

# **Project to analyse the personnel sizing and evaluation process**

## **International Commission for the Conservation of Atlantic Tunas**

**15 October 2018**

# Analysis of the personnel sizing and evaluation process

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# Analysis of the personnel sizing and evaluation process

## Understanding the current situation

1

The Secretariat of the International Commission for the Conservation of Atlantic Tunas, hereinafter the ICCAT, led by its Executive Secretary Mr Camille Jean Pierre Manel, carries out multiple coordination and administration functions to facilitate the work of the Commission

2

Its organigram, according to the source on the Commission's website, is configured in the following way:



# Analysis of the personnel sizing and evaluation process

## *Understanding the current situation*

On the basis of the requirements set out by Mr Camille Jean Pierre MANEL and Mr Juan Antonio Moreno Rodríguez (Head of the Administration and Finance Department) at the meeting held on 10 October relating to the Secretariat of the ICCAT, a need has arisen to undertake an organisational project that covers the following aspects:

3

- Perform analysis of the target personnel sizing for all of the areas that comprise the Secretariat of the ICCAT, using comparative indicators (benchmarks), activity performance indicators and other mechanisms considered appropriate on the basis of the nature of the activity
- Review and update the Role Profiles of the Secretariat of the ICCAT considering the sizing analysis undertaken, if as a result the conclusion is drawn that changes should be made to existing functions, new functions should be incorporated and/or some of the existing functions should be eliminated
- Review the HR evaluation process ensuring at all times the adequacy of the existing personnel in the roles that make up the Secretariat of the ICCAT and also guarantee the progress of personnel in the organisation

# Analysis of the personnel sizing and evaluation process

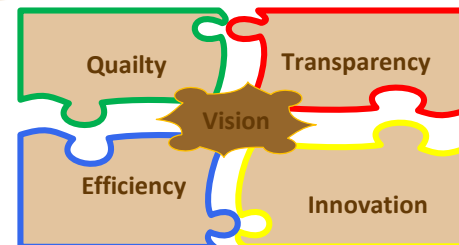
## *Purpose of the project*

4

On the basis of the requirements set out by the Secretariat, we understand that the following objectives are being sought:

- Support the achievement of the objectives established by the Secretariat of the ICCAT through an assessment of the size of the organisational structure capable of assuming the new challenges facing the organisation
- Ensure that the Secretariat of the ICCAT operates using criteria of efficiency and rationale from an organisational point of view
- Guarantee the adequacy and up-to-datedness of the functions undertaken, considering the new needs that may arise due to alignment with the strategic plan, trends in the sector within its scope of operation and benchmarks with organisations that have similar characteristics
- Guarantee the adequacy of the personnel in the Secretariat of the ICCAT in terms of the necessary qualifications for the roles, articulating a target evaluation process and adapting to the needs of the time

*... with the vision of achieving an organisation based on Quality, Transparency, Innovation and Efficiency*



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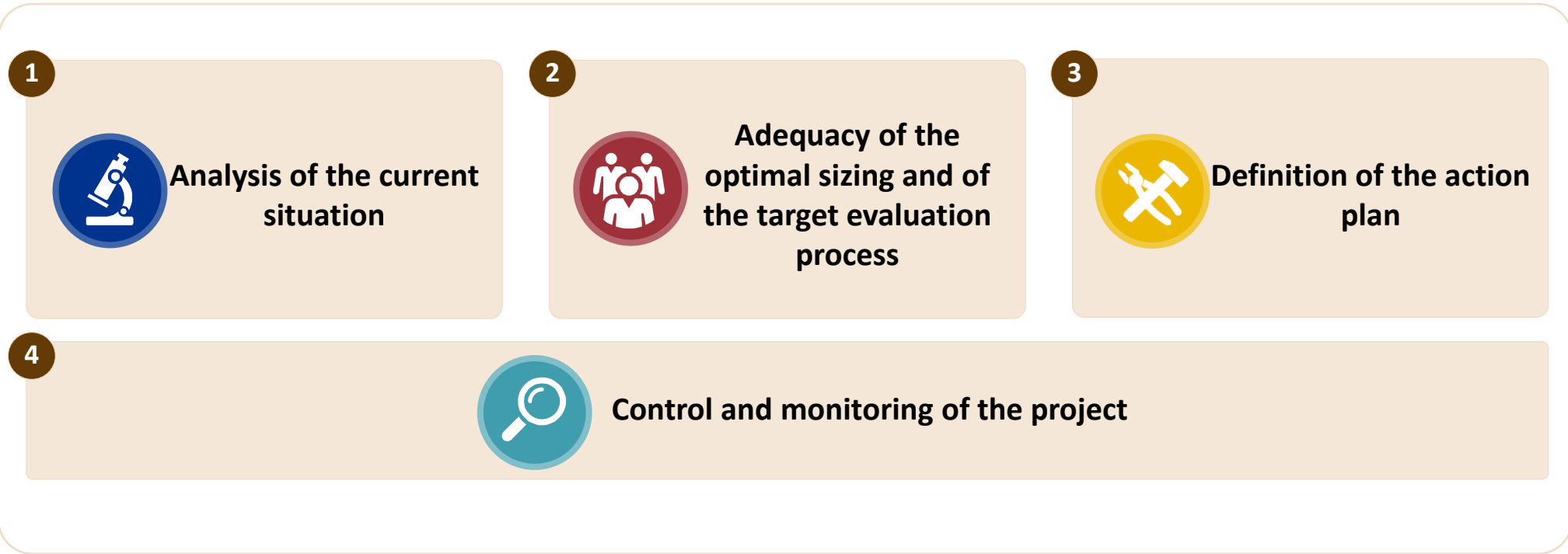
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# Analysis of the personnel sizing and evaluation process

## Methodological approach

Bernades – Sabater Consulting proposes the following methodological approach for the proper achievement of the established objectives





# Analysis of the personnel sizing and evaluation process

## Methodological approach

	1	2	3	4
	<b>Analysis of the current situation</b>	<b>Adequacy of the optimal sizing and of the target evaluation process</b>	<b>Definition of the action plan</b>	<b>Control and monitoring of the project</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Compilation and study of the available documentation</li> <li>• Design the work templates</li> <li>• Planning and initial meeting with the Project Manager</li> <li>• Planning and holding interviews with the heads of the different areas</li> <li>• Validation of the organisational configuration principles</li> <li>• Preparation of the report about the current situation</li> </ul>	<ul style="list-style-type: none"> <li>• Sizing analysis</li> <li>• Obtaining the optimal sizing range by function</li> <li>• Review and update of the Role Profiles</li> <li>• Definition of the target personnel evaluation process</li> <li>• Validation of the sizing ranges, role profiles and evaluation process</li> </ul>	<ul style="list-style-type: none"> <li>• Definition of the action plan and self-explanatory sheets</li> <li>• Prioritisation of short-, medium-, and long-term actions</li> <li>• Definition of the Monitoring Committee</li> <li>• Preparation of the Communication Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of the Project Monitoring Committee</li> <li>• Preparation of the project monitoring report</li> <li>• Continuous update of the plan</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>• Organisational configuration principles</li> <li>• Sizing hypothesis</li> <li>• Report about the current situation</li> </ul>	<ul style="list-style-type: none"> <li>• Optimal sizing range by function</li> <li>• Role profiles</li> <li>• Target personnel evaluation process</li> </ul>	<ul style="list-style-type: none"> <li>• Action plan</li> <li>• Definition of the Action Plan Monitoring Committee</li> <li>• Communication plan</li> </ul>	<ul style="list-style-type: none"> <li>• Project monitoring report</li> <li>• Updated project plan</li> </ul>

# Analysis of the personnel sizing and evaluation process

## Methodological approach – Phase 1: Analysis of the current situation



### Purpose

- Ensure an adequate understanding of the current organisational model to guarantee the success of the analysis of the personnel sizing and evaluation process for the Secretariat of the ICCAT
- Establish the organisational configuration bases or principles for the target personnel sizing and evaluation process

### Main tasks

- Compilation and study of the available documentation at the Secretariat of the ICCAT, making reference to the strategic plan, organisational structure, trade union agreement, functions and responsibilities, roles, process maps, procedures, HR management model, KPIs and activity indicators, amongst others
- Design the working templates to be completed by the people responsible for the different areas relating to the detailed activities and assignment of personnel to them. This information will facilitate and serve as a common thread in the interviews with the area managers.
- Planning and initial meeting with the Project Manager to obtain a global overview of the Secretariat of the ICCAT
- Planning and holding interviews with the people responsible for the different areas to allow us to: 1) Understand the activities in detail, complementing the information obtained in the past, and resolve possible queries arising during the assessment of the documentation provided; 2) push the vision of the people responsible for the sizing model; 3) learn about the personnel evaluation process
- Determination and validation of the organisational configuration principles
- Preparation of a report about the current situation, which will contain the activities for each function at a high level, the assignment of resources and a first approximation of the sizing hypothesis, as well as a diagnosis of the personnel evaluation process

### Methodology

- Research work (analysis of the information provided by the Secretariat of the ICCAT)
- Working interview with the Project Manager to obtain a global vision
- Work interviews with the area managers

### Results

- Organisational configuration principles
- Sizing hypothesis
- Report about the current situation

# Analysis of the personnel sizing and evaluation process

Methodological approach – Phase 2: Adequacy of the optimal sizing and of the target evaluation process



## Purpose

- Ensure the adequate sizing of the Secretariat of the ICCAT by function to allow it to have an efficient organisational model
- Guarantee the existence of a personnel evaluation model that allows the professionals of the Secretariat of the ICCAT to be the most appropriate, in accordance with the requirements of the role and to enable their progress in the organisation

## Main tasks

- Sizing analysis, using best practice ratios (benchmarks) from organisations with similar characteristics or with similar activity indicators, also considering the possible particularities of each activity and of the Secretariat of the ICCAT itself. The mechanism used to obtain the optimal size by activity, considers other variables such as the:
  - Nature of the activity
  - Span of control
  - Secretariat of the ICCAT's strategic guidelines (digital transformation, diversification of activities, new functions, amongst others)
- Obtaining the optimal sizing range by function
- Review and update the Role Profiles, if as a consequence of the analysis, the need is determined to modify the functions assigned to the roles
- Analysis of the personnel evaluation process, identifying possible improvements in terms of methodology (implied, aspects to evaluate, frequency, systematic, review)
- Validation of the sizing ranges and role profiles with the heads of areas and subsequently with the Project Manager
- Validation of the personnel evaluation process with the Head of HR and the Project Manager

## Methodology

- Research work (sizing analysis, definition of roles, proposal for improving the target evaluation process)
- Analysis of best practices for sizing
- Validation interviews with the heads of areas
- Validation interview with the Project Manager

## Results

- Optimal sizing range by function
- Role profiles
- Target personnel evaluation process



### Purpose

- Ensure the adequate definition of the action plan by proposing specific, planned and prioritised actions that allow the optimal implementation and deployment of the plan

### Main tasks

- Definition of the action plan that considers all of the dimensions analysed. Moreover, for each initiative a self-explanatory sheet will be prepared, which will contain the following information:
  - Detailed description of each action, objectives, benefits and degree of impact on the organisation
  - Activities to be performed and their timeframe
  - People responsible
  - Monitoring indicators
  - Economic impact
- Prioritisation of the actions over the short-, medium- and long-term, depending on the complexity, impact, scope and resources needed
- Definition of the Action Plan Monitoring Committee, detailing the members of the committee, main functions, frequency of monitoring and the mechanisms for monitoring the plan
- Preparation of the communication plan, identifying the appropriate messages and recipients at each stage depending on the action to be implemented

### Methodology

- Research work by the team at Bernades-Sabater (definition, prioritisation and planning of the actions)
- Discussion meetings with the heads of each initiative at the Secretariat of the ICCAT
- Presentation and validation of the action plan

### Results

- Action plan
- Definition of the Action Plan Monitoring Committee
- Communication plan



### Purpose

- Verify the adequacy of the work undertaken based on the proposed purpose and scope
- Ensure an adequate quality level for the project, in accordance with the standards established by the Secretariat of the ICCAT and Bernades-Sabater Consulting
- Evaluate the progress of the project on the basis of the defined work program

### Main tasks

- Creation of a Project Monitoring Committee, which will meet on a fortnightly basis, comprising the Project Managers from Secretariat of the ICCAT and Bernades-Sabater Consulting, and those people who are considered appropriate at any given time, with the aim of reporting the progress of the project with respect to the plan, and specifically, to review:
  - The results of each phase
  - Fulfilment of the established plan
  - Outstanding activities
  - Possible modifications to the plan
  - Risks that may endanger the fulfilment of the plan and mitigating actions
- Preparation of the project monitoring report for each meeting, which will contain information relating to the progress of the project, actions to be carried out and agreements reached
- Close and continuous control of the activities undertaken with the aim of preventing the appearance of deviations that may have a negative effect on the project plan
- Regular reviews of the pre-established plan, reporting any significant changes or incidents relating to the execution thereof

### Methodology

- Meetings of the Monitoring Committee
- Research work (preparation of the project monitoring report)

### Results

- Project monitoring report
- Updated project plan

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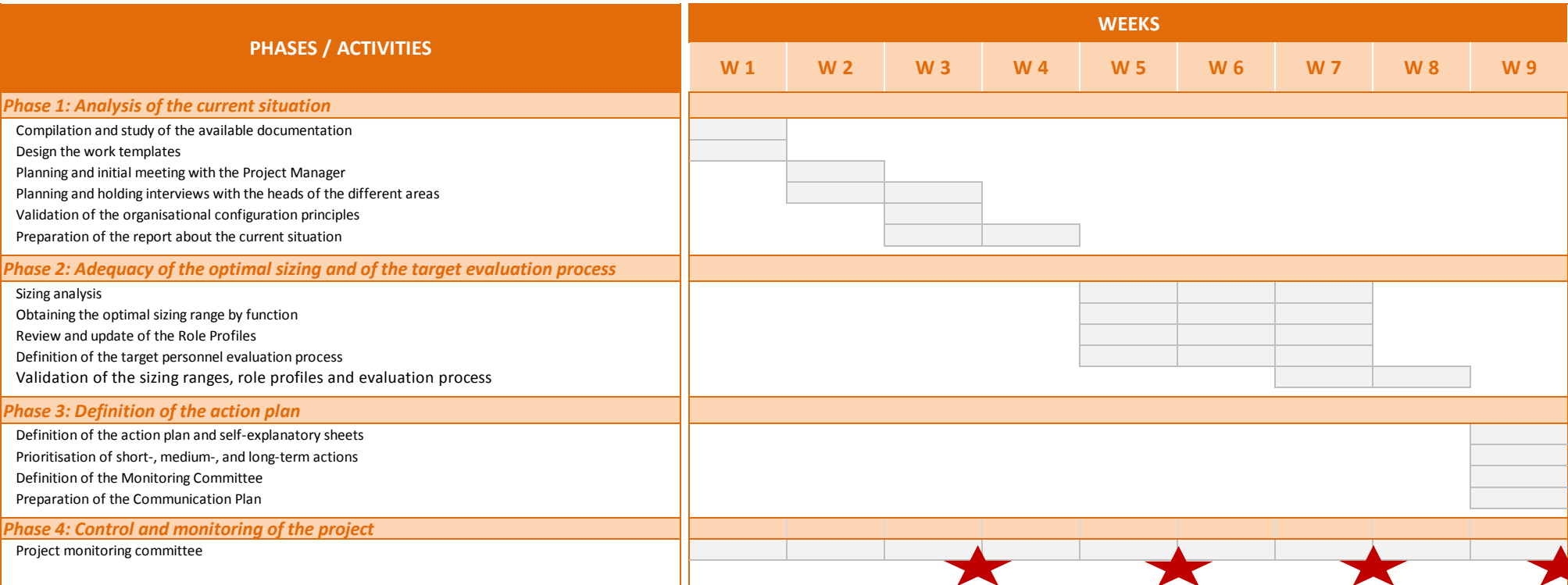
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# Analysis of the personnel sizing and evaluation process

## Proposed timeline

Bernades – Sabater Consulting estimates a project duration of 9 weeks for the effective execution of the work



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# Analysis of the personnel sizing and evaluation process

## The team



### Amaya Villar Reyes – Head of Consulting

#### Education

- Degree in Business Administration and Management from the University of País Vasco
- Masters in Quality Management, E.O.I. Business School

#### Experience

- Amaya has 19 years experience in consulting (she currently works at Bernades – Sabater Consulting, having previously worked at KPMG for 15 years), advising organisations both at home and overseas
- Amaya has led, managed and executed projects relating to organisation and human resources matters, operational efficiency, transformation, definition of operating models (processes, organisation, people, KPIs, change management, client experience), quality management systems and PMO, and has also participated in transactional processes (company integrations and carve-outs). Highlights of the projects in which she has participated include:
  - Diagnosis and design of organisational models, preparation of associated organisational manuals, definition of governance models and coordination mechanisms, identification of business critical decisions and workforce sizing studies
  - Diagnosis and design of operating models (organisational structure, business and support processes, people, change management, control panels), supporting company integrations, carve-outs and internationalisations. Definition and implementation of roadmaps
  - Analysis and improvement of business and support processes through the application of different methodologies and tools
  - Support in the design and implementation of a Shared Service Centre (identification and definition of the processes, establishing service level agreements and associated objectives, definition of the monitoring and control mechanisms for implementation)
  - Definition of Management Indicator Tables for different areas and processes (effectiveness, efficiency and quality)

#### Relevant experience for the project

- Diagnosis for the improvement of organisational efficiency, design of target organisational models, adequacy of sizing, definition of roadmaps and implementation of actions resulting from them
- Diagnosis and design of organisational models, definition of governance mechanisms, identification of business critical decisions, sizing studies and preparation of associated organisational manuals
- Design of the target organisational model for the internationalisation of a company headquartered in Spain and definition of the action plan
- Design, development and implementation of an Assessment Centre focused on evaluating the capabilities of personnel in integration and segregation processes

# Analysis of the personnel sizing and evaluation process

## The team



### Clara Sabater Raga – Head of economic financial area

<b>Education</b>	<ul style="list-style-type: none"><li>• Degree in Business Administration and Management from the University Abat Oliba CEU (UB)</li><li>• Specialist in Finance and Financial Markets</li><li>• Masters in Financial Management and Accounting from the University Pompeu Fabra</li></ul>
<b>Experience</b>	<ul style="list-style-type: none"><li>• Clara joined Bernades &amp; Sabater in January 2014. She has more than 20 years experience in different financial departments in the retail, automotive, services, healthcare and banking sectors. Previously, she worked for KPMG in the Management Consulting team, in the Finance Function department, and prior to that for the company Vivarte Moda, S.A. as the group’s Head of Accounting and Tax.</li><li>• The most relevant projects undertaken by Clara include:<ul style="list-style-type: none"><li>• She has reorganised finance departments, implementing monthly plans and closes, defining new control points, as well as procedures to improve the operation of the function.</li><li>• She participated in the creation of the finance departments at Speedy España in Barcelona, travelling to Paris for training, as well as for the migration of all of the operations. Control of risks and improvement plans.</li><li>• She participated in the purchase processes of Elscint España and Speedy España. In the latter, the possibility of carrying out an MBO was considered.</li><li>• She has participated in IT system changes on three occasions, including: selection of the tool, functional design, launch of the new solution, subsequent review to detect possible errors in the migration process and training of the different users.</li><li>• Accustomed to managing teams. Recruitment. Training</li></ul></li></ul>
<b>Relevant experience for the project</b>	<ul style="list-style-type: none"><li>• As the Head of several finance departments: definition of roles, control of workloads, reorganisation of departments, definition of work processes, definition of relationships between departments, definition of evaluation processes and the ultimate person responsible for the evaluation of her teams</li><li>• Head Hunter: selection processes for companies dedicated to Investment Banking, Asset Management, amongst others</li></ul>

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# Analysis of the personnel sizing and evaluation process

## Credentials

The personnel at Bernades – Sabater Consulting have extensive experience in the following types of projects and organisations

**RELEVANT TYPES OF PROJECTS FOR THE SECRETARIAT OF THE ICCAT PROJECT**

- Diagnosis for the improvement of organisational efficiency, design of target organisational models, adequacy of sizing, definition of roadmaps and implementation of actions resulting from them
- Diagnosis and design of organisational models, definition of governance mechanisms, identification of business critical decisions, sizing studies and preparation of associated organisational manuals
- Design of the target organisational model for the internationalisation of a company headquartered in Spain and definition of the action plan
- Design, development and implementation of an Assessment Centre focused on evaluating the capabilities of personnel in integration and segregation processes

**ORGANISATIONS**

- Aena
- Iberdrola
- Allianz
- Domeq
- Galp
- Grupo SIRO
- Mutua Madrileña
- Repsol
- Correos
- Ecoembes

- Abengoa
- Banco Santander
- Telefónica
- Peugeot
- Fundación Apascovi
- Asepeyo
- Pastor Vida
- Osborne
- Guaguas Municipales
- Chemo España

- Alantra CPA
- Vivarte Moda (Merkal Calzados, Fosco, Caroll, La Halle)
- Speedy España
- Olano Cesena
- Amantini Logistica
- Beticotrans
- Ranidium
- Olano Seafood

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## *Professional fees*

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- The professional fees are calculated on the basis of the time invested and the experience of the professionals responsible for providing the services
- In accordance with this criteria, we have calculated our fees on the basis of an estimate involving the dedication of 2 people for 9 weeks of work, pursuant to the methodological approach defined by Bernades & Sabater Consulting. In this sense, the following fees are established: **19.000 €**
- All of our invoices are subject to Value Added Tax (VAT) at the rate in force at the time of invoicing
- The invoicing process shall be as follows:
  - 30% when the proposal is accepted
  - 70% when the work has been completed

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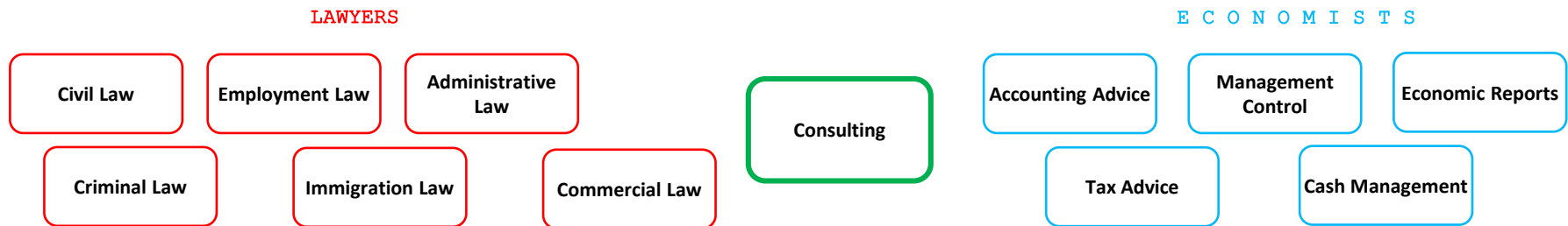
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## About Bernades-Sabater Consulting

- At **Bernades & Sabater** we offer on-going and/or specific advice in relation to business organisation and/or operational matters, ranging from organisational changes to sizing and process design
- As a result of our experience, we accompany our clients in both their decision making and their decision execution
- We work with our own methodology, which is capable of responding globally or on an ad hoc basis to the needs of the Finance Function, always from a perspective of control and operational efficiency



***“We maintain personal and direct relationships with our clients in order to offer them the best possible advice”***

- **Bernades & Sabater** was founded in 2005 with the aim of offering a GLOBAL service, covering all aspects of commercial trade. As a result, our clients include domestic and international companies, as well as individuals. Currently, the firm advises in both the legal and economic frameworks, as well as in tax and operational affairs
- With offices in Barcelona and Madrid, we prioritise personal and direct relationships with our clients, which enables us to offer the most effective, appropriate and practical response to their legal, economic and operational problems
- Multi-disciplinary firm, which through our different areas of expertise, allows us to provide services in any field of activity