

DAWGEN GLOBAL • HR ADVISORY

# The Caribbean HR Outsourcing Guide

*10 Questions Every Caribbean Business Leader Must Answer Before Making a People Management Decision*

Powered by the PEOPLE360<sup>°</sup>™ Framework



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## How to Use This Guide

This guide is designed for Caribbean business leaders, board directors, HR managers, and senior executives who are evaluating whether to restructure, outsource, or upgrade their organisation’s HR function.

It presents ten questions that cut to the heart of HR management effectiveness — and maps each question to the corresponding pillar of Dawgen Global’s PEOPLE360<sup>°</sup>™ Framework. By the end, you will have a clear picture of where your organisation’s HR function is performing well, where the gaps are, and what the path to strategic HR leadership looks like.

<b>40%</b> of tertiary-educated workers leave the Caribbean annually (ILO)	<b>28%</b> lower turnover in organisations with structured HR (SHRM)	<b>60%</b> cost saving vs building equivalent in-house HR team
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## The 10 Questions

### Question 1: Do you know the fully loaded cost of your HR function?

**PEOPLE360°™ Pillar:** *360° Value Delivery*

Most leaders can tell you what they pay their HR team. Very few can articulate the total cost of their HR function — including the management time consumed by people issues, the cost of compliance failures, the drag from disengaged employees, and the replacement cost of avoidable attrition.

A rigorous HR cost analysis typically reveals that the true cost of an unstructured HR function is two to three times the visible payroll. For organisations considering outsourcing, this is the baseline against which any proposal should be measured.

- Have you calculated HR cost as a percentage of total revenue?
- Do you have visibility on the cost of your most recent three recruitment processes, including time-to-productivity?
- Can you quantify the cost of your last significant compliance or grievance matter?

### Question 2: Are you fully compliant with labour law across every territory you operate in?

**PEOPLE360°™ Pillar:** *Operations & Compliance*

Caribbean labour law is not uniform. Employment legislation, NIS contribution structures, minimum wage requirements, redundancy frameworks, and emerging data protection obligations vary materially across jurisdictions — and change regularly. For multi-territory employers, the compliance burden is significant and growing.

- Are your employment contracts jurisdiction-specific and regularly reviewed?
- Do you have documented, compliant disciplinary and grievance procedures?
- Are your NIS, NHT, and equivalent contributions accurately calculated across all territories?
- Do you have a clear record of performance management documentation for all staff?

### Question 3: Do you have a structured approach to talent acquisition?

**PEOPLE360°™ Pillar:** *People Strategy*

In a region defined by shallow specialist talent pools and high outward migration, recruitment is among the most strategically consequential HR activities a Caribbean organisation undertakes. Organisations that recruit without structured competency frameworks, psychometric tools, or cultural alignment criteria experience significantly higher mis-hire rates.

- Do you have defined competency profiles for each role category?
- Is your interview process structured and consistent across interviewers?
- Do you measure time-to-hire, cost-per-hire, and 12-month retention rates for each recruitment campaign?
- Do you have an employer brand that attracts top regional talent?

### Question 4: Can you measure the performance of every role in your organisation?

**PEOPLE360°™ Pillar:** *Performance Systems*

Performance management is among the most common HR failures in Caribbean organisations. Either it does not exist, or it exists as an annual process that has little connection to day-to-day management or compensation decisions. The result is that high performers are underrewarded, low performers are underaddressed, and the organisation loses calibration between individual behaviour and organisational outcomes.

- Does every employee have clearly defined, measurable performance expectations?
- Is your performance review process tied to compensation and development decisions?
- Do managers have the training and tools to have effective performance conversations?
- Do you have a process for managing sustained underperformance?

## Question 5: What is your plan for developing the leaders your organisation will need in five years?

**PEOPLE360°™ Pillar:** *Learning & Development*

The Caribbean brain drain problem is, in significant part, a development problem. Talented professionals leave the region because they cannot find organisations willing to invest in their growth. Organisations that build structured learning and development programmes — and visible leadership pipelines — retain talent at materially higher rates.

- Do you have a formal learning and development strategy?
- Have you identified your high-potential employees and built a development plan for each?
- Is succession planning in place for your five most critical roles?
- Do you measure the ROI of your training investment?

## Question 6: Do you know how engaged your employees actually are?

**PEOPLE360°™ Pillar:** *Engagement & Culture*

Fewer than 25% of Caribbean and Latin American employees are actively engaged at work (Gallup). Disengaged employees cost between 18 and 34 percent of their annual salary in lost productivity. For most organisations, this represents a drag of hundreds of thousands of dollars annually — largely invisible until it manifests as attrition, quality failures, or customer dissatisfaction.

- When did you last conduct a formal employee engagement survey?
- Do you have a structured response process when survey results identify issues?
- Can you articulate your organisation's culture in terms that employees would recognise?
- Do you have a retention strategy for your top 20% of performers?

## Question 7: Is your HR function able to provide board-level workforce intelligence?

**PEOPLE360°™ Pillar:** *360° Value Delivery*

In high-performing organisations, people data informs board decisions. Workforce planning connects to capital allocation. Talent risk is presented alongside financial risk. Succession gaps are disclosed alongside strategic vulnerabilities. In most Caribbean organisations, HR reporting to the board is either absent or limited to headcount and compliance updates.

- Does your board receive regular, structured HR reporting?
- Is workforce risk assessed alongside financial and operational risk?
- Do you have HR analytics capability to support strategic workforce decisions?
- Is your HR function positioned as a strategic partner to the executive team?

## Question 8: Do you have the HR capability to support your growth plans?

**PEOPLE360°™ Pillar:** *People Strategy*

Many Caribbean organisations have ambitious growth plans and an HR function that was built for a smaller, simpler organisation. The gap between strategic ambition and HR capability is one of the most common constraints on Caribbean business growth — and one of the least discussed.

- Has your HR structure kept pace with your organisational growth?
- Do you have the people management infrastructure to support expansion into new territories?
- Is your HR function able to scale a new team quickly if a significant opportunity arises?
- Do you have documented HR processes that can be replicated across locations?

## Question 9: Are you getting maximum value from your total compensation investment?

**PEOPLE360°™ Pillar:** *Operations & Compliance · Performance Systems*

Compensation is typically the largest single cost in any organisation. Yet most Caribbean organisations have not conducted a formal compensation benchmarking exercise in more than three years, do not have a structured pay philosophy, and have not connected their compensation structures to either market competitiveness or performance outcomes. The result is that organisations frequently overpay in some areas and underpay in others simultaneously.

- Have you benchmarked your compensation against the regional market in the past 24 months?
- Do you have a documented pay philosophy that is communicated to employees?
- Is your variable pay connected to measurable individual and organisational performance?
- Have you taken advantage of tax-efficient remuneration structures where available?

## Question 10: If your most important person left tomorrow, would your organisation be able to recover?

**PEOPLE360°™ Pillar:** *People Strategy · Learning & Development*

Key person dependency is one of the most acute risks in Caribbean organisations — particularly in family businesses, professional firms, and organisations built around a founding leader. If the departure of any individual would create an organisational crisis, that is a structural risk that belongs on the risk register alongside financial and operational risks.

- Have you identified your top five key person dependencies?
- Is there a documented succession plan for each?
- Are critical knowledge and relationships systematically captured and distributed?
- Do you have a leadership development programme that is building internal successors?

## Your HR Diagnostic Scorecard

Use this scorecard to assess your organisation’s current HR maturity. For each question above, rate your organisation on a scale of 1 (no capability) to 5 (best practice).

HR CAPABILITY AREA	PILLAR	YOUR SCORE (1-5)	NOTES
HR Cost Visibility & ROI	360° Value		
Labour Law Compliance	Operations		
Talent Acquisition Structure	People Strategy		
Performance Management System	Performance		
Leadership & L&D Pipeline	Learning & Dev		
Employee Engagement & Culture	Engagement		
Board-Level HR Intelligence	360° Value		
HR Scalability for Growth	People Strategy		
Compensation Effectiveness	Operations		
Succession Planning & Key Person Risk	People Strategy		
<b>TOTAL SCORE (out of 50)</b>			

<b>40 – 50</b>	Strong HR foundation. Focus on optimising the 360° Value Delivery pillar to elevate HR to a strategic board asset.
<b>25 – 39</b>	Emerging HR capability. Structured outsourcing support will address compliance gaps and accelerate strategic HR development.
<b>10 – 24</b>	Significant HR gaps. Your organisation is carrying material compliance, talent, and performance risk. A full PEOPLE360™ diagnostic is strongly recommended.

## Your Next Step

Regardless of your score, the next step is the same: a complimentary, structured HR Diagnostic conducted by Dawgen Global's senior HR advisory team. The diagnostic maps your organisation against all six pillars of the PEOPLE360°™ Framework, quantifies the cost of your current HR gaps, and provides a prioritised roadmap for improvement.

There is no obligation. There is, however, a cost to waiting — measured in compliance risk, talent attrition, and management distraction that continues to compound every quarter without a structured people management system in place.

### Request Your Complimentary HR Diagnostic

[info@dawgen.global](mailto:info@dawgen.global)

[www.dawgen.global](http://www.dawgen.global)

*PEOPLE360°™ Framework:*



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