

Issue 2, March 2009

Feature Story

Leading in an Economic Downturn

What key behaviours and practices will help leaders successfully steer their organisations into the upturn?

[Find out more](#)



■ **HR Academy**

[Hewitt Academy Training Workshops](#)

Speaking at a recent breakfast series in Sydney and Melbourne, Richard Kantor (Asia Pacific practice leader for Hewitt's Talent and Organisational consulting services) showed how astute leadership and careful management of employee engagement and reward are keys to business survival and success in these challenging economic times.

Based on feedback from attendees at these seminars Hewitt has introduced a series of training sessions and workshops to provide more in-depth coverage of these important topics.

■ **Talent and Performance**

[Spotlight on Strategic Workforce Planning: Taking Action Today to Meet Tomorrow's Needs](#)

Organisations around the world are still concerned about the state of their talent pipelines. Talent Management presents an abundance of challenges, many of which are unique to the current environment and therefore have not previously been addressed.

[Best Employers Accreditation Process Paves the Way for Industry Specific Insight](#)

The 2009 Hewitt **Best Employers in ANZ** Accreditation Process launched in early March and the response so far has been outstanding.

We understand the value in being able to benchmark employee Engagement data and People Practices against other organisations in your industry and to learn from best practice. Hence, we are currently talking with industry sectors including Hospitality, IT, Financial Services, Consumer, Mining and Resources and Engineering.

Many organisations are choosing to participate in the Accreditation Process at a similar period to others in their industry to benefit from the shared data and cost effective 'industry package' that Hewitt is offering. Use the link above to email us for further information.

■ **Leadership**

[Leading in an Economic Downturn](#)

Bad leadership led to the current economic situation — and it's good leadership that will turn things around for organisations. Our feature story this month suggests specific actions that you can take now to lead effectively in this challenging economic environment.

[Are Your Leaders Ready? Crisis Leadership Intervention](#)

Upcoming Research & Surveys

Your Opinion Matters: HR Consulting Market Survey

Please tell us what you think about HR consulting services and help us provide the information and services your organisation needs.

[More information](#)

Now Available: Redundancy Policy & Practice Report

This report provides valuable market data on how organisations in Australia are approaching redundancies.

[More information](#)

Australian Remuneration Reports

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[General Insurance Industries](#)

[Rail Industries](#)

New Zealand Remuneration Reports

[Top Executives](#)

[General Industries](#)

[Media Industry](#)

[Property Industry](#)

Upcoming Events & Training

Hewitt has designed an intensive Crisis Leadership Intervention which promises 31 Days to Impact. The simple intent of this intervention is to rapidly equip top managers and leaders to lead through the crisis and, simultaneously, to prepare for the inevitable renewal.

■ **HR Effectiveness**

HR's Ten-point Plan in Response to the Economic Crisis

We believe Human Resources leaders will play a key role in guiding, not only the HR function, but the entire organisation during these challenging times. Hewitt has developed a ten-point plan to help HR Leaders respond to the current market conditions.

■ **Compensation**

Strategic Pay Solutions for Today's Challenges

Throughout most sectors of the economy, there is a pervasive sense that the party is over. While this appears to be true for many, the current economy and the uncertain stock market present a whole breadth of new opportunities.

■ **Market Update**

Results: Australian Organisations are Looking for Ways to Avoid Redundancies but Some Retrenchments Expected

According to research Hewitt released last month, 79% of Australian companies are formulating strategies to avoid redundancies within their organisations. However, almost two-thirds expect some retrenchments in the coming 12 months. The hardest hit job families are administration (61% of organisations plan to make cuts in this area) and sales (41%).

The *Redundancy Policy and Practice Report* found that the most common measures being implemented to try and prevent retrenchments include hiring freezes (87%), salary freezes and delayed salary reviews (54%), and forced taking of accrued leave (52%).

Review of Legislative Changes Affecting HR, Compensation, Taxation and Superannuation in Australia and New Zealand

This update is a quarterly feature of Hewitt Edge which gives you an overview of important legislative changes relating to labour environment; employment terms and conditions; and retirement and social security, in both Australia and New Zealand.

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Training: REM 101

An introduction to remuneration for HR professionals

Sydney – 27 March 2009

Hurry! Last chance to register

[More information](#)

Training Workshops: Sydney & Melbourne

[Engagement 101](#)

Sydney – 2 April 2009

Melbourne - 1 May 2009

[Remuneration Basics for Line Managers](#)

Melbourne – 3 April 2009

Sydney – 7 April 2009

[Effective Leadership During a Downturn](#)

Sydney – 5 May 2009

Melbourne – 7 May 2009

Conference: HR Summit 2009

Australasia's leading event for the HR industry

Sydney – 1-2 April 2009

[More information](#)

Conference: Strategic Remuneration & Talent Retention Summit

Strengthening the link between pay and performance

Auckland – 27-28 April 2009

[More information](#)

Hewitt Associates is a global consulting and outsourcing company. Since 1940, we've helped the world's leading organisations of all sizes anticipate and solve their complex retirement, health, workforce, and investment challenges.