

Advisory Performance Improvement [Nigeria]

Human Resource Services

Adding value to organizations and systems through people



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PricewaterhouseCoopers (PwC) Nigeria

PricewaterhouseCoopers (PwC) is a leading professional service organization that has been operating in Nigeria since 1953, through its predecessor firms of Coopers & Lybrand and Price Waterhouse. The firm has offices located in Lagos, Abuja and Port Harcourt.

Our multidisciplinary project teams are made up of about 337 professional staff and 14 partners. This multi-disciplinary approach to client issues facilitates our project teams' ability to advise clients on most of the issues facing their organizations, institutions and governments. Our leadership position is evident in the extent of the firm's market visibility, the quality of clientele, active role in professional development and discharge of corporate social responsibility.

The firm's client-base comprises of leading businesses, public institutions and organizations in Nigeria. This gives our people unparalleled knowledge and experience of the Nigerian environment. Our clients find comfort in knowing that our multi disciplinary teams understand their issues and that we leverage our internal resources to meet their needs in accordance with their specific issues. It is also because at PricewaterhouseCoopers, we measure our success by our clients' success.

We have dimensioned our client issues into advisory and assurance support needs, and consequently aligned our client facing structures into two components namely; (a) Assurance services which supports reporting accountant needs, systems and process assurances, and audit by industry, (b) Advisory services which support organizational performance improvement imperatives, crises management, tax advisory, and transactions management.

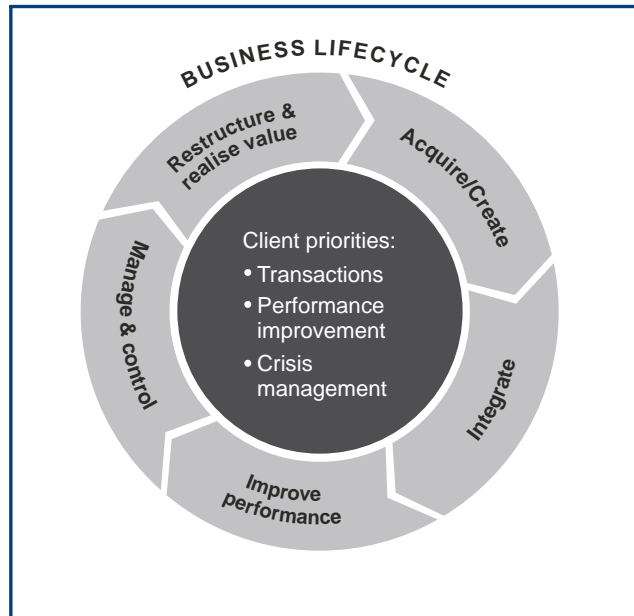


Every day our people go to work in order to help our clients succeed. Our job as our trusted advisors to our clients is to channel our combined knowledge, value based propriety methodologies, people skills and best practice to creating solutions that meet our clients' needs and situations.

At PwC, we believe sound governance and transparency form the bedrock of leadership. As such, we are committed to supporting and championing integrity, good business performance improvement solutions to the problems facing organizations and governments. Central to our ability to achieve these objectives are of course, our clients orientation to transparency and good standards of corporate governance.

As a corporate citizen, our values are Excellence, Leadership, and Team Work. Our values are driven by focus on providing high quality service to our clients, developing highly skilled and knowledgeable people. Our service ethic is characterized by quality and integrity. We use our network, experience, industry knowledge and business understanding to build trust and create value for clients – we call this Connected Thinking*, and this is part of the reason why our firm is unique and the PwC name is synonymous with quality. <http://www.pwc.com/ng>

The Advisory Practice



Adding value all through organizational life cycle stages

Embracing change is the single largest, most critical and often most costly change that organizations, institutions and governments face today. Why is it so hard?

First, change is often misunderstood and underestimated by leaders because capturing its benefits requires insight into how it impacts almost every part of the enterprise, from strategy and structure to people, processes and technology.

Second, change is fundamentally about people. It is about systemic values and culture. People are the DNA of systemic performance that leaders often find so chronically hard to address.

Third, few organizations across both clients and consultants, understand the full scope of practical challenges in addressing change from responding to crises to implementing required systemic transformation.

In PwC Advisory, we help leaders anticipate, create, and manage change through effective strategy execution via:

- Business transformation – from major transactions such as merger and acquisitions to divestitures, introduction of new business models, channels, and culture.
- Improving business processes – optimizing business processes that support rapid operational and financial decision making
- Respond to crises – from natural disasters to compliance failures. We advise on how to manage the risks associated and help establish the required controls to prevent or mitigate future occurrences

Below are a few of distinctive things we do for Advisory:

- *Put our clients first* – each client situation is unique, and we tailor our approach to every relationship and engagement.
- *View the world from a client's perspective* – from the initial client meeting onwards, we listen first, then assemble a handpicked team from across the firm. Prepackaged solutions are not in our business model
- *Combine the discipline of a public accounting firm with the creativity of a consultant* – we create lasting value for our clients by bringing together the precision, structure, and deep analytical capabilities of audit, tax, and the creative mindset and problem solving skills of consulting.
- *Focus on action, impact and value* – we don't just assess and recommend.; we also help our clients implement with agility and flexibility. We take advantage of our global reach and interdisciplinary talent to deliver what our clients need, when and where they want it.

Human Resource Services in Nigeria

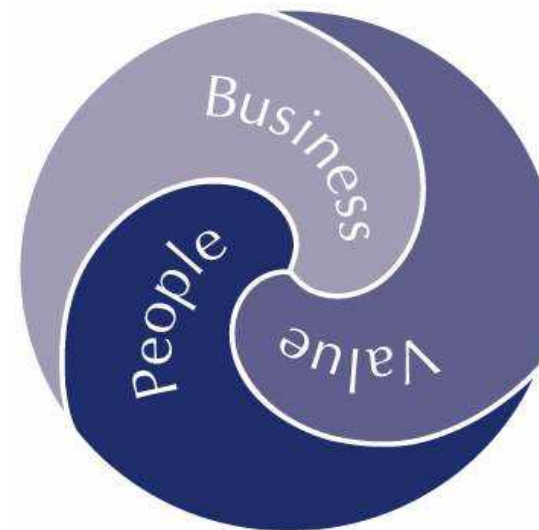
Our Human Resource Services (HRS) Practice Group works with clients to align their HR strategy and key business drivers. We have service offerings which accommodate (a) start up organizations seeking support for best practice HR platforms, (b) mature organizations requiring rejuvenation, or (c) organizations aspiring to grow or manage growth. As such, our HR services include:

- Start up HR services
- HR Effectiveness services
- HR Transformation services
- Strategic acquisition HR services
- Business Transformation services
- Operational HR services

Our HRS Practice clients range from start-up organizations to growing and mature organizations in various sectors of the Nigerian economy. As such, our service offering are tailored to accommodate each client's uniqueness within a broader framework, which may custom-made solutions on a case by case basis.

To accommodate the diversity of our clients' needs, we leverage on our core values, proprietary methodologies, and HR consulting competencies within the firm and across the network to design customized people management solutions.

We try to offer more than just a project deliverable. Accordingly, our approach is to work with our clients to bring about solutions derived from collaborative efforts. We tend to walk the extra mile for our clients, because our HRS practice seeks to maximize the value derivable from the HR function in our client organization to deliver demonstrable business benefits.



Adding value to organizations and systems through people

Start up HR & Organizational Design Services

We assist start up Nigerian and foreign organizations with the essential start up HR support in terms of:

- Organizational structure design
- Job scoping – design, description and evaluation
- Take off compensation and benefits information
- Design of employment contracts
- Workload and manning requirement definitions
- Conceptualization of start-up HR strategy, policies & processes
- Contextualization of home office HR policies & practices
- Design of performance management framework

HR & Organizational Effectiveness Services

We support our clients:

- Determine alignment of HR function to key business drivers.
- Design tools for enhancing impact of HR on the organization
- Design Service Level Agreements and models for HR function
- Design value added structure, roles, and responsibilities

HR Transformation Services

We provide services to support corporate repositioning imperatives which require transformation of the HR function to support new corporate initiatives. Services include:

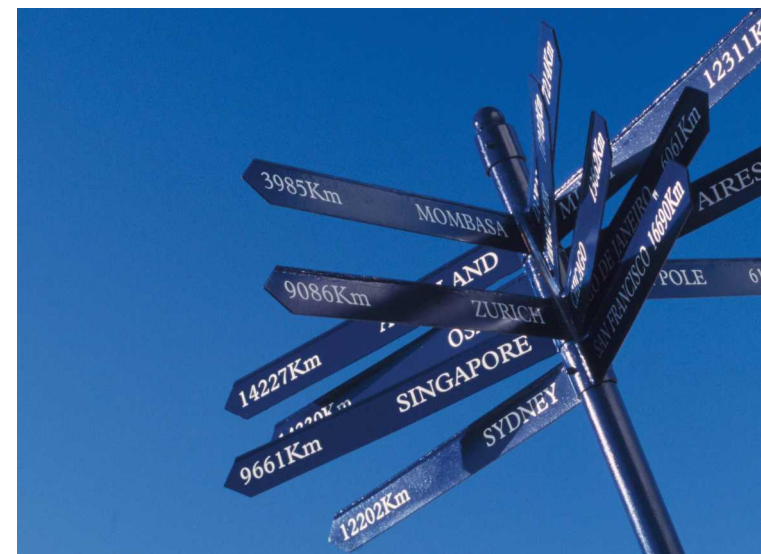
- Organization culture diagnostics with improvement options
- Staff capacity assessment for immediate and envisioned need
- Benchmarking of HR practices within and across industries

Pre and Post Strategic Acquisition HR Services

We support pre merger or corporate restructuring initiatives with:

- HR due diligence and staff audit
- Culture compatibility assessments
- Skill and competency assessment

We then make recommendations on likely options to consider in addressing identified gaps (if any).



Post merger and acquisition HRS support includes people management and culture integration, culture building and performance management support to facilitate effective take-off for the emerging post merger/acquisition organization.

Business Transformation HR Services

We support enterprise wide transformation initiatives including:

- Compilation of baseline data on existing corporate culture
- Target corporate values and culture envisioning
- Facilitation of required transition to aspired corporate culture.
- Co-ordination of the new culture advocacy programmes
- Progressive review and assessment of supporting practices
- Alignment of structure, roles, process & skills with new culture.

Other HR Services

The following are services we provide on a transactional or need basis or on a retainerhsip arrangement:

Recruitment and Executive Selection

We leverage our network and robust database to support our clients with executive search and evaluation services to fill vacancies at top executive, senior management and management levels. For this, we use the following combination depending on life cycle stage of company, industry, role and grade category of role to be filled:

- Competency based short-listing
- Multi-level interviews
- Assessment centres
- Psychometric assessments

Depending on client preference, our options for executive search include local and international print media, the electronic media, and global recruitment databases.

Bespoke Compensation Benchmarking Support

We support our client with customized benchmarking of compensation and benefits practices of select organizations and advise on best practice compensation and benefits structuring based on global and local trends observed.



Our People in HRS Nigeria

Ken Igbokwe – Senior Partner & Country Leader Nigeria

Ken is our Country Managing Partner, PwC Nigeria. He joined Price Waterhouse in London in 1978 and was with the London Office till October 1986 from where he moved to Price Waterhouse Nigeria. Ken has over 30 years experience in the provision of assurance, taxation, business advisory, and consulting services. Ken is a member of the Institute of Chartered Accountants in England and Wales, Member of the City & Guilds Institute, London; Member of the Institute of Chartered Accountants of Nigeria, and Member, Chartered Institute of Taxation of Nigeria. Ken has been a Committee Member of the Nigerian Accounting Standards Board for various Nigerian Accounting Standards.



Adekunle Salau – Performance Improvement Partner

Kunle is our Performance Improvement Practice Partner for the Africa Central region, and is based in Nigeria. He has responsibility for about 12 countries in Africa. Kunle has a rich knowledge and experience in providing strategic planning, organizational operational effectiveness and business process improvement services to companies in Africa and Europe.



Charles E Mgbe – Director & Human Resource Services Leader

Charles has a doctorate degree in Organization Studies, a Masters Degree in Industrial Sociology, Work and Occupations, and a B.Sc in Sociology. He has over twenty (20) years teaching, research and consulting experience in organisation development and human resource management as well as on-the-job training and development of HR professionals. Charles is a Member of the Chartered Institute of Personnel Management of Nigeria (CIPMN) and a Certified Practitioner of the Thomas International Psychometric Assessment System. Charles is focusing on positioning the PwC HRS team as the preferred HR Solution provider in the Nigerian market, leveraging on the broader Performance Improvement Practice.



Bert I. Odiaka – Director & Public Sector Leader

Bert has a doctorate degree in Industrial Sociology, a Masters Degree in Industrial Sociology and a B.Sc in Sociology. Bert is a member of the Chartered Institute of Personnel Management of Nigeria (CIPMN) and a Member of Nigerian Institute of Management (NIM). He is also a Certified Practitioner of the Thomas International Psychometric Assessment System. Bert has over seventeen (17) years teaching, research, administrative and consulting experience in the public and private sectors. He has in the past fourteen years led and served on client service teams which handled several assignments in governmental and non governmental organizations. Before joining PwC, Bert was involved in teaching and research at the University of Abuja. He anchors the PwC Abuja office.



Lucy Newman – Principal Consultant

Lucy is a Doctoral Learner with the University of Phoenix, Arizona USA, has an MBA and a B.Sc in Business Administration (Financial Management). She is a Graduate of the Centre for Creative Leadership Colorado Springs USA's Leadership Development Program for HR Professionals, an associate of the Chartered Institute of Personnel Management of Nigeria (CIPMN), a member of the Society of Human Resources Management (SHRM) USA and a member of the Nigerian Institute of Management (NIM). Lucy is a Certified Performance Technologist of the International Society of Performance Improvement USA and a Certified Practitioner of the Thomas International Psychometric Assessment System. She has over nineteen (19) years of industry and consulting experience from the private and public sectors, and her background prior to joining the firm includes strategy, finance, business development, relationship management, and human resources management.



Margaret Omovbude – Consultant

Margaret has a B.Sc in Sociology. She is a member of the Chartered Institute of Personnel Management of Nigeria (CIPMN), a member of the Nigerian Institute of Management (NIM), and a Certified Practitioner of the Thomas International Psychometric Assessment System. Margaret's competencies include delivering HR and business process re-engineering. Her consulting experience include provision of business advisory services such as Compensation Benchmarking, Organization Design, Job Analysis and Evaluation, Executive Recruitment, Staff Audit, Due diligences and Business Process Improvement to clients in the financial, manufacturing, telecommunications, Insurance, Oil and Gas and airline services sector.



Rotimi Alade – Consultant

Rotimi has a B.Sc. in Sociology and a Diploma in Law. He is a student member of the Chartered Institute of Personnel Management of Nigeria (CIPMN) and a Certified Practitioner of the Thomas International Psychometric Assessment Systems. Rotimi's competencies include Global Strategy Implementation, Business Process Improvement, Job Evaluation, Performance Management System, Compensation and Benefits Management Designs, Executive Selection, Organizational Restructuring, Training Needs Analysis, Policies and Procedures Development, Staff Audit, Due Diligence for client organizations in the public and private sectors.



Foyinsola Akinjaiyeju – Consultant

Foyinsola has a B.Sc in Sociology and Anthropology. She is a Certified Practitioner of the Thomas International Psychometric Assessment System, and a student member of the Institute of Chartered Accountants of Nigeria (ICAN). Foyin's competencies include business process review, organisation restructuring, strategy development, cost recovery programme development, culture & change management as well as qualitative staff assessment.



Chinwe Ogbanufe – Consultant

Chinwe has an MBA and a B.Sc in Agriculture. She is an associate of the Certified Pensions Institute of Nigeria and a student member of (a) the Chartered Institute of Personnel Management of Nigeria (CIPMN) and (b) the Institute of Chartered Accountants of Nigeria (ICAN). She is also a Certified Practitioner of the Thomas International Psychometric Assessment System. Chinwe’s experience is in executive selection, compensation and benefits benchmarking, global strategy implementation, training needs analysis, job evaluation and analysis, as well as business process improvement for clients in the financial, manufacturing, information technology and aviation services sectors.



Oluwaseyi Onasanya – Consultant

Seyi has a B.Sc in Psychology. She is an associate member of the Chartered Institute of Personnel Management of Nigeria (CIPMN), a member of Society for Human Resources Management (SHRM),USA, and a Certified Practitioner of the Thomas International Psychometric Assessment System. Seyi’s competencies include business process review & redesign, business process modelling, performance management system design, staff audit, due diligence, executive selection, compensation and benefits benchmarking, psychometric assessments, organisational design and development to clients in the private and public sectors.



Juyin Benson – Consultant

Juyin has a B.Sc in Mass Communication. She is a student member of the Chartered Institute of Personnel Management of Nigeria (CIPMN), and a Certified Practitioner of the Thomas International Psychometric Assessment System. Juyin’s competencies include change management & communication, executive selection, HR systems, policies and procedures review, business process improvement and organizational review.



Chioma Obi-Osuji – Consultant

Chioma has a first degree in English/Literature. She is a student member of the Chartered Institute of Personnel Management of Nigeria (CIPMN). Chioma’s competencies include advisory personal income tax, compensation & reward structuring, organisational culture review, executive selection, organizational design and development, HR process, policies & procedures review, project management.



The summary is that PricewaterhouseCoopers has Africa covered to bring a wider perspective to your issues

The firms of the PricewaterhouseCoopers global network (www.pwc.com) provide industry-focused assurance, tax and advisory services to build public trust and enhance value for clients and their stakeholders. More than 140,000 people in 149 countries across our network share their thinking, experience and solutions to develop fresh perspectives and practical advice.

In Africa...

The PricewaterhouseCoopers network in Africa has member firms in 29 countries with over 6,000 professional staff. We have the largest footprint of all the professional services firms on the African continent. We are proud that all our African firms are locally-owned and that we are committed to the development and prosperity of the African people and economies.

In Nigeria...

PwC Nigeria has a long established practice serving Government, donor and other international financing communities as well as the private sector through its offices in Lagos, Abuja and Port Harcourt. Our local capability comprises over 337 professionals and 14 partners who are able to combine their in-depth understanding of local business, social, cultural and economic issues with their deep functional and industry knowledge. This local expertise, combined with collective geographic and functional knowledge of our global network, will ensure you benefit from ideas that challenge conventional thinking and gain new perspectives.



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