

Case Study - Association & Membership Organization



Business Challenges:

- Organizational structure was causing work redundancies and fragmentation, ultimately impacting the ability to deliver services efficiently and effectively to their customers and member organizations
- Candidates were lacking the diversity leadership desired to achieve goals associated with Equity, Diversity and Inclusion (EDI)
- Lack of process and governance associated with 3rd-party contracts was resulting in millions of dollars of overspend associated with redundancy and bad contracts

What we Did:

- Conducted leadership interviews to understand what was working, not working, rationale, etc. with the current organizational structure, roles and responsibilities
- Reviewed organizational structure and job descriptions to identify redundancies and potential synergies to inform organizational restructuring recommendations
- Facilitated interviews with CHRO and head of recruiting - and reviewed recruiting documentation - to define opportunities to increase the amount of diverse candidates making it to offer
- Reviewed all contracts to identify potential redundancies and contracts with vague terms of services to inform recommended contract eliminations and consolidations

Result:

- Organization immediately implemented organizational change recommendations to improve efficiency and services to customers and member organizations
- Recommended contract elimination / consolidation was executed, providing immediate cost savings and avoidance
- Recruiting process changes are underway which will remove bias and incorporate EDI principles throughout the entire candidate lifecycle