

Managing through uncertainty and change

Supplementing your internal  
HR, IR, Finance and Governance capability

Delivering 'business as not so usual' and  
anticipating and managing change



# The Context

Current workplace environments are significantly changing for many organisations. This is occurring at a pace, and in directions, that are unlikely to have been foreseen. As a result, there is an urgent and important need to continue to deliver existing, as well as changed or new, outcomes and services. This might mean some organisations don't always have the capacity and capability on hand internally to do everything that is needed and expected.

- This new reality will put unforeseeable pressure on many parts of the organisation – including its 'enabling' areas - to continue fulfilling their core roles, while also assessing, planning and implementing new arrangements for the needs of our current circumstances.
- Often the 'enabling' (corporate or business support) functions have been progressively reduced in size and functionality over time due to budget pressures and competing priorities within the line areas of organisations.
- Public, private and 'Not for Profit' organisations (whether they are small, medium or large, and operate over single or multiple sites) will need to adjust their 'enabling' business models, systems and practices to meet a range of challenges that they probably never thought likely even 3 months ago.
- As a result it is unlikely that they will be consistently able to meet these capacity and capability demands as new and urgent issues arise, while at the same time continuing to deliver 'business as usual' outcomes and services.

# Where might the 'enabling functions' of organisations need extra advice or assistance in the short to medium term?

Some suggestions are provided for possible areas where extra and expert assistance might be helpful to organizations in the current workplace environment.



## **Revising policies and procedures to reflect changing workplace practices**

- In the HR/IR context, this might include changes to:
  - priorities and work allocation
  - transfers and assignment of duty
  - timekeeping
  - standard working hours and patterns
  - Individual Flexibility Arrangements (IFA's)
  - Working From Anywhere, and
  - training and support for line managers and employees around emerging/unusual workplace issues.

The challenge for each organisation will be to ensure corporate functions remain nimble and dynamic as the external environment continues to change.

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- In the Financial Management context, this might include:
  - reviewing existing budget models and creating a dynamic model with regular updates for Executive reporting
  - cost model scenarios
  - reviewing the finance function to ensure it meets new working arrangements whilst enabling compliance, control and effective reporting to Executive
- In the Governance context, this might include:
  - assessments of the 'current state' of the existing governance arrangements and their ability to support and guide emerging and future business direction and decision making
  - considering the suitability of risk and business continuity arrangements
  - facilitating governance arrangements that can operate effectively in remote working environments
  - reviewing delegations for decision making to ensure they are at the right levels

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## Specialist technical advice and assistance

In the **HR/IR context** this might include:

- industrial entitlement interpretation or advice
- redeployment
- redundancy
- dispute management
- mediation
- review and drafting of required policies and procedures.

In the **Financial Management context** this might include:

- technical accounting advice in relation to financial statements
- budget model review to ensure models reflect the change in the external environment
- cost modelling potential scenarios
- compliance assistance
- project management and coordination of BAU activities that are now conducted offsite
- status reporting of projects
- review financial delegations to ensure they enable efficient offsite decision making whilst maintaining effective controls.

In the **Governance context** this might include:

- design and support for new short/longer term governance structures
- adjustments to decision making processes
- risk and business continuity advice
- revising delegations to better reflect the nature and pace of work in the short and medium terms.

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### **Establishing and operating a 'Manager' and/or 'Employee' assist Help Desk service**

- Delivering 'business as usual' in a challenging and changing environment might mean that it is difficult for managers and employees to know who to ask for assistance when they are unsure.
- We suggest one option to meet this expected area of need is to establish a broad based 'Help Desk' model.
- There are a variety of possible operating models that could provide help desk type support and advice from our pool of specialist consultants.
- Given that our team works across HR, IR, Finance and Governance, we could establish and operate a single Help Desk style serviced (phone & email) that provides a simple referral and response management service.
- This approach also delivers a centralized focal point for the assessment and analysis of potential patterns of issues, policy and procedural gaps.

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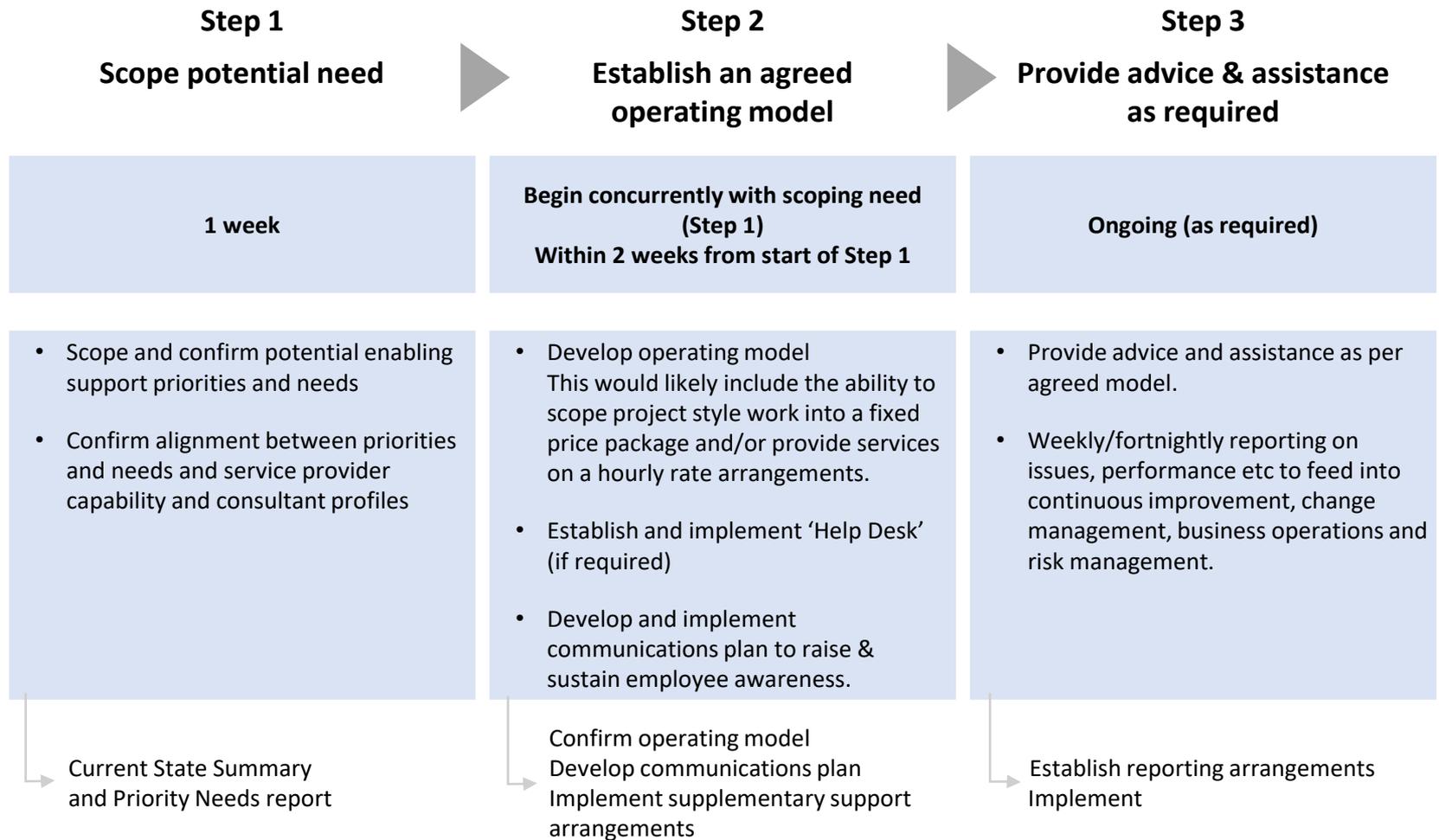
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### **Short term capacity & capability supplementation**

- Whether it be in the Finance, HR/IR or Governance functions (or a combination of these) there may be a time when there just aren't enough skilled people to meet the required workload demands.
- The ability to source experienced specialists who can work flexibly and quickly to supplement your existing capacity and capability assists in managing risk and ensuring business continuity.
- Establishing a pre-qualified channel to access this capability and capacity is in our view a prudent business approach in uncertain times.

# An indicative approach to supplementing your 'enabling functions'



If you would like to discuss any aspect of the ideas and issues raised, please contact one of the team.

Contact details:



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