

# Navigating the people journey

A helping hand in challenging times

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Every day organisations face a variety of challenges, many stemming from the difficulties in the current turbulent business environment. Increasing pressure exists to deliver more for less, and in some cases, to radically alter how the business is operated. This heightened focus on efficient and effective resource utilisation has put the 'People Factor' increasingly under the spotlight.

Some of the questions our clients have been asking us recently reflect many of the burning issues facing Irish businesses today as they adapt to managing people in a downturn:

## People Performance

- How can I effectively measure an individual's performance and contribution to our organisation which adequately reflects the heightened risk environment in which we are now operating, and reward the people who deserve it most?
- The Remuneration Committee wants to evaluate the effectiveness and competitiveness of our executives' packages, particularly the performance criteria attached to the bonus programme. Where do I start?

- Human Capital/People Strategy
- Executive Resourcing
- Talent Management
- Performance Management
- Reward Strategy (incl Equity Reward)
- Reward Communications
- Strategic Workforce Solutions
- Executive Outplacement
- Succession Planning
- Employer Branding & Employment Value Proposition



- Organisational Design
- Organisational Integration (pre and post-deal)
- Role and Competency Definition
- Benchmarking & Job Evaluation
- Organisational Effectiveness & Development
- Workforce Reshaping and Reduction

- Employment Tax Process, Cost & Risk Management
- Retirement, Benefits, Actuarial & Pensions Services
- HR Start-up & Corporate Migration support
- HR Due Diligence and Post Deal Integration
- Saratoga - HR Metrics & Benchmarking
- International Workforce Mobility
- Global Immigration Services
- HR & Employment Law Compliance
- HR Systems & Technology
- HR Function Transformation
- HR Outsourcing

- Change Strategy & Management
- Programme & Project Management
- Employee Engagement & Communication
- 'Voice-of-the-Staff' Culture Audits
- Training & Learning
- Management & Leadership Development
- Executive Coaching & Mentoring

- My best performers are leaving my organisation unexpectedly - how can we best ensure we retain the key contributors to our business?

### HR Operations

- The whole organisation is under pressure to cut costs – how can we ensure that the HR Function is delivering value for money?
- We are planning to move employees into and out of Ireland this year. How can we implement a compliant, best practice, international mobility policy which encourages our people to move?
- Our staff are getting very concerned about the robustness of our pension scheme and I have some misgivings myself – what do I need to address and is there any action I can take?

### Organisation Structure & Efficiency

- We have been instructed to cut our operating costs by 10% by changing the way our

organisation is structured. How can we do this?

- Our cost saving strategy is likely to involve some redundancies. How can I devise and implement a cost and tax effective redundancy programme, which is delivered with minimum disruption to the business and our people?
- We are about to acquire one of our competitors and given the current market environment, how can we make sure we gain the maximum possible efficiencies needed between the two organisations?

### Making Change Stick

- We are about to roll out a range of major cost reduction initiatives – how do I stay on top of them all and ensure that the planned benefits are being realised?
- We have just committed to our Board to radically change our strategy to reflect the challenges we are facing in the market and I'm concerned that I'm going to

meet major resistance – how can I get the team on-side and ready for the transition?

- I'm asking my senior managers to change their focus in how they manage their teams but I think they need help to change their approach and mindsets – what kind of support would help them to achieve this?

### How can PricewaterhouseCoopers help?

The PricewaterhouseCoopers teams that provide HR and workforce advisory and support services in Ireland encompass 140 multidisciplinary specialists who bring together a comprehensive mixture of skills and experience. We assist organisations align their HR strategy with business performance and help manage the strategic, operational, risk management, financial, tax, and regulatory challenges associated with human resources.