



Optimiza Implements an HR Audit for a 50-Branch Bank in Jordan

In the fall of 2008 and due to the accelerated growth rate of a 50-branch bank located in Jordan, the bank acknowledged the need to improve its human resources policies and practices to attract and retain top talent to further support its strong growth. The bank believed that the first step in its human resources improvement journey was to audit its policies and practices, benchmark it against best practices and to develop a detailed improvement roadmap that address any current gaps and capitalize on any potential improvement opportunities.

Optimiza carried out an HR Audit initiative that covered the following:

- Reviewed human resources department structure and jobs
- Collected and reviewed all available human resources documentation including policies, procedures, forms, manuals, etc
- Conducted audit interviews with HR and top management
- Conducted “Employee Opinion Survey”
- Audited actual implementation of HR practices
- Evaluated HR automation system
- Developed and reviewed audit final report

The results and outcomes of the initiative were detailed in an HR Audit report covering the following:

- Gaps & weaknesses in current policies and practices
- Recommendations
- Employees’ opinion survey results
- HR KPI Benchmarks

Consequently, Optimiza team developed a human resources transformation road map to support the bank in bridging and addressing the gaps and the inefficiencies in its HR capability based on the HR audit report.