



# 4th European HR Barometer HR Trends and Perspectives 2009–2011

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## HR Barometer's Objectives

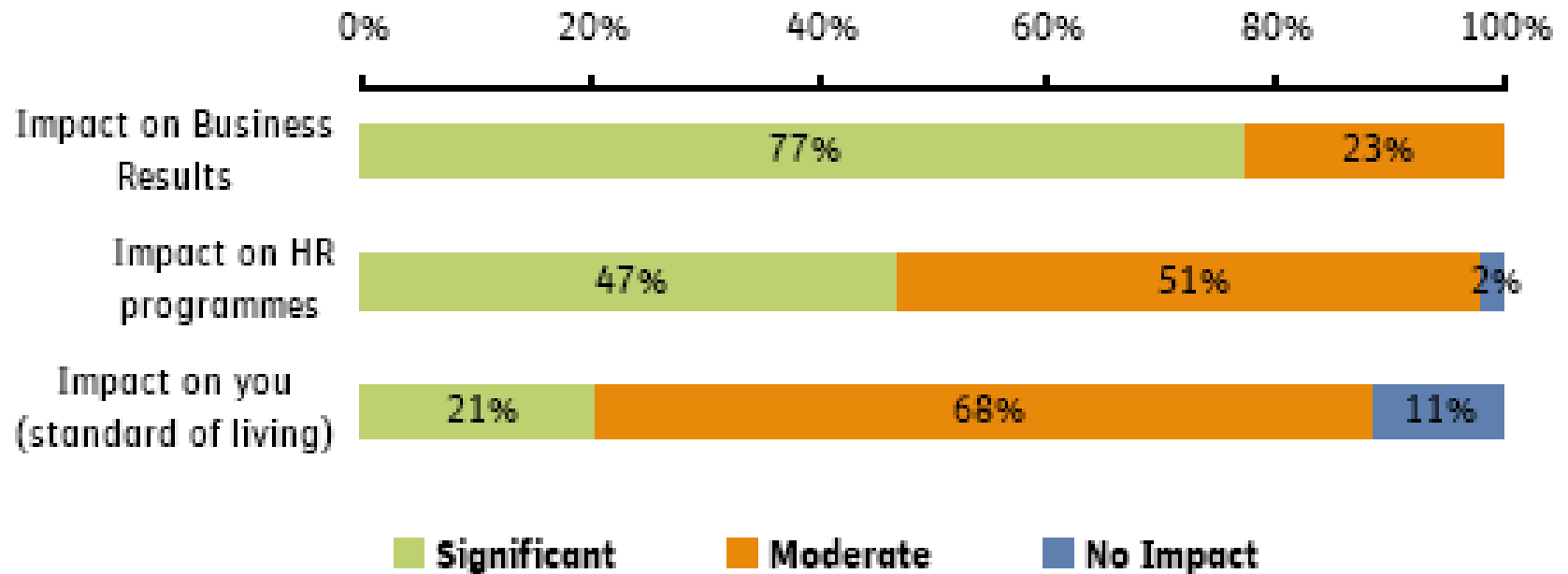
- ▣ Address Pan-European Issues on People Management Policies and Practices
  
- ▣ Gain Business Insight on HR:
  - Actions Taken to Face the Downturn
  - Policy Drivers and Priorities
  - Impact, Performance, and Gaps
  - Needs and Plans for Change
  - Views and Practice on EU-Driven Initiatives

## Top of HR Leadership Minds

- Execution
- Re-Focus on Core HR Activities That Hit Business Results
- Reshuffling HR Organisation, Competences and Metrics

# Downturn Hits Results and HR Programmes

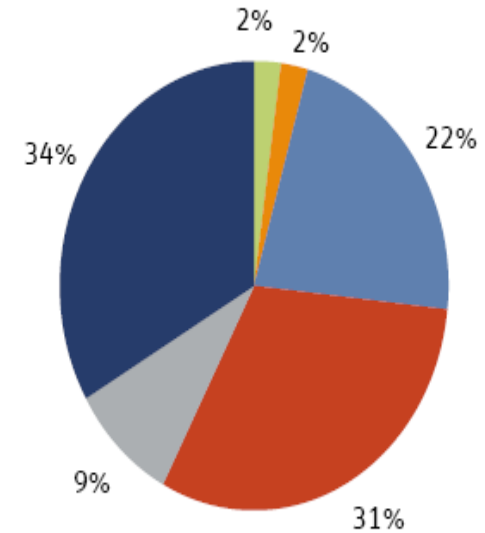
## Expected Impact of the Economic Crisis



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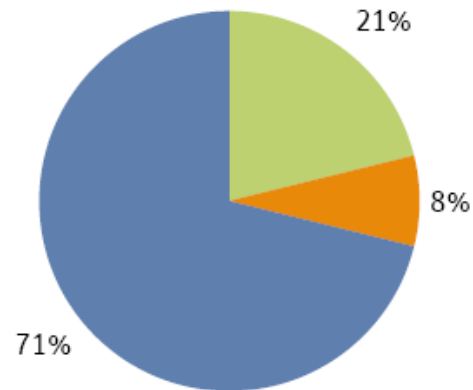
# Scaling Down New Investment and Workforce

## Expected Changes in Investment in 2009



■ > 20% ■ 16-20% ■ 5-9% ■ 1-4% ■ 0% ■ Investment Will Decrease

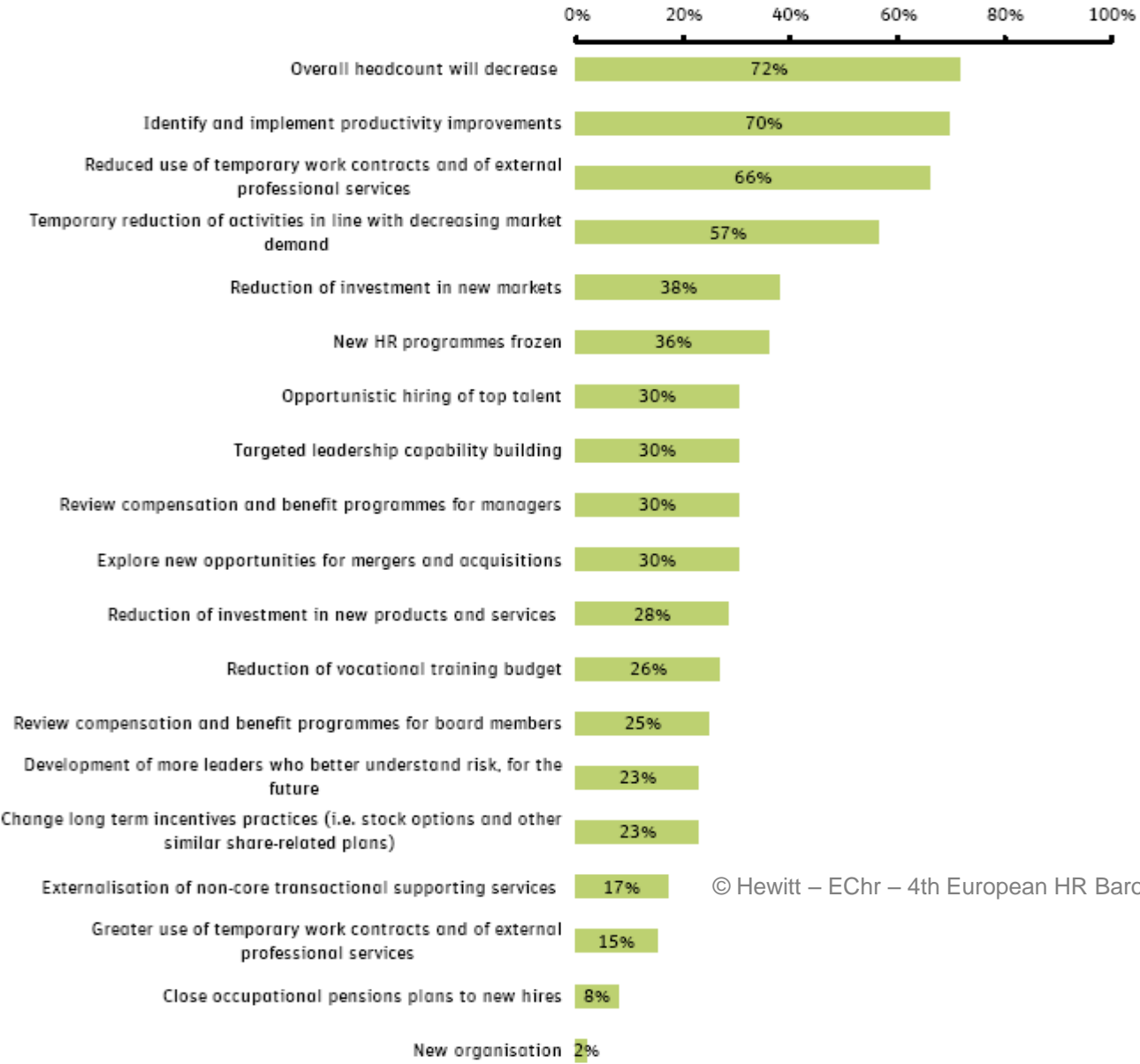
## Expected Changes in 2009 for the European Workforce



■ No Change ■ Increase ■ Decrease

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# Wide Range of Anti-Crisis Measures Underway



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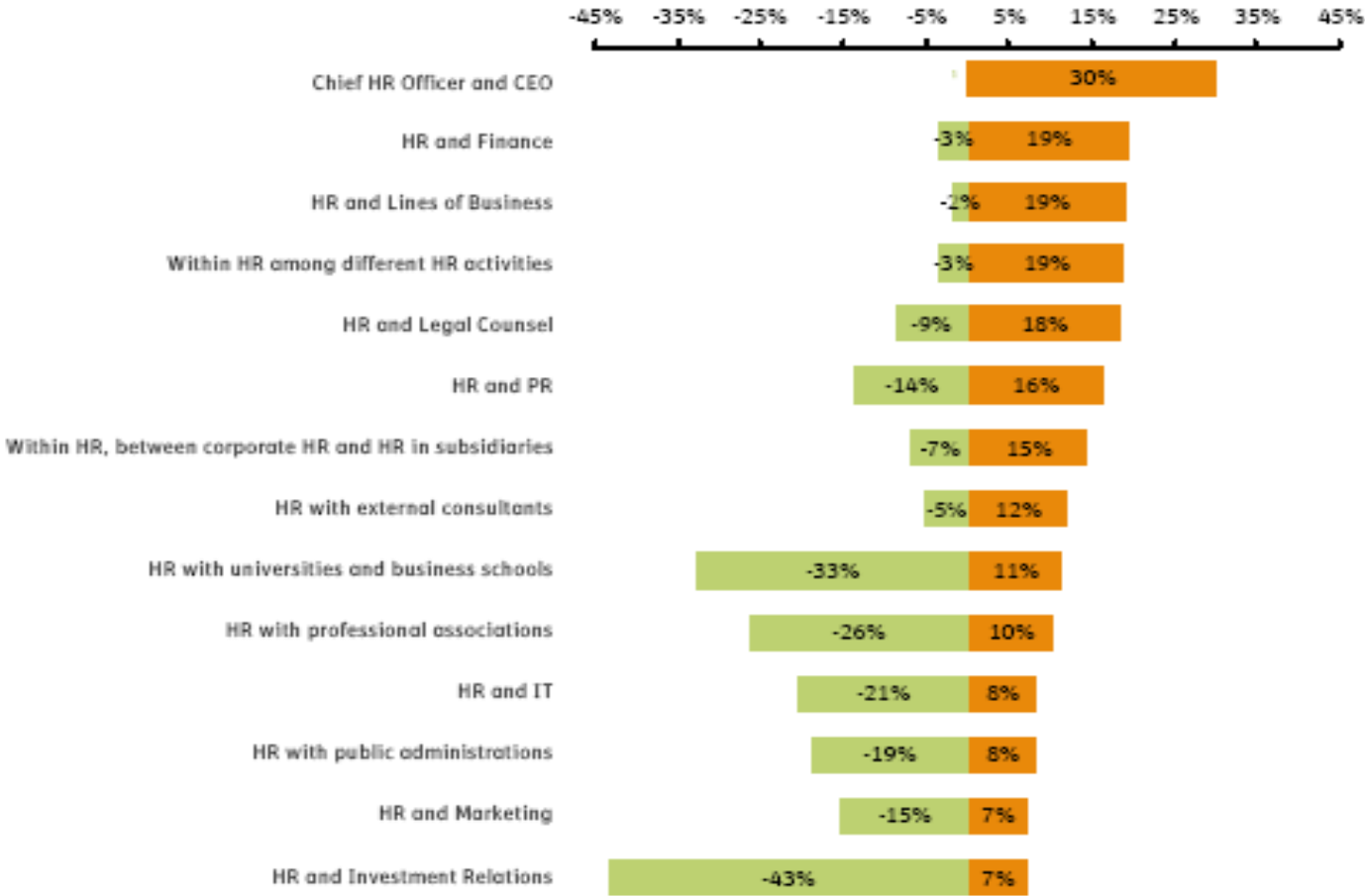
# HR Poor on Measurement and Pro-Activity

: Least Performing HR-specific Activities (>50% of respondents below target)



# Good Partnership at the Top...Weak With External Key Players

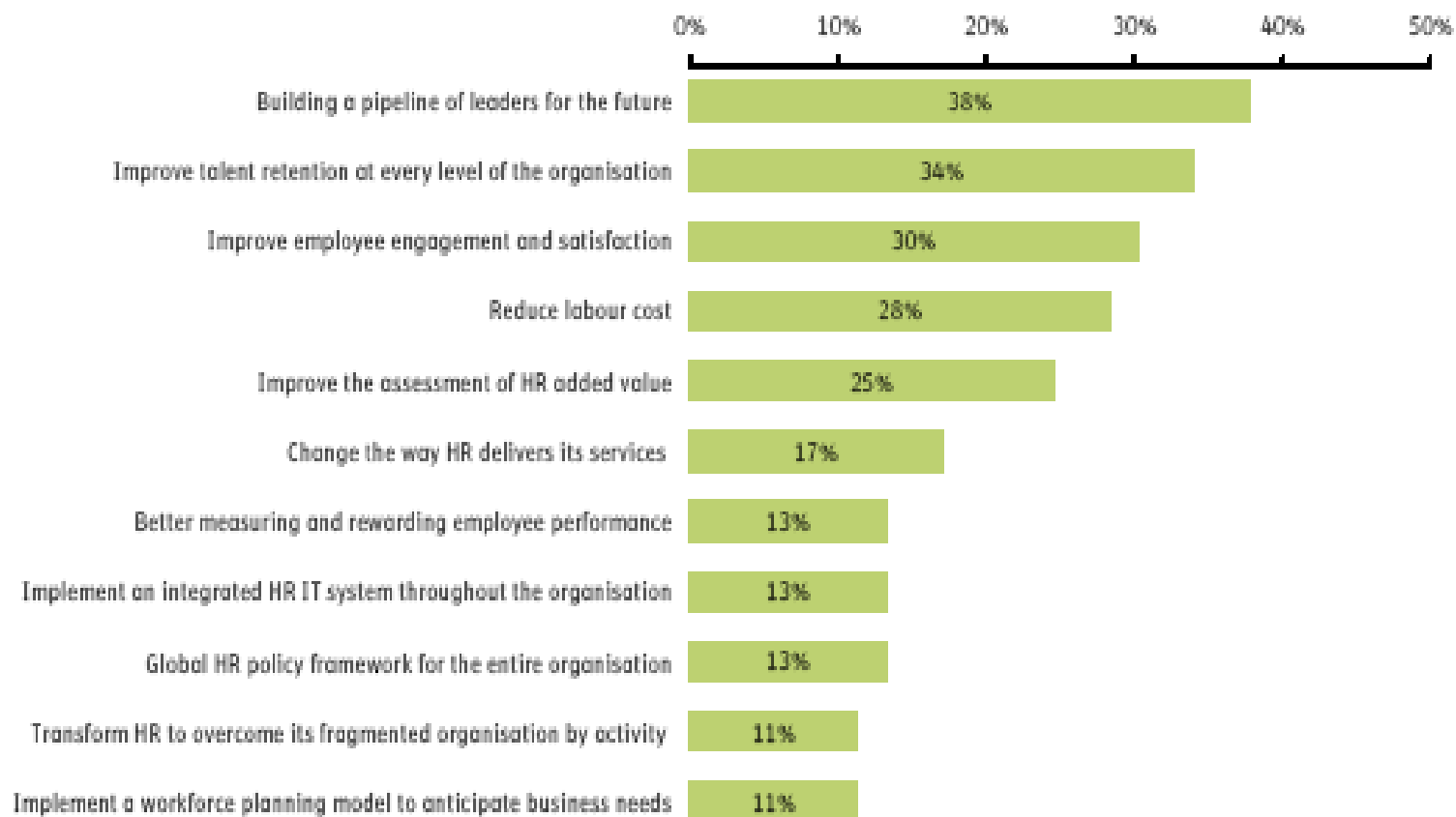
Level of Cooperation and Partnership of HR Within and Outside the Organisation



Very High (Rank 1 + Rank 2) Very Poor (Rank 4 + Rank 5)

# Refocusing on Core HR Business While Coping With Tougher Market Conditions

## Top Priorities for 2009 – 2011



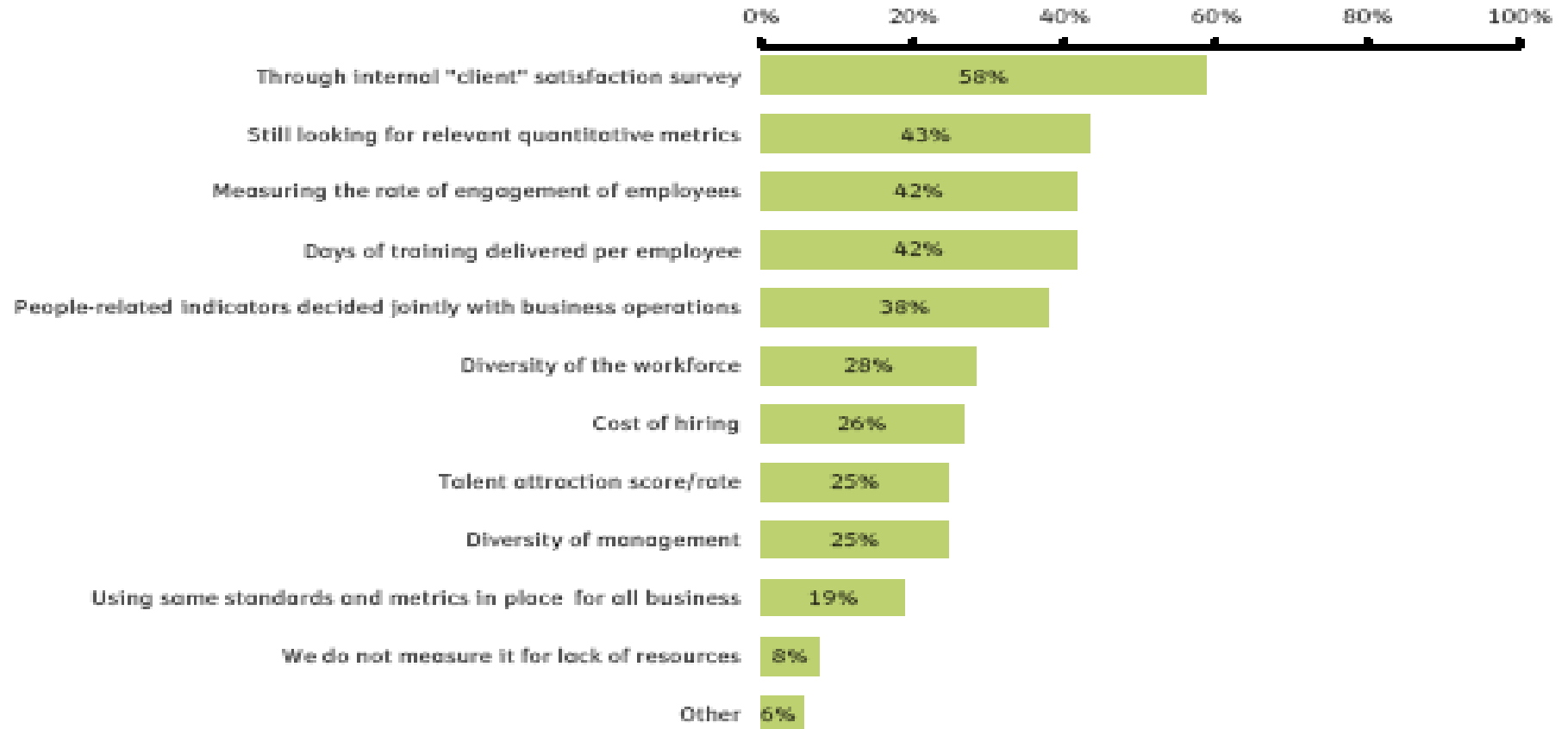
# Good Execution Most in Demand

## Top HR Needs



# More Than Ever Lost In Metrics

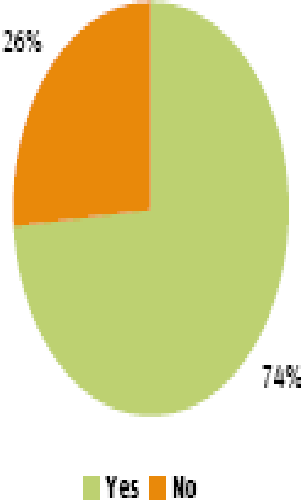
## Most Used Tools to Measure the Impact of HR



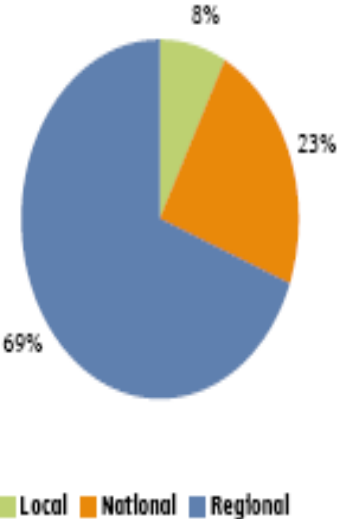
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# European Identity Matters

Identifiable Geographic Component In Company Values and Identity



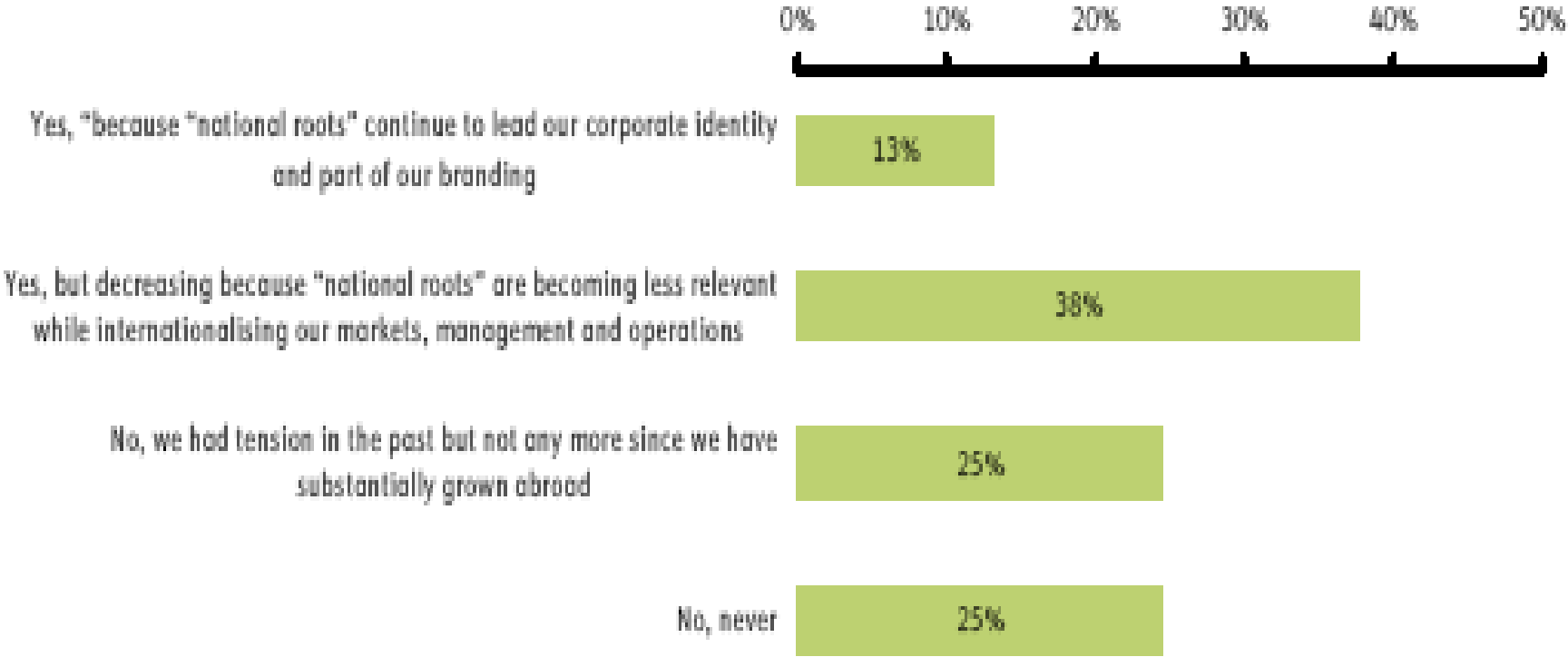
Predominant Geographic Level



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# Cross-Cultural Issues Remain

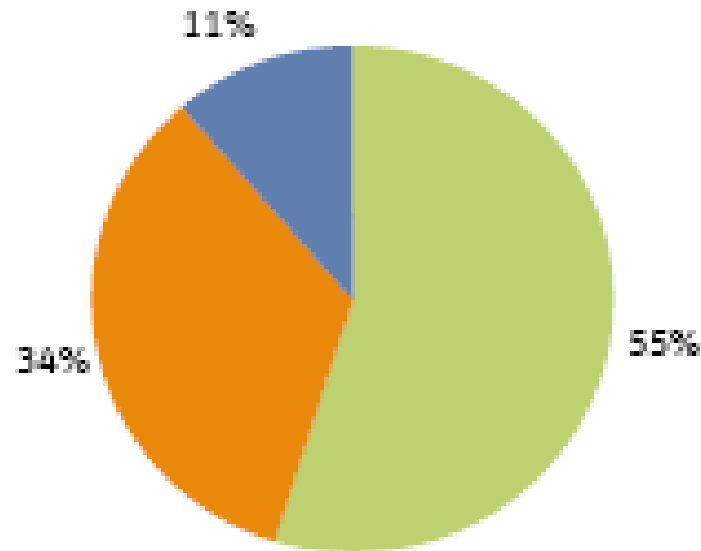
## Tension Between "National Roots" and Corporate Identity



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# HR and EWC

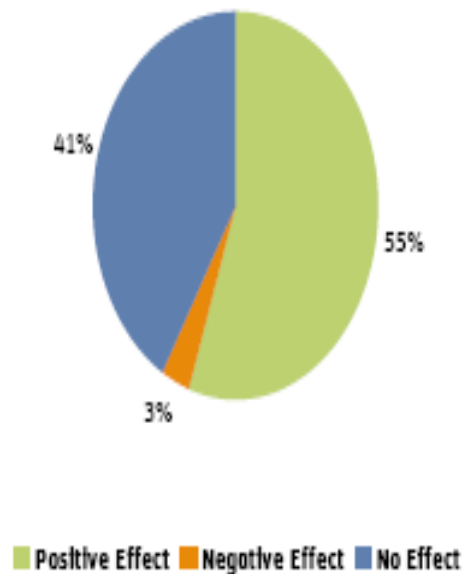
## EWC in Place or Planned



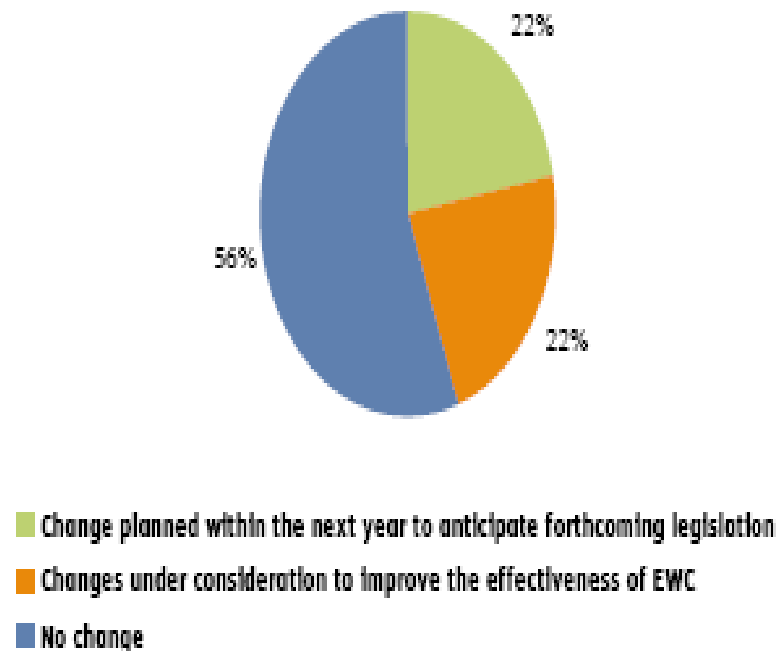
**■ We have an EWC ■ We don't have an EWC ■ We don't have but plan to set up one**

# HR Divided On EWCs Added Value

## Perceived impact of EWC on industrial relations



## Changes Under Consideration



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# In Conclusion

## HR Critical In Facing Downturn And Preparing The Business For Economic Recovery

### Key Conditions

- ▶ Improve HR Operational Effectiveness
- ▶ Stay Ahead On Work-Force Issues And Industry Changes
- ▶ Guarantee High Ethic Standards, Fairness In Treatment And Accuracy in Communication With Employees
- ▶ Develop New Strategic Partnerships Within and Outside The Business

**For further information on the HR Barometer**

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