific improvements to come from a management development scheme or revised performance management system?</i>	1-10 scale (where 10 is a totally capable)
16	<b>Evidence-based management</b>	Is evidence-based decision making a key principle of your organization? If so, to what extent does every manager in the organization actively seek and use evidence in their leadership & management decision making?	Yes/No 1-10 scale (where 10 is totally evidence-based)

17	<b>Continuous improvement</b>	How embedded is the concept of never-ending improvement throughout your organization?	1-10 scale (where 10 is totally embedded)	
18	<b>Quality system</b>	Do you have a company-wide quality system? To what extent does it guarantee quality?	Yes/No 1-10 scale (where 10 is total guarantee)	
19	<b>Innovation</b>	Do you have a system to measure your rate of innovation? If so what was the resulting measure for last year? <i>E.g. Toyota measure how many employee-generated ideas become valuable innovations - the measure is 1 value impacting idea per employee per year = 100%.</i>	Yes/No Score?	
20	<b>Performance management system</b>	How confident are you that you have a performance management system that effectively manages the performance of the whole organization? <i>(on a 1 to 10 scale with 1 being 'no confidence' and 10 'totally confident')</i>	1-10 scale (where 10 is totally confident)	
21	<b>Learning &amp; knowledge</b>	How confident are you that your organization is a true learning organization that acquires and uses knowledge to create value from all possible sources <i>(on a 1 to 10 scale with 1 being 'no confidence' and 10 'totally confident')</i>	1-10 scale (where 10 is totally confident)	
22	<b>The specific value impact expected from human capital</b>	OM uses a very simple definition of added value. Value can only be added through increasing OUTPUT (O), reducing COST (C), increasing REVENUE (R) or improving the QUALITY (Q) of your product and/or service. If you look broadly at each of these 4 variables today, with a base of 100, what improvement do you foresee your human capital has to achieve over the next year? Note: <i>We are only looking here at how much more or less value each of your people is expected to achieve. For example, if output is 100 today and you need to achieve 110 then how much of this improvement has to come from your people e.g. 5%? Conversely if output is expected to drop by 10% how much will you reduce your human capital?</i>	Output	
			Revenue	
			Cost reduction	
			Quality	
23	<b>Return on human capital</b>	Have you ever completed a return on investment calculation (ROI) with respect to your human capital (such as investment in training and development)? If so, what was the net return figure? <i>E.g. if your whole workforce became 1% more productive what difference would this make in £s and what would the net return be?</i>	Yes/No ....%	
24	<b>Cooperation</b>	To what extent is your organization characterised by cooperation from leaders through to the most junior job roles?	1 - 10 scale (where 10 is total cooperation)	
25	<b>People risk</b>	How confident are you that your organization has a system to minimize people risk? <i>(on a 1 to 10 scale with 1 being 'no confidence' and 10 'totally confident')</i> <i>This would include health and safety risks, reputational damage, rogue employees etc.</i>	1-10 scale (where 10 is totally confident)	
26	<b>Remuneration &amp; Reward</b>	What are the key principles that underpin your remuneration and reward policy? Name up to 5 maximum.		

		<i>E.g. contribution to the total value of the business, individual performance targets, market rates?</i>	
27	<b>Communication system</b>	To what extent is important communication received and responded to by everyone who should have received it? <i>E.g. if you sent out a key email that demanded a reply did you note those who failed to act on it?</i>	1-10 scale (where 10 is a system that checks all communications received)
28	<b>Organizational change</b>	How confident are you that your organization has the capability to adapt to changing market conditions with a minimum of risk, cost and business disruption?	1-10 scale (where 10 is totally confident)
29	<b>Stakeholders</b>	Of all your stakeholders who do you regard as the most important influence on your thinking and leadership (please only state one)?	
30	<b>Decision making</b>	To what extent would you describe high level decision making in your organization as collegiate?	1-10 scale (where 10 is totally collegiate)

**Any further comments?**  
 If you wish to make us aware of anything else which might influence our final OMR assessment please include it here.

**Signed:** .....

**Position:** .....

**Date:** .....

**References.**