



Effective HR Management

How Do You Measure Up?

HELENA KIERNAN

HR SOLUTIONS MANAGER

We're by your side



Introduction

> RBK HR Solutions

- Employee Contract & Handbook Reviews
- Management Grievance, Disciplinary & Performance Issues
- Organisation Design & Management Effectiveness Reviews
- HR Merger Support
- Management of Legacy Issues
- HR Helpdesk
- Workplace Investigations
- CEO & Financial Recruitment

> HR Solutions = HR Partner

Agenda



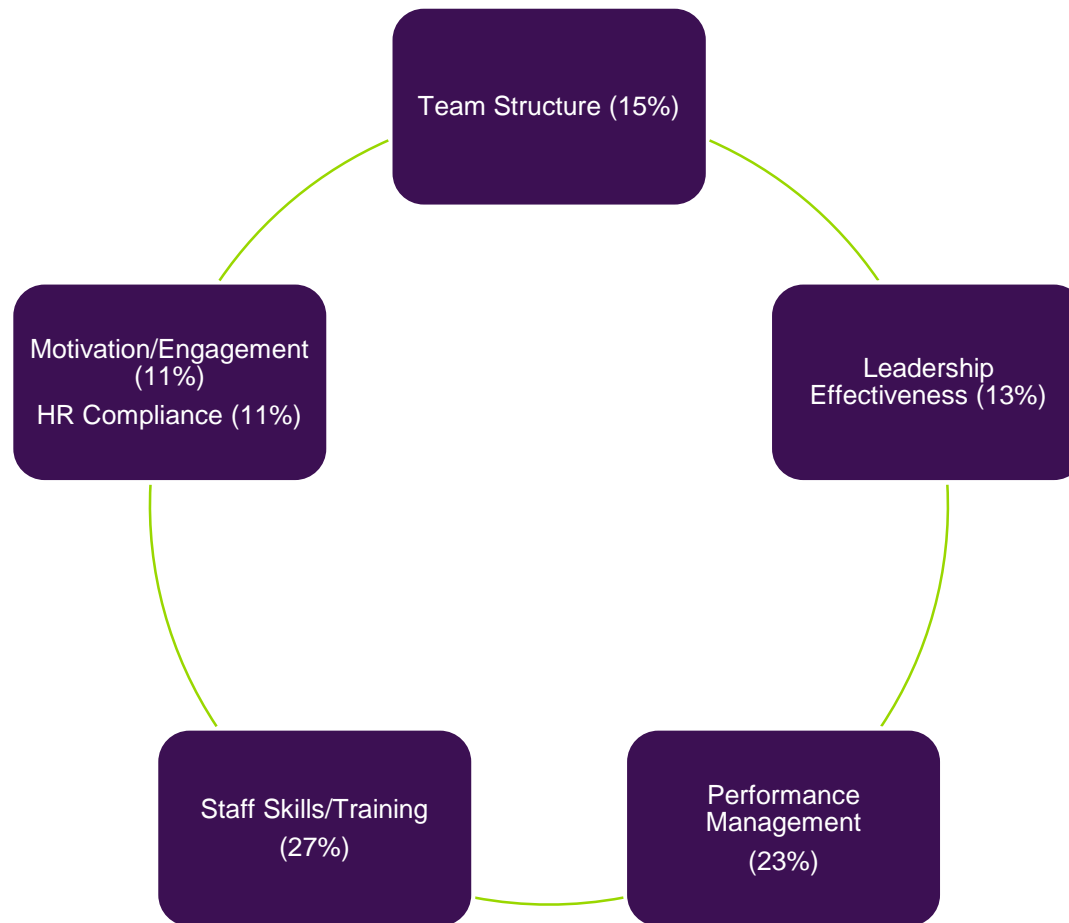
People

The achievements of an organization are the results of the combined effort of each individual.

Vince Lombardi



Top 5 HR Priorities

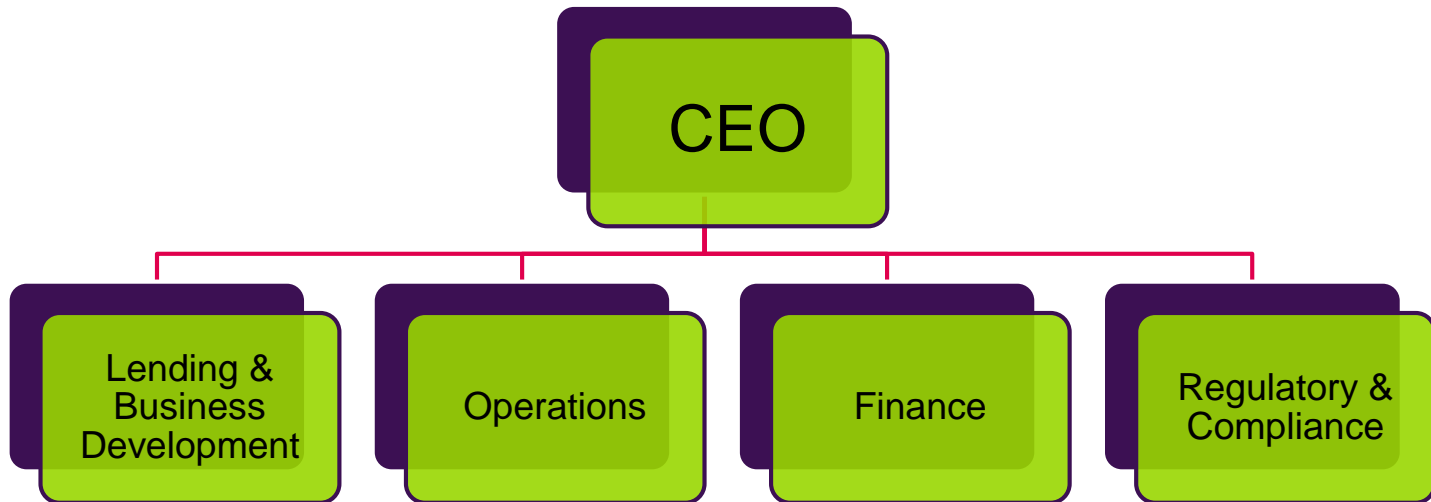


1. Team Structure

- > Right Structure to achieve Strategic Plan**
- > Need to know where you're going**
 - Full organisational review
 - Review as-is structure, key responsibilities
 - Devise to-be structure, key responsibilities
 - Impact Analysis – People, Financials
 - Aligned to strategic plan
 - Identify resource and skill gaps
 - Train
 - Buy
- > Essential to start at top and have the right management team in place**
 - Empower Management Team to deliver change

Organisational Structure Sample

Key Functional Areas



Job Descriptions

> Formal account of an employee's role responsibilities

- What is the overall purpose of the job?
- What are the main tasks?
- What qualifications are required?
- What are the key competencies?

2. Leadership Effectiveness

> Full Review

> Essential Skills

- Financial/Regulatory/Lending/Sales/Operational
- HR
- Line Management
- Leadership
- Change Management

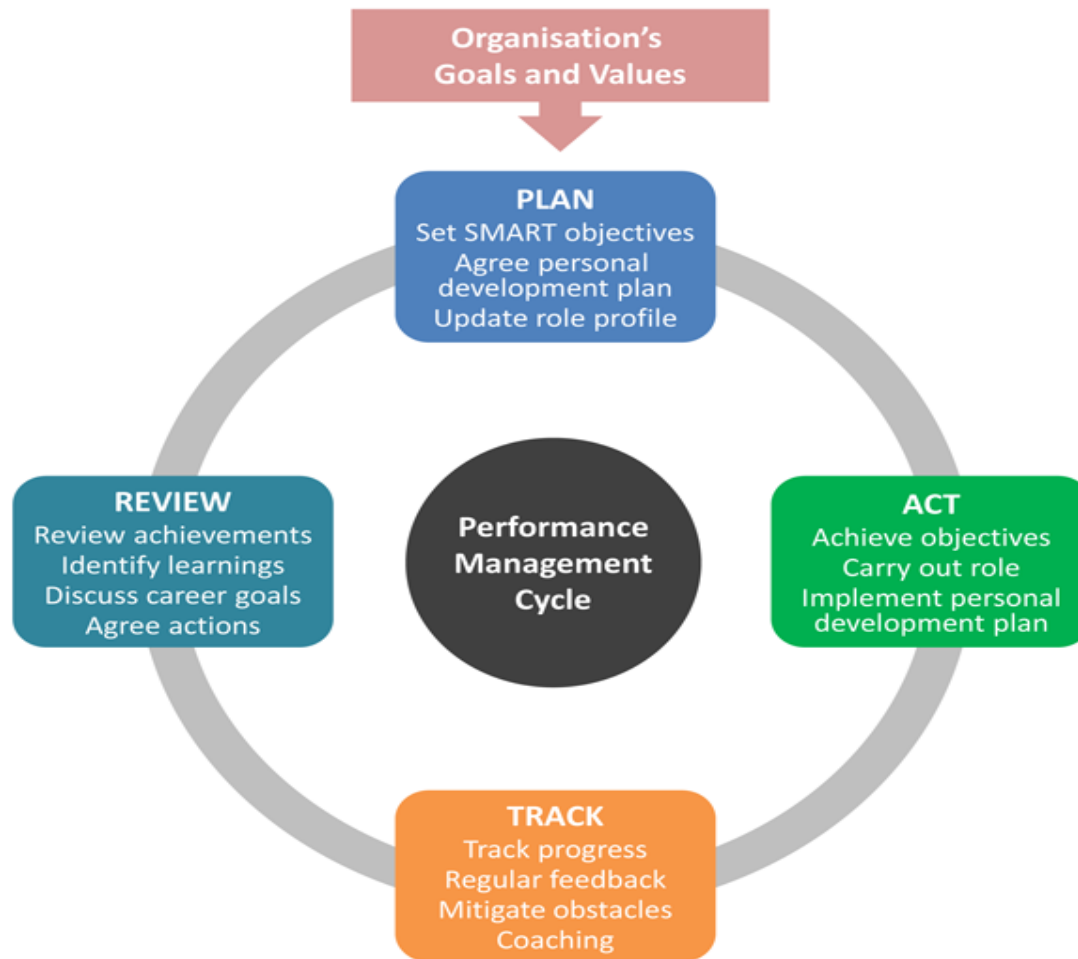
> Management Framework

- KPI
- Plans
- Meetings

> Empowerment

- CEO from Board
- Management Team from CEO

3. Performance Management



4. Training & Development

> Identify Skills gaps

- Analyse appraisal/personal development plan
- Training Needs Analysis

> Professionalise Workforce

- QFA
- Sales
- IT Skills
- Change Management
- Regulatory/Compliance

> Personal Development Plan

- Training Needs
- Develop relationships – common bond & Credit Union sector
- Soft Skills

5a. HR Compliance

> Legal Requirements

- Terms of Employment
- Record of hours worked / Annual Leave
- Written Statement of Wages
- PRSA
- Compulsory Policies
 - Dignity at Work
 - Equality
 - Disciplinary & Grievance
- Safety Statement

> Legacy Issues

- Grievances, Disciplinarys, Compromise Agreements

5b. Employee Engagement

> **Communicate, Communicate, Communicate**

- Employee Feedback
- Focus Groups
- Be available
- Informal chats
- Huddles
- Regular 1 to 1
- Regular team meetings
- Regular Management Meetings – share relevant outputs

> **People Plan**

- Focus Areas
- Specific Actions, Owners & Timelines
- Reviewed regularly

Conclusion

- > **Communicate Strategic Plan**
- > **Right-size structure to deliver Strategic Objectives**
 - Review current & devise new structure
 - Impact Analysis
 - Job Descriptions
- > **Effective Leaders to drive it**
 - Management Effectiveness Review
 - Essential Technical Skills & Leadership Capability
 - Management Framework
- > **Skilled & Engaged Employees to implement it**
 - Performance Management
 - Training & Development
 - Employee Engagement

Questions






Thank you

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