



## **Optimiza conducts an HRM Capability Improvement and a Company-wide Capability Assessment for an integrated Resort in Jordan**

During the fall of 2006, the management of a Jordanian company specialized in real estate and tourism development had acknowledged the need for developing the Human Resources Management (HRM) function for one of its resorts; with focus on organizational development and total rewards restructuring, so that they can play a strategic role in influencing and improving employee job satisfaction and retention, aiming at helping the business succeed and grow in an environment where competition for talent is considered regional, and talent is scarce.

Optimiza carried out an HR enhancement initiative that included:

- The design of new organization structure and authority matrix
- Job evaluation and job grading
- The structuring of a new Total Rewards System (TRS), consisting of base pay, compensations, benefits, and incentives
- The preparation of 100+ job profiles, which expressed the job scope, roles and responsibilities, academic and competency requirements and performance measures.

At the same time, the management had acknowledged the need for introducing company-wide improvements to the resort's operations, aiming at taking the company into higher levels of professionalism, and reaching higher resident satisfaction levels; thus, raising the frequency of resident visits, elongating residents' stay, and elevating the spending of both residents and visitors. Therefore, the company had decided to initially assess the resort's current-state in terms of functional capabilities, understand the magnitude of performance gaps compared to best practices, and then prioritize the areas where improvements are crucial for achieving the corporate vision.

Optimiza had specified and broken down the assessment scope-of-work by blueprinting an appropriate value chain model that fitted the entire operations of the resort, covering many facilities of the resort.

By then, the functions of the resort were assessed in terms of assets, processes, human resources, and technology, and the resident and commercial tenant satisfaction were surveyed and analyzed. This was followed by identifying performance gaps, recommending improvement solutions, and developing an improvement roadmap for bridging the identified gaps.

Optimiza had also recognized the impact of these recommendations on the existing organization design, to align it with preferred state.