



The KPMG Culture Assessment

People & Change Advisory
KPMG Malta


—
2023



Why is data-driven people analytics important?

Whilst it has historically been associated with the reporting of attrition rates, data-driven people analytics are increasingly used to provide robust insights about the **employee experience** and **organisational culture**.

FROM making educated guesses 

 **TO** fact-based decision-making about employee experience and organisational culture

A growing priority among our clients

Thriving culture and positive employee experience is linked to*:

x13 more **highly engaged** employees

x3 less likely to experience **burnout**

x3 less likely to have **layoffs**

+4 times the average **profit**

*Sources: OC Tanner, 2020, Global Culture Report, Harvard Business Review, 2017

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Benefits of establishing a strong organisational culture



Enhance

A firm's reputation with:

- Customers/clients (who perceive the firm to be looking out for their interests)
- Employees and management (who have an alliance with a positive corporate citizen)
- Shareholders
- Regulators (who perceive the firm to be less risky, i.e., more "safe and sound")

The KPMG Culture Assessment Tool (1/3)

The People Analytics Team within KPMG in Malta work together with our clients to cover the complete employee life cycle, synthesising qualitative and quantitative data and information to bring predictive insight and decision-making support to the management of people in organisations. **The cultural assessment survey evaluates drivers of an organisation's culture, as well as measures the system of values throughout the organisation.**

KEY DIFFERENTIATORS

1

Tools ownership and analysis of data at any point

KPMG developed and owns the tool and all the raw data, allowing further analysis at any point, at the request of the client.

4

Survey customisation based on the Client's needs

KPMG can add additional and specific questions to the survey should there be a particular area of focus for the client.



2

Security of your Data

The KPMG survey tool sits within a privately managed KPMG network, ensuring enhanced safety for client data.

3

Advanced Statistical Data Analysis

KPMG can examine critical demographic groups within an organisation or identify factors which significantly contribute to people metrics.

The KPMG Culture Assessment Tool (2/3)






This assessment is carried out via a short, online, anonymous survey.

8

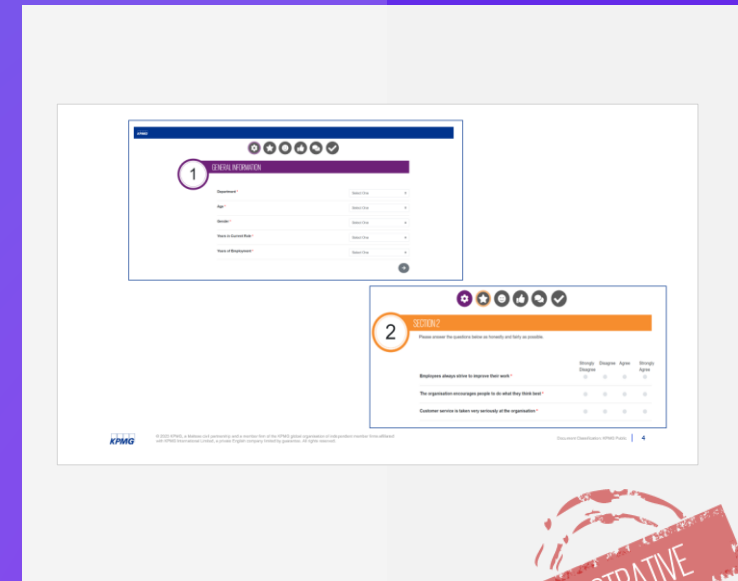
Main organisational culture drivers measured:



We analyse employees' satisfaction with:

-  Development Opportunities
-  Future Career Opportunities
-  Collaboration in my department
-  People Management
-  Work-life balance
-  Rewards and Recognition
-  Salary and Benefits

SAMPLE QUESTIONS



The KPMG Culture Assessment Tool (3/3)



Company Values

Respondents are given the opportunity to express what they **believe** are the **main values** of the organisation.



Company Descriptors

Respondents are given the opportunity to express how they would **describe** the organisation in **three words**.



Employee Qualities

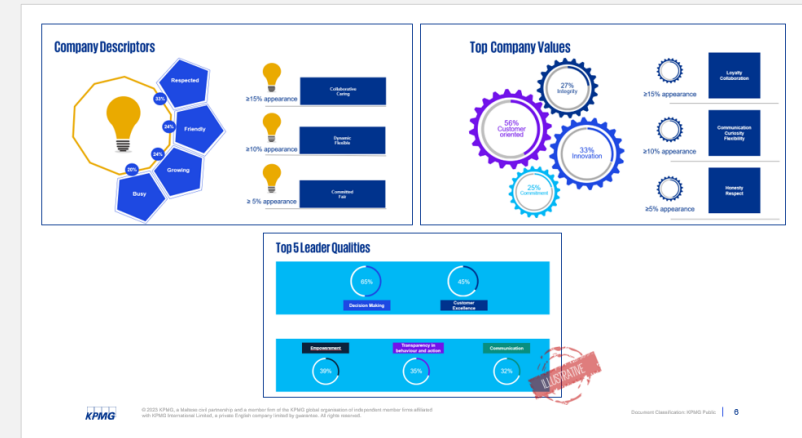
Respondents are asked what they believe are the most important **qualities** for the **ideal employee** of the organisation.



Leadership Qualities

Respondents are asked what they believe are the most important **qualities** for the **ideal leader** of the organisation.

SAMPLE RESULTS



Output of the KPMG Culture Assessment



Quantitative Results

Quantitative results focus on numerical data and the 'WHAT';

The quantitative part of the report includes the overall organisational survey results per culture driver, results per department and per question.

Only aggregated results are reported to preserve the anonymity of the respondents.

Identification of organisational strengths, areas for improvement and areas of critical concern

Results per driver and any demographic factor (e.g. age/gender etc.)

Comparison Analysis (i.e. between departments/tenure groups etc.)

SAMPLE RESULTS



Qualitative Results

Qualitative data focus on semantic data and the 'WHY'.

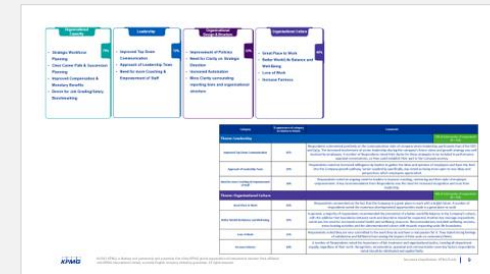
These results allow organisations to make targeted people decisions that will directly impact areas the workforce has highlighted as needing improvement.

Thematic analysis on write-in answers (i.e. identifying main themes and categories)

Theme and category descriptions based on an assimilation of data received

Percentage appearance of each theme highlighting which themes appear most

SAMPLE RESULTS



Our Approach

INPUT



Data Request

Information is requested from the client in order to contextualise and further understand the 'As-Is' state. E.g. organigrams, performance management data, policies and procedures etc.



Surveys

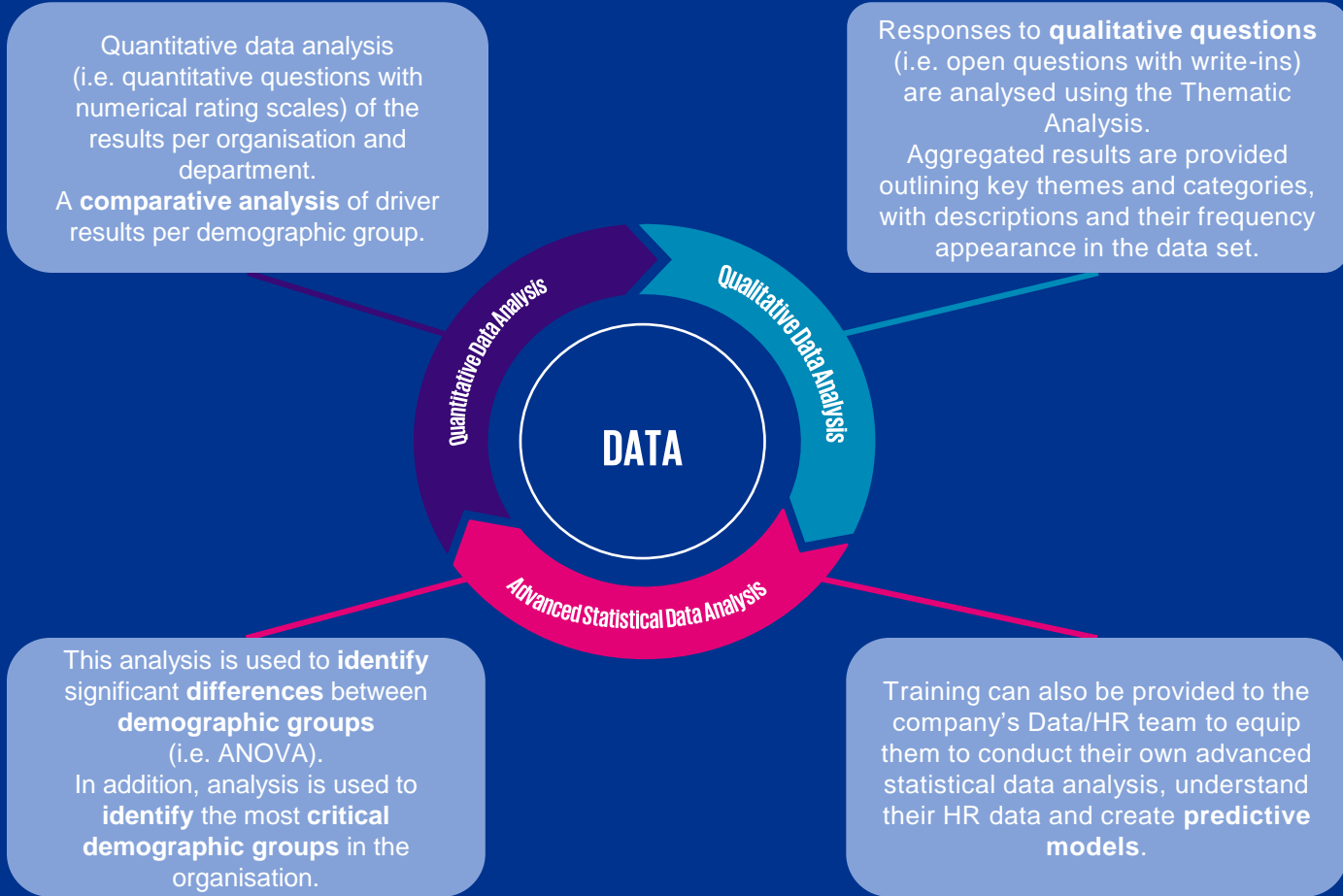
People Analytics surveys such as the KPMG Employee Engagement Plus Index Survey, KPMG Culture Assessment and KPMG Skills Assessment to collect data from the workforce.



Validation of Survey Results

Interviews, workshops and/or focus groups with stakeholders and workforce in order to continue to gather and validate key observations.

ANALYSIS



OUTCOMES



Key Observations

Observed Gaps

Recommendations

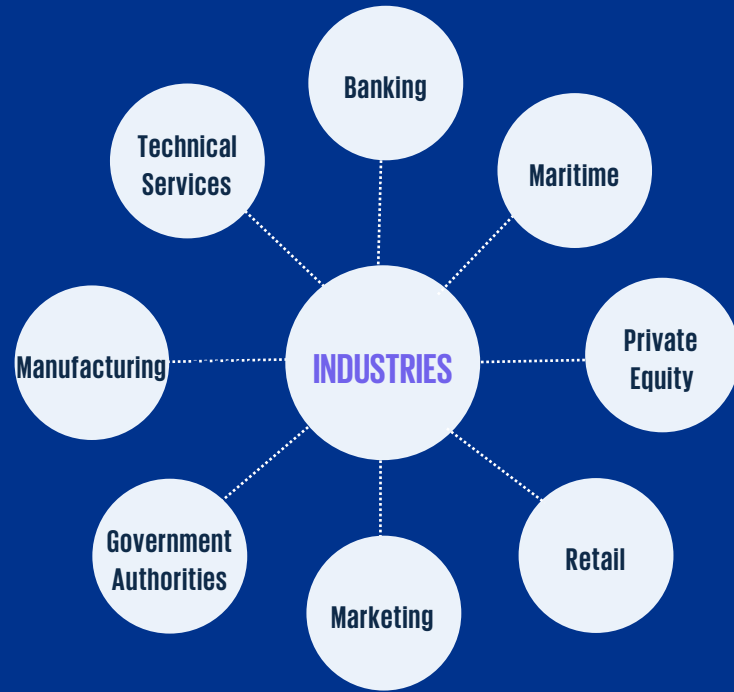
Prioritisation of Next Steps

Implementation Plan

Our Credentials – Some Facts

KPMG Culture Assessment:

↳ **1300** respondents
over **4** years



A few specific examples where clients have found significant use of our People Analytics assessment include:

Conducting the Culture Assessment in order to create a foundation for **cultural transformation** in **rapidly growing organisations**.

Conducting the Culture Assessment in order to **establish 'One Organisational Culture'** for organisations with **employees working remotely**.

Often utilised as an initial step in complex initiatives such as the evaluation of 'as-is' and 'to-be' organisational culture, **M&A** and **change management initiatives**, exploring drivers behind talent retention, **organisational design** and **strategic workforce planning**, understanding organisational **values** and **core competencies** of leaders and employees, and the establishment of an organisation's **Mission and Vision**.

Our Credentials – Select Experiences

1

KPMG Credentials: Culture Transformation using People Analytics for a Private Equity Investment Company (Channel Islands)

Client Challenge:

- The client is a private equity investment company with offices situated worldwide that engaged KPMG following a period of sizable growth. The client was seeking support to further develop and bolster its high-performance corporate culture.

2

KPMG Credentials: Development of Mission, Vision and Values for a Bank (Europe)

Client Challenge:

- The client engaged with KPMG during a period of significant transformation, including changes to Leadership, Technology and Product/Service strategy. The client was seeking support in enhancing, developing and progressing its leadership, culture and people agenda, particularly through the development of a new Mission, Vision and core set of Values.

3

KPMG Credentials: Strategic Workforce Plan for a Bank (Caribbean region)

Client Challenge:

- The client engaged with KPMG to conduct a workforce assessment to evaluate the talent needed to support the Bank's vision, from both a capacity and capability perspective. The goal of the engagement was to provide the Bank with the right tools to right-size the organisation, ensuring value and adding to overall enterprise productivity.

Our Solution:

- Conducted stakeholder interviews, focused groups, and a Culture Assessment with the workforce to assess the current culture and their views of a desired target state of culture.
- Presented Key Observations, Gaps, recommendations and implementation plan to ensure a smooth transition from the current to a desired culture.

Our Solution:

- Use of the KPMG Culture Assessment Survey in order to gather quantitative and qualitative data on the drivers of organisational culture, the organisation's goals and strategy and its unique selling points.
- Conducted interviews and workshops with leadership and focus groups with the workforce to explore and validate Culture Assessment results and Mission, Vision and Values statements.

Our Solution:

- Evaluated the vision and business objectives of the Bank and individual departments, and the composition of its workforce with respect to structure, capacity, and capability.
- All recommendations were based on results from the People Analytics exercise, including the KPMG Culture Assessment Survey.



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