



# HR services

enhancing corporate performance

KPMG TANÁCSADÓ KFT.



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## Executive search and selection

Every organisation has a vested interest in having highly-trained and motivated labour at its disposal. However, it is by no means easy to find capable staff who have the desired qualifications and experience and are also able to fit in well with the given corporate culture.

### Why use the service?

- Involving advisers into the search and selection process saves time, reduces the risks of the process and most likely results in a better outcome.
- When recruiting for higher-level positions (mostly senior and middle-management functions), using our service makes sense not only due to the difficulty and length of the selection process but also because of the cost and risk of possibly making the wrong decision.
- Applying this method identifies the most qualified persons on the market for the given position with the highest probability.
- The search process can be conducted under complete discretion.
- Special requirements outlined in the job profile do not constitute a problem in finding the right candidate.
- What is important is to provide detailed information about the relevant professional background, industry experience, foreign language proficiency, leadership skills and personality of the candidate.
- The method results in a complex, objective and comparative analysis of the above factors.

### What is KPMG's approach?

1. Assess and analyse requirements.
2. Draw up a job specification and candidate profile.
3. Execute the search process, which includes:
  - applying direct search methods complemented with database searches;
  - advertisement-based recruitment to address the right target group, the results of which are also complemented with curricula vitae from our database.
4. Select the candidates.
5. Close the engagement.
6. A satisfaction guarantee of six months is provided in the case of senior management searches, while it comprises three months for candidates identified for middle-management and adviser positions.

# Organisational development and harmonisation

If the headcount of an organisation rises or if there is a surge in the number of projects, it may become necessary to revamp the organisational structure as well as introduce new approaches and project management strategies.

This is a self-perpetuating process and it depends on the structure of the company whether the first steps are taken by the firm itself or by an external team of advisers.

## Why use the service?

- Because what initially appears to be a lack of resources could just require a restructuring of certain processes.
- Because what appears to signal a lack of efficiency could be a communication deficit. In such cases an external, independent opinion can be useful in bringing management closer to staff and helping to plot a joint path to achieve common objectives.
- Because a company cannot always be certain that the right information reaches the right places, and that the required information flows back to where it started.
- Because it is possible that decision-making authority is over regulated, or the relevant rules are out-of-date.
- Applying this method may be advisable if the same task is worked on in several locations, and some tasks have no owner.

## What is KPMG's approach?

1. Review processes, identify and record the critical points.
2. Analyse the flow and process of organisational communication with the help of workshops.
3. Update and renew the Organisational and Operating Procedure and job descriptions, aligning them with the altered organisational structure.
4. Follow up the success of changes made.

# Management audit (internal review)

Based on this systematic analytical and evaluation process and with the help of structured interviews or survey questionnaires, companies obtain a status assessment of the skills, leadership qualities, strengths, development potential and risks of key personnel, their most important resource.

Typical situations where service is needed: planning of strategic changes, company mergers and acquisitions, reorganisations, junior management.

## Why use the service?

- It provides an objective and reliable picture of businesses' most important resource, their senior management team.
- The outcome can be compared with the requirements for successfully filling the given position.
- It can unveil hidden reserves within a company, unused resources within a team, highlights areas for improvement and indicates where there is an over-abundance or shortage of skills.
- Does the groundwork for individual training, career and junior executive planning in line with the organisation's strategic objectives.
- Measures the organisational and management culture, which can function as an organisational benchmark.
- Using this service can greatly reduce the risks associated with change, but also helps to enhance the chances of success.

## What is KPMG's approach?

1. Define the scope of persons and business skills to be assessed along with the success criteria based on knowledge of the survey's objectives.
2. Elaborate an optimal, objective assessment method based on an understanding of and insight into organisational requirements, strategic objectives, and expectations of positions.
3. Conduct individual or group assessments based on sets of competencies.
4. Determine the timeframe and the communication plan.
5. In addition to individual analyses, prepare a summary report on the company culture, in which the areas in need of improvement to ensure optimal operations are highlighted.
6. Feedback given to those assessed.
7. Evaluate the achievement of the set goals for the engagement together with the client.



## Comparative analyses – HR benchmarking service

Many situations can arise for a company when it is worthwhile reviewing its benefits system in view of market conditions.

### Why use the service

- It provides structured, comparable, informative data that enables the company to compare its own benefits system with the given market, whilst also offering an opportunity to make any changes or adjustments, if such are considered justified and necessary.
- It may be necessary to conduct such an analysis if competitors have strengthened their positions by more than was originally expected, or if feedback reveals that the company is not popular enough and its competitiveness is not evolving as required in the eyes of present and potential members of staff.
- The scope of benefits may sometimes need revising.

### What is KPMG's approach?

1. Conduct market research based on extensive market know-how and set criteria:
  - in the designated industries,
  - at the given managerial or staff levels,
  - using appropriate criteria.
2. The summarised data is sent to the parties concerned in table form with accompanying evaluations.



# Talent management

Every organisation has an interest in employing talented staff who can ensure the long-term competitiveness of the company. This can be achieved in two ways: by selecting the right people as well as motivating and encouraging existing staff. Different organisations can use different criteria to determine talent: important criteria can include individual skills, diligence, or competencies that are crucial for the company.

## Why use the service?

- It builds upon a valuable knowledge base and encourages loyalty, which in turn can reduce fluctuation among key personnel at the company.
- It is more cost effective to retain an existing member of staff than to discover new talent, yet challenges posed by the market can justify taking on external advisers.
- **Retaining in-house talent:** accumulating company-specific know-how and expanding the knowledge of key personnel represents value for an organisation. This all requires active input from the management in nurturing talent.
- **Selecting new, external talent:** as early as the selection procedure it is worthwhile applying a thorough screening process in order that those valuable to the company get a chance to prove their capabilities.
- Conflicts of interest can be avoided, dips in performance derived from a loss of motivation can be prevented, and the credibility of the programme can be enhanced with the help of external advisers.

## What is KPMG's approach?

1. Help in identifying both external and internal talent according to the needs of the organisation.

2. Examine the company's competency models; if it has none, help in setting these up.
3. Assess and formulate the criteria for success.
4. Determine the channels of communication which enable staff to be informed about the system and its objectives.
5. Staff members are assessed with intelligence and personality tests, skills-based interviews or evaluation centres, or a combination of the above.
6. Analyse previous performance appraisals, management and HR feedback, staff opinions and the results of professional programmes.
7. Establish development programmes for talented individuals, which help them to build up their own prospects and help to ensure continuous feedback.
8. The results are evaluated together with the client.

# 360° performance appraisal

This method provides feedback on behaviour and on skills to be improved based on opinions from all those working with the given individual. This provides a complete picture of the staff member assessed, and so it is not only the values embodied by the employer that are important but also the opinions of the person's superiors, subordinates and peers.

## Why use the service?

- It helps to resolve communication problems within the organisation, raising communication to a higher level.
- It provides a detailed, comprehensive, objective and nuanced picture.
- Thanks to the anonymity of the testing, staff members are able to give honest opinions about the person concerned and their work.
- It gives an opportunity to summarise information from various sources.
- It can strengthen team spirit.
- It helps with career planning.
- It helps to avoid discrimination.
- The person appraised can play an active role in the company's development.
- It facilitates the precise definition of training and further training needs.

- It provides an opportunity for improving performance at both personal and company levels.
- It acts as a catalyst for setting performance-based salaries.

## What is KPMG's approach?

1. Compile a test that fits the profile of the company and the position of the person to be appraised.
2. The test is completed by individuals (superiors, subordinates) designated by the appraised person.
3. Evaluate the test results.
4. Feedback on the results given to the person appraised.
5. Areas for improvement are determined jointly with the appraised individual.



# Outplacement – changes to human resource requirements

Outplacement is a support programme sponsored by the employer, which is designed to help those deemed superfluous to needs – generally middle and senior managers – adapt to changes induced mostly by downsizing at the company, providing assistance to them in drawing up criteria to find a new job.

## Why use the service?

- It assists in reducing the stress and strain for managers facing an unexpected change in their job.
- Using this service helps to avoid any negative impact on existing staff and new colleagues derived from the downsizing.
- The good reputation of the employer is maintained and the general assessment of the company is enhanced with being considered a "caring employer".

## What is KPMG's approach?

1. Draw up an action plan together with the management/HR department.
2. Help management prepare for communicating the decision in a proper way, if required.
3. On the day of the announcement, hold short information sessions and discussions at the company.
4. Organise personal consultations with the departing managers.
5. Map their main strengths and weaknesses, skills and results achieved.
6. Inform managers about the current situation on the labour market.
7. Provide support in drafting an informative curriculum vitae.
8. Help in mastering appropriate techniques to promote self interest.
9. Prepare managers for successfully participating in interviews.
10. Help in finding the right job offers.
11. Help in encouraging managers to adopt a positive outlook.



The value of our services is enhanced by:

- KPMG's professional know-how;
- profound knowledge of current labour market trends;
- extensive domestic and international relations;
- help in reducing the time clients spend on this activity;
- objective and honest opinions;
- high-level foreign language proficiency;
- full discretion.

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