



HR Consulting

PwC Macedonia



HR Consulting at PwC

HRS team provides HR Consulting services in all territories in the CEE Region

Our team of HR specialists in CEE Region has been working with both multinational and locally headquartered companies on their HR issues. Our track record and extensive experience can help you to maximize business performance at all levels of your organization.

Together with our HR colleagues in all territories in the CEE Region, we are pleased to offer the same HR services to companies.

Our goal is to provide you with comprehensive HR services that combine the in-depth knowledge of our personal tax, mobility, reward and HR effectiveness professionals with the expertise of our corporate finance, management consulting, legal and accounting specialists.

With more than 200 experts in 23 countries and a greater presence than any other HR consulting firm in Central and Eastern Europe, we are in a unique position to align your HR strategies both regionally and globally.

We help you create value for your business through your people. Our multi-disciplinary approach allows us to provide bespoke advice on all aspects of people management. It's this combination of expertise which sets us apart.



Our services



HR Management services

Enhancing HR management capabilities

In the current business world, HR is increasingly expected not only to implement business strategies but also to help shape these strategies.

Improve your business with our assistance and increase your human capital through our experience.

HR needs to understand the current business priorities of the company to be able to make an impact.

At the same time there is a pressure on HR to deliver traditional administrative services more efficiently. Some HR processes are less efficient and HR function could perform better.

In this respect, PwC can assist you with:

- Analysis of current HR strategy: its effectiveness and alignment with business strategy
- Evaluation of current HR structure and activities aiming to achieve higher effectiveness and flexibility
- Development of a HRM system to address long-term organizational needs



Employee development

1. Development and training needs analysis (DNA/TNA)

Development/Training Needs Analysis provides information that help organization:

- Make a better linkage of development interventions with its objectives
- Adapt development interventions to address specific needs of employees
- Prioritize development interventions according to the priority of identified needs.

The results of DNA/TNA include competencies and performance needed to deliver role objectives, the difference between what is needed and what are actual levels of competencies, list of competencies that need to be developed and recommendations for their development.

2. Competency development programs

Behavioral competencies indicate how people should behave in order to perform their work well. This concept came as a solution for organizations` need to define what makes the difference between the top performers and the average ones. Since competencies are not fixed genetically, competency development programs are designed to give guidelines and support participants to work on competencies improvement.

Together with you, we define behavioural competencies and their levels that are critical for successful performance in your company. After initial assessment of participants` competency levels, development interventions are adapted to fit their specific needs. Competency development workshop is followed by action learning sets.



3. Assessment and development centres

Assessment centre is considered one of the most reliable methods of evaluation of human potential. Specially trained assessors observe participants` behaviour in a suite of individual and group exercises and reach the final rating by consensus. Exercises are designed to elicit behaviours critical for successful performance. Assessment centre provides opportunity to observe participants` behavior in the group, particularly their team work and team leadership.

Assessment centre can help you assess managerial potential of your employees. It provides valuable input for creation of employees` development and training plans and making selection decisions. Since it is unbiased, assessment centre can be very useful in complementing employees` performance appraisals.

4. 360 degree assessment

Objective evaluation of employees streamlines their performance and development, enhances motivation and further informs pay and promotion decisions.

360° feedback is a process where employees are evaluated on a same set of criteria by themselves, managers, peers, direct reports and clients. Criteria are based on competencies and values critical for superior performance and defined in terms of observable behaviours.

In running 360° degree feedback process PwC can assist you with:

- Process and tools design and administration
- Data analysis
- Individual reports generation
- Action recommendation.

5. Training for human resource management skills

We provide training for basic HR management skills for line managers, as well as specialist HR management training for HR professionals (e.g. Recruitment and selection, Performance Management, Compensation and Benefits).



6. Training for managerial skills

Sustainability and a continuous success of any business significantly depend not only on technical knowledge people have, but also on skills of the managers to lead and manage employees, and achieve the success through them.

PwC offers tailored training and development solutions for top, middle and line managers.

Topics for top management:

- Strategy development and implementation
- Leadership
- Developing high performance culture
- Managing talent
- Managing and implementing change
- Strategic HR management.

Topics for middle and line management:

- Effective planning and execution
- Effective communication
- Team building
- Coaching skills for managers
- Analytical thinking
- Stress management.

Employee engagement surveys

Since employees are critical factor for business success of the company, you cannot afford not to be informed on their views on issues that concern them.

Employee surveys can give fairly objective and quick insight into preferences of employees, issues that bother and demotivate them, their commitment and morale, job satisfaction, company culture and communication patterns.

Data analysis for the whole sample and for certain groups of employees offers precise and distinctive diagnosis of potential problems and areas for improvements. If covered by the survey, results also include directions for improvement suggested by employees.

In conducting employee surveys PwC can assist you with:

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- Survey design
 - Data analysis
 - User friendly data presentation and interpretation
 - Summaries of results for participants.

Outplacement programs

Outplacement is a proactive assistance to employees facing job loss, for an early return to suitable employment.

Outplacement program builds up knowledge and skills for widening access to job market and successful participation in selection process.

Successful outplacement programs enhance organization's reputation, both external and internal.

To make the program most effective, we use tailor-made combination of individual and group support.



Saratoga - HR benchmarking survey

This survey provides a framework to define and apply metrics to conduct like – for – like HR benchmarking which can be consistently compared to other organizations.

The metrics span to the financial impact, compensation and benefits, engagement and behaviours, resourcing, learning and development, HR functions and others.

HR Due Diligence

We conduct a thorough evaluation of the current stage of the human capital within the organization, HR systems and procedures.

We provide a report, forecasting possible organizational needs or trouble spots.

HR change management and post – merger or acquisition integration

We provide advice and support with the process of managing organizational change. In a post M&A environment, optimizing the HR structure and process to best fit the new organization is critical.

We assist with defining and aligning new organizational cultural values, including internal communications.



Reward services

Salary survey

This sector-oriented survey offers a comprehensive analysis of wages in the surveyed job positions, as well as an in-depth analysis of trends in compensation policies, including employee benefits and non-financial rewards.

The survey results can help you to:

- Position remuneration you provide in the market
- Prevent from risks that inadequate remuneration raises for recruitment, motivation and retention
- Balance internal pay equity with market rates and value of individual
- Check if remuneration practice is in line with remuneration strategy
- Learn about HR practices of other organizations

Job evaluation and job grading

Job evaluation is a means to analyze and compare the different requirements of various jobs in a company.

PwC`s STRATA methodology for job evaluation determines the job value with respect to eight criteria:

1. Professional know – how
2. Corporate / business awareness
3. Social competencies
4. Scope of thinking
5. Degree of difficulty
6. Autonomy of decision
7. Area of influence
8. Intensity of influence



Job evaluation process leads to:

- Development of a grading system, which provides, both for management and employees, a clear and transparent basis for compensation system that reflects the actual structure of the organization;
- The basis for pay structure which ensures internal equity in reward, including base and variable pay;
- Employees' better understanding of how their compensation is aligned with job requirement and levels of responsibility, as well as a better perspective of their career and personal development.



Remuneration system design

Based on the organizational and grading structure we design and implement remuneration systems considering specific company achievements, culture, individual performance, and best industry practices which comprises of:

Base pay design – the process of establishing the salary scales based on the results obtained from the job analysis and the compensations level existent in the market.

Non-cash incentives and benefits - detailed analysis of the current incentives and benefits package and its market value, having in mind the organization's business goals and cultural values. We design a plan that achieves the right balance between the different monetary and non-monetary elements of pay. Our solution captures different employee groups with their sphere of influence, interests and impact on business results to create flexible schemes and ensure high employee commitment.

Bonus schemes and long term incentive plans - based on client specific needs taking into account employee prospective and market practice. We provide structures which consider business results and assure alignment of overall remuneration packages to individual performance.

Performance bonus scheme design – relate the Management by Objectives process (MBO) with offering a variable pay, based on the target achievement level,

The reward communication plan – publishing and reinforcing to the employees the advantages included in the benefits package etc.



Our team



Contact us

Paul Tobin

Partner , TLS

e-mail: paul.tobin@bg.pwc.com

Georgi Markov

TLS Leader

e-mail: miroslav.marchev@mk.pwc.com

Biljana Mandarik

Manager , Human Resource

e-mail: biljana.mandarik@mk.pwc.com

PricewaterhouseCoopers d.o.o.e.l

16, 8th September Blvd. Blvd.bb Hyperium Business Center, 2 nd floor, Skopje
Republic of Macedonia

Tel: +389 2 3140 900

Fax: +389 2 3116 525

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