

CLIENT PROFILE

Million Meal Movement is a non-profit charitable organization that assembles and supplies meals for needy families throughout the state of Indiana. The organization provides individuals and businesses the opportunity to either sponsor or participate in packaging meals, which are then provided to local area food banks for distribution to the needy and food insecure. Since 2007, they have packed over 29 million meals. The business is small but has designs to grow. At the time of the analysis, there were (4) full-time regular employees plus a Board of Directors consisting of (7) business professionals from various industries and backgrounds, most of whom are small to medium size business leaders or executives.

PROJECT DESCRIPTION

The Executive Director, who currently leads the human resource (HR) function, shared that she envisions the organization to grow to 20 paid employees within the next 3-5 years. No one within the organization possesses an HR background and the Executive Director is confident that as much as she feels it is going well, the organization is not prepared or equipped to handle the growth she foresees. She feels that there may be significant risks ahead that could derail the organization as it grows. BEST Human Capital & Advisory Group was engaged to perform a human resource analysis/audit in order to identify critical human capital risks that may impede the projected growth, thus providing a road map to prepare and plan effectively.

The project scope included:

- ✔ Helping the business to understand many of the compliance hurdles that will impact the organization as it continues to grow and the best or next practices it can begin to put in place now to plan for that growth.
- ✔ Provide support in reducing risk exposure by uncovering critical human capital risks that either currently or in the future will impact performance, efficiency, and effectiveness.
- ✔ Providing the necessary tools and resources that will lay the foundation for compliance and support of the HR function.

The BEST WR² Human Resource Analysis Process:



Indianapolis, Indiana
millionmealmovement.org

INDUSTRY: Nonprofit

“The WR² process was very effective and so were the tools that BEST was able to employ in such a short period of time. We gained immediate value and not only lowered our HR risk, but now have a growth-oriented strategic plan for our future.”

Dan Hintz
Co-Founder & Chairman
Million Meal Movement

IMPLEMENTATION

Using BEST's proprietary WR² HR Analysis to evaluate the overall human resource function, BEST engaged in an in-depth analysis of eight (8) categories that encapsulate the core competencies within the "SHRM Competency Body of Knowledge." Given the very small size of the organization, and that the HR function was a department of one (1), the Executive Director elected to exclude three (3) HR operational categories that are a part of larger organizations. Million Meal Movement rents offices, conference room, warehouse, and other ancillary business space from Widow's Jar Ministries. The location was toured, interviews were conducted with the employees and the Executive Director, and numerous policies, processes, procedures, files, documents, and programs were examined across the organization.

Upon completion of the information gathering phase, evaluation and analysis was conducted and a report developed for the Executive Director. BEST presented its findings to the Board of Directors sharing the "risks and remedies" that were identified. Numerous "Wins" were also presented as an outcome of the report as areas to be continued and not lose sight of during implementation of the remedies.

The road map laid out through the WR² HR Analysis identified core gaps in strategic and tactical planning at the organizational level. The organization suffered high risks around many areas including diversity and inclusion, HR information systems and metrics, safety and security, and training and organizational development. There were many "low-hanging fruit" items that were clearly identified that, if remedied as recommended, would significantly help to reduce many of the risk areas. The Executive Director determined it was important to develop a strategy to improve many of these items over the next 12 months.

THE RESULTS

With this road map and the development of a strategic plan, the Million Meal Movement began implementation of projects to improve compliance, processes and procedures, clarify policies, and eliminate the low-hanging fruit. She assembled a volunteer team of HR professionals, led by Michael Maggiotto Jr, PHR, SHRM-SCP and Sr. Human Capital Advisor at BEST, with purpose of assisting the Executive Director with executing the remedy treatments for the organization. The balanced analysis that celebrated the Wins, while constructively identifying the Risks and recommending Remedies, served to stabilize the HR function and to more effectively and efficiently prepare Million Meal Movement for its future growth. The organization is now better prepared to address the long-term and complex challenges identified and to position itself more competitively as it meets and exceeds its growth targets.

It is easier and more cost-effective to identify your risk areas and make changes now rather than later...

Today's business environment requires that HR professionals both participate and contribute to their organizations as true strategic business partners. It is critical for the long-term growth and success of every business to get a firm handle on exposure and identify the appropriate strategies and risk reduction for successful business growth and profitability.

The BEST WR² Human Resource Analysis is here to help!

Key Challenges:

Lack of current human resources function.

Understanding compliance hurdles and risk exposure.

Key Requirements:

Identify Wins, Risks and Remedies for HR effort.

Uncover critical human capital risks.

Provide necessary tools and resources for compliance.

Identify gaps in strategic and tactical planning.

Address diversity/inclusion, HRIS, safety, security, training and development issues.

Engage in action planning.

Key Outcomes:

Development of a strategic plan for the organization.

Assembled team of HR pros to execute remedies.

Now better prepared for future growth.



a: 5809 N. Post Rd.
Indianapolis, IN 46216-1049

e: info@bhcagroup.com

p: 317.757.3888

w: besthumancapital.com

