

# Full transformation as organization goes private

Saline Water Conversion Corporation

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المؤسسة العامة لتحلية المياه المالحة  
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In preparing for privatization, the Saline Water Conversion Corporation (SWCC) had the foresight to anticipate the complete business transformation this would demand.

“You have put into words, through the assessment output, what we have been thinking but couldn’t describe.”

DR. ABDULLAH AL-SHEIKH | SWCC  
DEPUTY GOVERNOR

“This project needed a great deal of discipline in planning, organizing, and managing resources to bring about successful completion and meet all the unique goals and objectives from the client.”

DAVID VELASQUEZ  
HAY GROUP

## Transformation at every level

This complex program was the largest secured by Hay Group’s Middle East office which is located in Dubai, UAE. It involved working across the entire SWCC organization, over an 18 month period, assessing the roles and capabilities of nearly 10,000 employees.

The resulting organization restructure involved:

- re-defining job descriptions, job families, and technical and behavioral competencies
- re-evaluating jobs and creating a new compensation scheme
- assessing the capabilities of all employees at all levels and establishing overall bench strength
- employee re-deployment based on revised roles and required capabilities
- designing and implementing a performance management system.

## Privatization – the opportunity for modernization

Established in 1974, SWCC has grown to employ 9,550 people. Based in Saudi Arabia, SWCC supplies around 60 per cent of the kingdom’s total municipal water requirements. The largest producer of water desalination in the world, SWCC also provides the water transmission infrastructure, and generates and distributes 20 per cent of Saudi Arabia’s electrical power. SWCC has become a significant and capable organization, ready to transition into a modern business and contribute to wider economic and social growth.

Successful delivery of its modernization program depended upon:

- a multi-disciplinary consultant team
- collaboration with five other advisory firms (Booz & Co, HSBC, FreshFields, KPMG and Fichtner)
- integration of employee data gathered with a range of tools and methods
- rapid, practical, and efficient processes delivered to a tight timeframe.

"Talent Q Dimensions and Elements provided us with an affordable, efficient, and pragmatic way to assess such a large volume of people in Arabic."

BILL AGOSTINI  
HAY GROUP

"At Hay Group we pride ourselves on our deep understanding of jobs and world-class assessment of people and capabilities. We broke new ground on this project by combining the best of these offerings on a mass scale."

STEPHEN LAMS  
HAY GROUP

## Measuring capability – across the board...

Enhancing leadership and employee effectiveness lay at the heart of this work. Hay Group helped SWCC to get the best from its people by defining and measuring the key components of capability, including:

### Competencies

- 180 senior leaders were assessed through focused interviews
- 5,000 employees were assessed by mapping SWCC's required competencies to Talent Q's Dimensions psychometric tool

### Abilities

- 5,200 leaders and employees were assessed using Talent Q's Logical Elements

### Technical competencies

- Technical competency (skills) data was gathered on around 9,300 employees via an internal benchmark survey designed by Hay Group

### Education and experience

- Data for all employees was gathered through the internal survey and by mining SWCC's employee database

### Performance

- Past performance data was mined from the full employee database

## ...and building it for the future

This comprehensive approach enabled two key outputs:

1. A measure of bench strength – along with organizational development action plans – to support SWCC's senior management and HR in ongoing re-deployment and succession planning
2. Comprehensive feedback reports – for individual employees – outlining strengths, development areas, and development suggestions.

## About Hay Group

Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organizations realize their potential.

We have over 2600 employees working in 85 offices in 49 countries. Our clients are from the private, public and not-for-profit sectors, across every major industry. For more information please contact your local office through [www.haygroup.com](http://www.haygroup.com).