Human Capital
Business led.
People driven.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going to market</td>
<td>3</td>
</tr>
<tr>
<td>Human Capital Advisory Services</td>
<td>4</td>
</tr>
<tr>
<td>Organizational Development</td>
<td>5</td>
</tr>
<tr>
<td>People Development</td>
<td>21</td>
</tr>
<tr>
<td>HR Department Development</td>
<td>31</td>
</tr>
</tbody>
</table>

© 2016 Deloitte Serbia
Going to market

Functions

Consulting
Human Capital Advisory Services, Finance Transformation, Technology Integration, Strategy & Operations, Actuarial & Insurance

Audit & Advisory
Statutory & International Audit, Financial Statement Transformation, Financial Reporting

Enterprise Risk Services
Internal Audit, Controls Assurance, Forensics, Capital Markets, Risk Technology, Risk Accounting & Assurance, Anti-money laundering

Tax & Legal
Corporate Tax Services, Indirect Tax Services, Global Employer Services, Transfer Pricing, Payroll Services, Grants & Incentives, EU Advisory Services, Legal Services

Financial Advisory
Mergers & Acquisitions, CFA, Valuation Services, Due Diligence, Strategy & Operations, Public Private Partnership, Business Modeling

Industries

Consumer Business & Transportation
Energy & Resources
Financial Services
Life Sciences & Health Care
Manufacturing
Public Sector
Real Estate
Technology, Media & Telecommunications
Human Capital Advisory Services

**Human Capital**

<table>
<thead>
<tr>
<th>Organizational Development</th>
<th>People Development</th>
<th>HR Department Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Change</td>
<td>Talent Identification and Development</td>
<td>HR Department Support</td>
</tr>
<tr>
<td>Organizational Design</td>
<td>Management Development Programs</td>
<td></td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>Competence Management</td>
<td></td>
</tr>
<tr>
<td>Leadership Development</td>
<td>Deloitte Classroom</td>
<td></td>
</tr>
<tr>
<td>Employee Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Succession Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Organizational Development
“Organizations that create a culture defined by meaningful work, deep employee engagement, job and organizational fit, and a strong leadership are outperforming their peers and will likely beat their competition in attracting top talent.***

Organizational Development

Strategic Change (1/2)

Strategic change is a change management process that aligns company organization, business processes, culture, and communication with new strategic direction of the Company.

WHEN

You need to put in practice new strategy

You undergo M&A or restructuring

OUR SOLUTIONS

HR due diligence
Culture assessment
Change plan definition (human capital part)
Communications and execution of change plan
Change implementation support
Organizational Development Strategic Change (2/2)

HOW DO WE DO IT?

- Extract analytic-driven insights.
- Design solutions with precision.
- Create change with lasting impact.

Conduct Assessment & Analysis
- Establish Clarity of Intended Business Outcomes
- Assess Leadership Alignment
- Collect Data
- Conduct Data Analysis

Plan & Design Change Solutions
- Architect Leadership Alignment Approach
- Plan Strategic Change Solutions
- Design Data-driven Strategic Change Solutions

Execute Change Solutions
- Implement Strategic Change Solutions
- Manage, Monitor & Sustain Strategic Change Solutions

© 2016 Deloitte Serbia
Organizational Development
Organizational Design (1/2)

Organization design or re-design is analytically led process in order to improve business result, number of clients and employee engagement.

**WHEN**

- You are preparing for **restructuring or M&A**
- You want to **align organization with new business strategy**
- You want to **improve performance, communication and decision making** process.

**OUR SOLUTIONS**

- Current situation assessment
- Critical points definition
- New organizational structure
- Define roles and responsibilities
- Job descriptions
- Process mapping
Deciding if organization design (OD) is part of the solution and, if so, how we will unlock value and manage the effort.

Designing a precise and fit-for-purpose solution using a measured approach.

Delivering the intended benefits of the redesign through targeted implementation activities.

Creating and implementing a new design can be a significant organizational accelerator in complex business environments. Asking the right questions at each phase—and acting on the response—can save time and effort. And it’s the only way to link the effort you’re expending with the results you want.
Organizational Development
Organizational Culture (1/2)

Assessment of the current organization culture and recommendation of the future culture model that will enable the Company to achieve its strategic goals.

WHEN

Your best people are leaving.

You are ready to take a new business direction. What culture will best support you?

You plan M&A and you need to know what you are buying.

OUR SOLUTIONS

Culture assessment report
Culture change roadmap
Culture change projects implementation support

© 2016 Deloitte Serbia
Organizational Development
Organizational Culture (2/2)

HOW DO WE DO IT?

The culture change methodology follows four phases of work to assess and transform culture.

Phase one: Assessing Culture
- Identify the business imperative and confirm culture vision
  - Understand the business strategy and strategic priorities
  - Define the desired future state culture

Phase two: Define current state and analyze data to generate insights
- Define culture assessment
- Review key findings from culture assessment
- GAP analyses

Phase three: Build a plan to drive culture change
- Develop culture change plan and roadmap to align on critical actions

Phase four: Execute culture plan and make it stick
- Execute culture change plan
- Measure and monitor outcomes

© 2016 Deloitte Serbia
Recognizing, supporting and shaping exceptional managers to enable them to lead by example in achieving Company strategic goals.

**WHEN**

It is time for **strategic change** or **change of culture**

**OUR SOLUTIONS**

- Leadership Impact assessment
- Individual development plan
- Best in market development opportunities

© 2016 Deloitte Serbia
**Organizational Development**

**Leadership Development (2/2)**

### How do we do it?

#### Assessment Phase
- Self evaluation
- 360 feedback of subordinates, peers and superior

#### Feedback Phase
- One to one meeting with consultant
- Feedback on leadership impact, effectiveness and strategies

#### Development Plan
- One to one meeting with consultant
- Personal development plan
- Wide range of development opportunities
Organizational Development
Employee Engagement (1/2)

Getting to understand what your employees think of their roles and responsibilities and giving them answers to what – they should be doing, why – they should be doing it and how they - should be doing it so that strategic goals are achieved.

WHEN

Your people and teams lack motivation
You lack cross functional and cross level communication
You struggle with talent retention

OUR SOLUTIONS

As One engagement survey
As One engagement report
Set of high level interventions
Implementation roadmap

© 2016 Deloitte Serbia
Organizational Development
Employee Engagement (2/2)

STEP 1
GOAL SETTING
Leadership workshop

STEP 2
ENGAGEMENT TOOL
Adaptation and use

STEP 4
ACTIONS
Set of high level interventions
Implementation roadmap

STEP 3
ENGAGEMENT REPORT
Analyses and feedback
Organizational Development
Succession Management (1/2)

Succession management is a process of identifying and developing people with the potential to fill key business leadership positions in the company.

WHEN

Your focus is sustainability of your business.

OUR SOLUTIONS

Key positions schemes at all levels
Identification of successors
Development plans in place
Organizational Development
Succession Management (2/2)

HOW DO WE DO IT?

Definition of business imperative

- Business leaders involvement
- Governance agreement

Identification of Key position

- Workshops with relevant parties
  - Key position chart
  - Relevant competences definition

Talent identification

- Performance Management in place
  - Talent review process

Succession plan

- Assigning the successors to key position

Individual development plans

- Successor's development plan definition
Organizational Development
Performance Management (1/2)

Performance Management is a strategic and integrated process of setting, aligning, calibrating, and evaluating organizational and individual performance against business priorities and individual professional goals.

WHEN

You want to develop or introduce new PM system and to align it with the business strategy.

You want to introduce incentive but not sure what to evaluate and monitor.

You have PM in your company but it is not showing results.

OUR SOLUTIONS

PM development in line with the company's strategy

PM process implementation roadmap and training

PM implementation support
Organizational Development
Performance Management (2/2)

HOW DO WE DO IT?

- understanding company strategy and making sure it is understood by all employees (Plan phase),
- aligning companies goals with the desired performance of the employees and business units (Development phase) and
- pilot performance management period (Review phase).

**Plan**
- SMART goals
- Technical skills
  - Inventory
- Behavioural skills
  - Observation
- Leadership skills
  - Evaluation

**Develop**

**Review**
- Annual performance evaluation
  - Progress to goals and metrics
  - Key strengths and achievements
  - Key opportunities and development plans

© 2016 Deloitte Serbia
People Development
“Organizations with a strong learning culture are 92 percent more likely to develop novel products and processes, 52 percent more productive, 56 percent more likely to be the first to market with their products and services, and 17 percent more profitable than their peers.”

* Becoming Irresistible, Deloitte Review, issue 16, 2015
People Development
Talent Management (1/2)

Talent Management is a process of identifying, approaching and recognizing your top talents before your competition does it for you.

WHEN

You want to retain your top talent and key performers.

You need an individual approach to each talent.

Your focus is on sustainability of your business.

OUR SOLUTIONS

Defined strategic talent priorities

Defined talent identification process

Instruction for the first Talent Review Meeting

Talent development programs definition
People Development
Talent Management (2/2)

HOW DO WE DO IT?

ANALYSE AND DESIGN
Understand the talent capabilities needed to execute the future business strategy.
Who is Talent for us?
How do we select them?

IDENTIFY
Organize Talent Review Meetings and identify top talents across the organization.
How do we communicate this information?

DEVELOP
Define development opportunities for top talents.
How do we develop and retain them?

© 2016 Deloitte Serbia
People Development
Management Development (1/2)

Recognizing, supporting and shaping exceptional managers to enable them to lead by example in achieving Company strategic goals.

Your managers need to improve their management skills and effectiveness.

You want to prepare your manager for career advancement.

Management impact and skills assessment
Individual development plan
Development opportunities proposal

© 2016 Deloitte Serbia
People Development
Management Development (2/2)

HOW DO WE DO IT?

ASSESSMENT PHASE
• Self evaluation
• 360 feedback of subordinates, peers and superior

FEEDBACK PHASE
• One to one meeting with consultant
• Feedback on management impact, effectiveness and strategies

DEVELOPMENT PLAN
• One to one meeting with consultant
• Personal development plan
• Development opportunities (training, coaching, MBA etc.)
Competencies are a set of observable and measurable behaviors comprised of knowledge, skills, and abilities that are indicative of performance for a particular role and aligned with key business objectives and values that help foster an organization’s success.
People Development
Competence Management (2/2)

HOW DO WE DO IT?

Competency Management project comprises following steps:

- **WHY?** Goal setting meeting
- **HOW?** Discussion workshops
- **RESULT** Unique competence model matrix
- **ASSESSMENT** Competence based assessments when recruiting, promoting and developing people.
People Development
Deloitte Classroom (1/2)

Deloitte Classroom is the easiest way to find out the latest trends in audit, financial advisory, tax advisory and human capital services, get answers to your concerns or get the insights to industry related issues.

**WHEN**

- You want **to know what are the latest trends** in audit, financial advisory, tax advisory and human capital services.
- You want **to build up concrete soft skill** in your employee.
- You want **to get the right answers** from an industry expert or state body representative.

**OUR SOLUTIONS**

- Specialized
  - Workshops
  - Trainings
  - Conferences
People Development
Deloitte Classroom (2/2)

CURRENT TRAINING OFFERS:

- Finances for non-finance employees
- Business communication skills
- How to set SMART goals
- Team synergy
HR Department Development
“Instead of simply managing transactions, implementing policies, and developing programs, the new HR organization aims to focus on understanding the needs of the business and delivering value-added solutions.”


© 2016 Deloitte Serbia
HR Department Development
HR Department Support (1/1)

HR Development is aimed at supporting clients in broadening their HR function and giving it a more strategic role.

**WHEN**

You need HR to progress to a more **strategic role**.

You need **support in some of the HR processes** for your organization.

**OUR SOLUTIONS**

Review and revision of HR policy and procedures

New department structure with defined roles and responsibilities.

Support in recruitment, onboarding, performance management, training and development and other HR topics relevant for the client.
“Deloitte” is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, tax and legal services to selected clients. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates. DTTL does not itself provide services to clients. DTTL and DTTL member firm are separate and distinct legal entities, which cannot obligate the other entities. DTTL and each DTTL member firm are only liable for their own acts or omissions, and not those of each other. Each of the member firms operates under the names “Deloitte”, “Deloitte & Touche”, “Deloitte Touche Tohmatsu”, or other related names. Each DTTL member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in their territories through subsidiaries, affiliates, and/or other entities.

© 2016 Deloitte Srbija