

1. Make sure you have the resource needed not the resource you have
2. People got you into this and people will get you out - so don't forget robust people management
3. Review all your spend - not just the 'big stuff'
4. Talent is always wanted so don't expect to be able to recruit the best cheap
5. People will be unlikely to get another job quick so make sure if you're getting rid of them, you do it right or the Tribunal bill will be high
6. Communicate, communicate, communicate....with your people - if they know all the facts and how they can help, they usually will
7. Ask your people for solutions on how to save money, don't just impose as they may have better ideas and know the score
8. Involve your customers - good customer relationships are even more important and they are also experiencing difficulties so there may be a 'win-win' for both of you, if you talk
9. A good credit controller is worth their weight in gold, so incentivise them well
10. Make sure every contract you tender for, you get - regardless of the cost and as long as you make a margin
11. Make sure you don't skimp on H&S as it's very costly and you could end up in jail!
12. Don't assume redundancies are the only option as there is - short term working, pay reductions, benefits holidays, sabbaticals (but make sure you take advice if you want to consider any of these as each has its own challenges)
13. If you are doing anything about reducing people, changing the way they are managed and/or rewarded, take advice from PES!

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