

# Implementing a Successful and Meaningful Human Resources Department



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# The Value of HR

One of the most value-creating roles an HR department can fulfil is helping an organization's leaders build a workforce that is capable of implementing the organization's strategy.



# What Strategic HR Means

- Strategic HR is the organization's ability to utilize its human capital...its employees, to the benefit of the organization's strategic initiatives.
- HR can help corporations envision their future and keep them focused on improving all their HR efforts—the foundational as well as the strategic.



# Human Resources = Value

- Human Resources must be valued by the organization and its employees. HR must focus on what "Human Resources delivers." Human Resources must create value and value creation demands a real transformation of some of the existing procedures and systems.
- A value generating Human Resources function does not just run social events, sign employees up for benefits, process educational tuition reimbursements, process applicants, conduct salary market surveys and listen to employees' concerns. A value generating Human Resources function focuses on outcomes and results that champion organizational competitiveness. By championing competitiveness, Human Resources concentrates on how their work enhances:
  - Strategy execution
  - Administrative efficiency
  - Commitment and productivity from employees
  - Organizational capacity for change



# Maximize Communication

- **Instituting constructive changes based on employee input**
  - To create a high-trust organization, executives must also seek employee input for improving the work climate and act on those suggestions.
- **Establishing clear performance criteria and expectations**
  - High-trust companies do a good job of communicating the organization's business goals and explaining to employees what their role is in achieving those goals. Many employees do not understand the organization's strategy and mission.
  - If the business environment relies too heavily on employee discretion, it's too easy for employees to make mistakes. And when employees make mistakes, they blame managers for not making it clear what was expected of them. Then, employees hesitate to trust managers in the future.
- **Hold employees accountable**
  - Companies where trust is high not only reward high performers but also hold poor performers accountable through discipline and termination. As for accountability, not all employees will feel personally accountable for the results of their work.
  - The transformation process is not something that can or will happen in a few months. Organizations can expect a two to three year process for altering the contributions of the Human Resources function. A successful transformation requires a deep strategic and tactical commitment from senior management; as well as patience.





# Strategic Human Resource Management

1. The HR strategic plan will align with and support the organization's overall vision and mission. The HR strategic plan will increase the HR functions credibility and value.
2. Will begin small, but will take some calculated risks. Implement Human Resource initiatives and approaches that are suitable to the organization's size, interests, and business resources.
3. Will seek assistance from all key stakeholders to further evaluate ideas that will be pursued. Collaborate with other business internal units to gain their support for the Human Resource management goals.
4. Will hold fast to the Human Resource plan and make appropriate course corrections as required. Persistence is a key ingredient for success. New ideas and solutions may not be readily accepted, even though they may eventually have broad appeal to leaders and employees.
5. Watch out for scope-creep. Little refinements can become whole new initiatives which are not a part of the original Human Resources plan. To combat this HR will create a roadmap or action plan to remain focused. Resist the urge to add-on...basics only at the start.

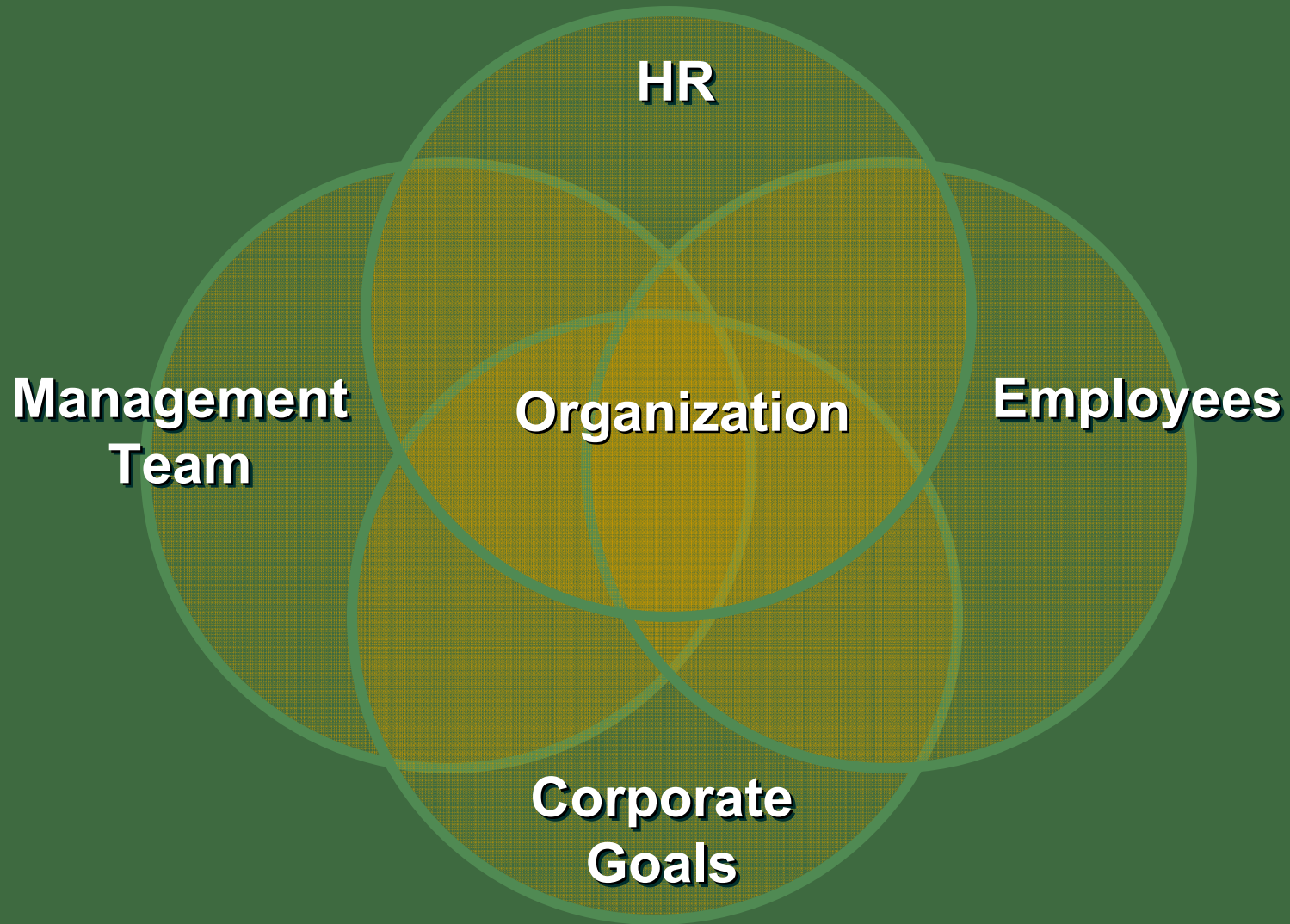


# Human Resources Role

- Will free up management time to manage and meet corporate goals
- Standardizes fair and equal employment practises
- Ensure employees have a clear understanding of their employment expectations and measurements



# Relationship of HR with the Organization





# Key HR Elements

- Detailed Job Descriptions
- Industry Pay Scale / Equity
- Open Succession Planning
- Organizational Structure
- Fair and equal Performance Management
- Ongoing Training and Development Programs
- Provides a 3<sup>rd</sup> party for employees to deal with issues
- Cost effective compensation, benefits, perquisites, etc
- Career Paths
- Integrated HRIS/payroll system
- Communicated Success Measurements
- Corporate Communication
- Employees/Labour Relations
- Current Labour Laws compliance
- Health and Safety Committee
- Employee Tracking
- Corrective Action
- Consistent Employment Practises
- Recognition Programs
- Employee Communication



# Organizational Chart

## ■ Organizational charts are used to:

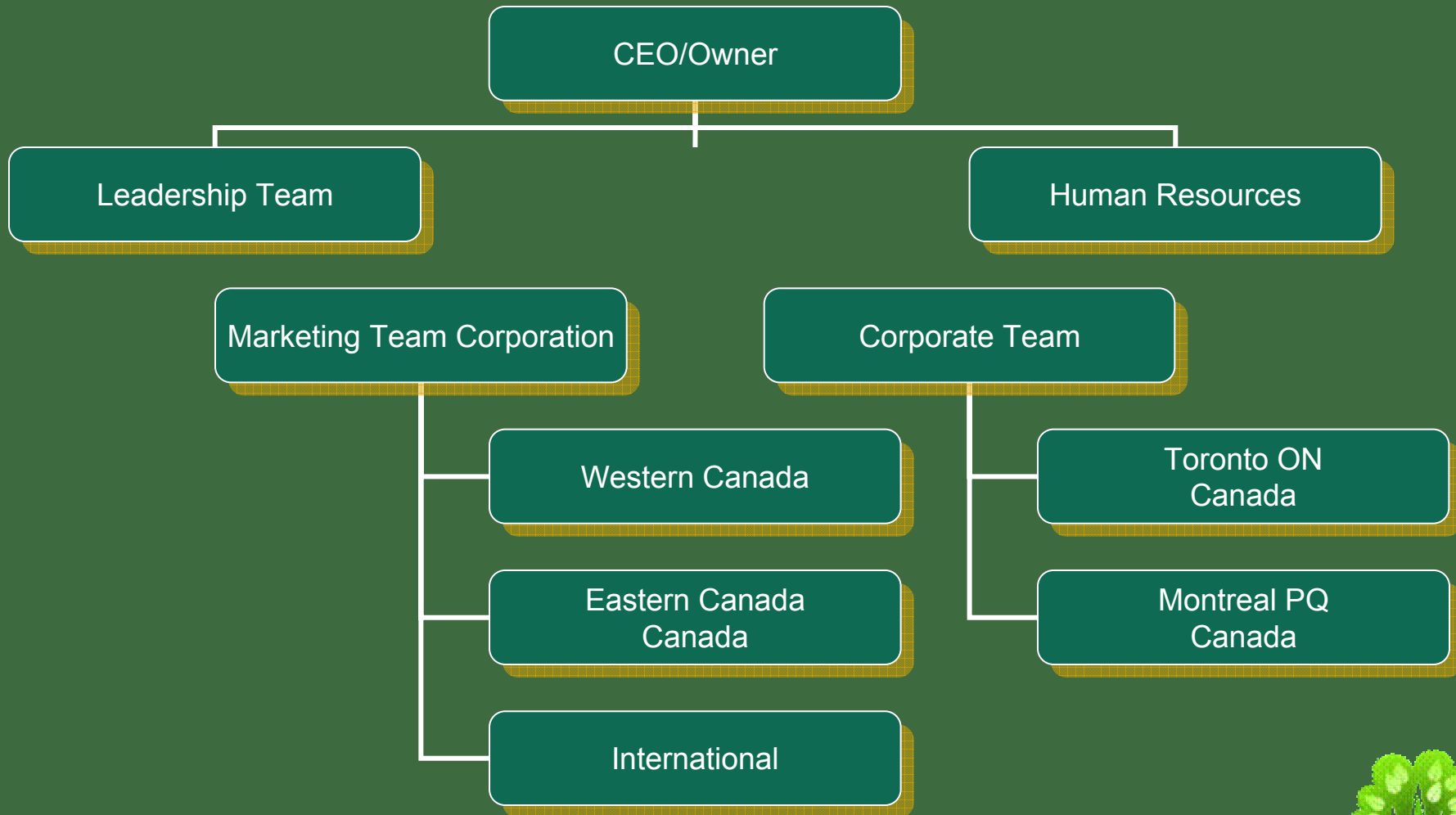
- track all employees working in the organization
- what department they work in
- to whom they report and the level of hierarchy
- to define salary/compensation grids/levels

## ■ Can be:

- very simple (containing basic information about a worker, such as name and job title or
- highly detailed, encompassing salary range, staff counts, etc



# Organization Chart



# Policies and Procedures

- One set of standards and answers for all
- Equally and fairly implemented
- Agreed on by all management
  - Reviewed and updated on regular basis
- Compliant with Labour Laws & government regulations
- Condition of employment
  - Employees know and understand their employment expectations (what must be done by when & to what standard)
  - Expectations documented and published



# Strategic Plan Components





# HR is a Corporate Team Member

- **Creative Innovation:** Helps the organization through creative thinking, unique solutions and new ideas.
- **Consequences:** Reasonable risk is respected and encouraged in the organization.
- **Coordination:** Understand the concept of the internal customer (anyone to whom they provide a product or a service)
- **Cultural Change:** Plans how to reward, recognize, appraise, hire, develop, motivate and manage the employees.



# HR is a Relationship Builder

- Fair treatment of people and prompt attention to concerns/grievances paves the way for healthy workplace relations.
- An open culture where people feel free to share their thoughts, a culture that promotes buy in of people in decisions which will effect them directly will definitely enhance trust of people and add to the organizational image and brand building initiatives.
- HR to be seen as having an 'Open book, open minds & open door'.



# HR Implementation Phases Key Result Areas (KRA)

1. Recruitment / Selection / Orientation
  - Implement an internet recruiting strategy
2. Workforce Planning and Diversity
  - Succession planning
3. Performance Management
  - Identify the workplace deliverables by job category and the related performance levels
4. Reward Management
  - Create a compensation philosophy which meets the organizations corporate goals, is performance driven, market place competitive and affordable.
5. Workplace Management and Relations
  - Review the existing management and employee training programs & make recommendations.
6. A Safe and Healthy Workplace
  - Review H&S practices, training, committees and documentation.
7. Building Capabilities and Organizational Learning
  - What are the existing programs for building bent strength?
8. Effective HR Management Systems, Support and Monitoring
  - Review employee record keeping methods for hiring, separation, performance management, total compensation, OHS&E, and attendance.



# Phases



# Review the HR Process & Prioritize

## 1. HR PROCESS

## 2. HR AUDITING

## 3. HR BUDGETING

- Strategic HR Planning
- HR Strategies and Policies.
- HR and change management.
- Competency-based HR
- Knowledge management

## 4. JOB DEVELOPMENT

- Job analysis
- Job Description
- Job specifications
- Job enrichment
- Job rotation

## 5. RECRUITMENT/ SELECTION

- Recruitment
- Selection
- Induction
- Orientation

## 7. ORGANIZATIONAL BEHAVIOUR PROGRAMS

- Employee engagement
- Motivation
- Organization culture

## 8. ORGANIZATION DEVELOPMENT

- Org. designing
- Org. structuring
- Org. development
- Job / role structuring

## 9. HUMAN RESOURCING

## 10. HR PLANNING

- Manpower planning
- Succession planning
- Talent management

## 11. PERFORMANCE MANAGEMENT

- Performance appraisals
- Corrective action

## 12. HEALTH AND SAFETY

- OHS
- Environment

## 13. HR DEVELOPMENT

- Organization learning
- Training/ competency development
- Education
- Certifications
- Training assessment/evaluation
- e-learning methodologies
- Management development
- Career planning /development.

## 14. REWARD MANAGEMENT

- Job evaluation
- Managing reward process
- Benefits
- Pension
- Bonus/commission
- Recognition programs

## 15. EMPLOYEE RELATIONS

- Employee meetings
- Employee communications.
- Employee Assistance Program
- Staff amenities
- Open door policy





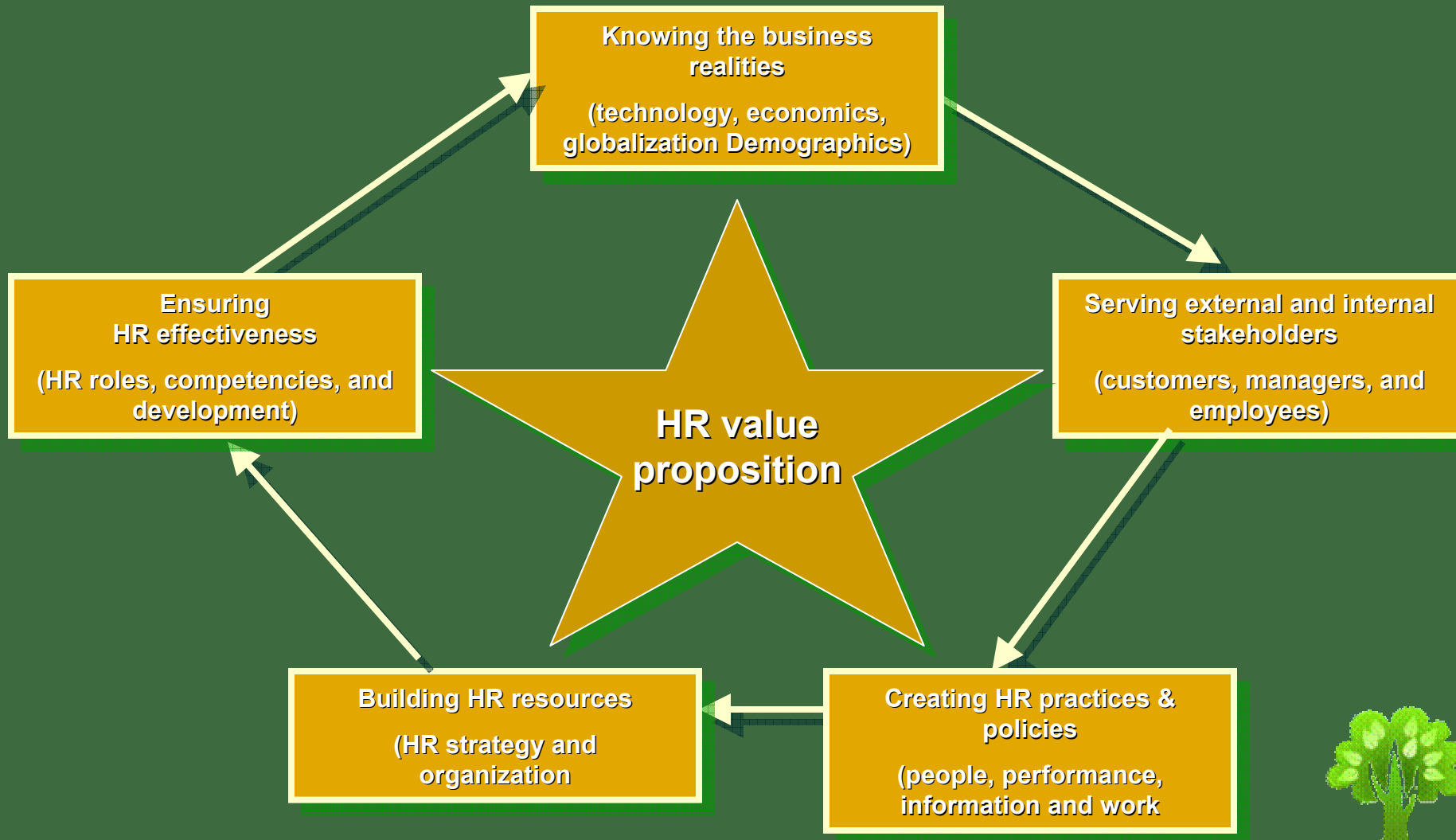
# HR Audit

- Step 1 Information Gathering
- Step 2 Evaluation
- Step 3 Analysis
- Step 4 Summary, Recommendations & Priorities
- Step 5 Action Plan & Time Frames

- Develop HR Mission
- Develop Organization Chart
- Employees Development
- Employee/Labour Relations
- Recruitment and Selection
- Education, Training and Competency Development
- Compensation
- Rewards/Recognition
- Benefits & Pension
- Human Resources Planning
- Policies, Procedures & Practices – Employee Handbook
- Diversity and Equal Employment Opportunity
- Safety and Environment
- Security
- Equipment and Facilities
- Documentation and Information System



# The HR Value Proposition



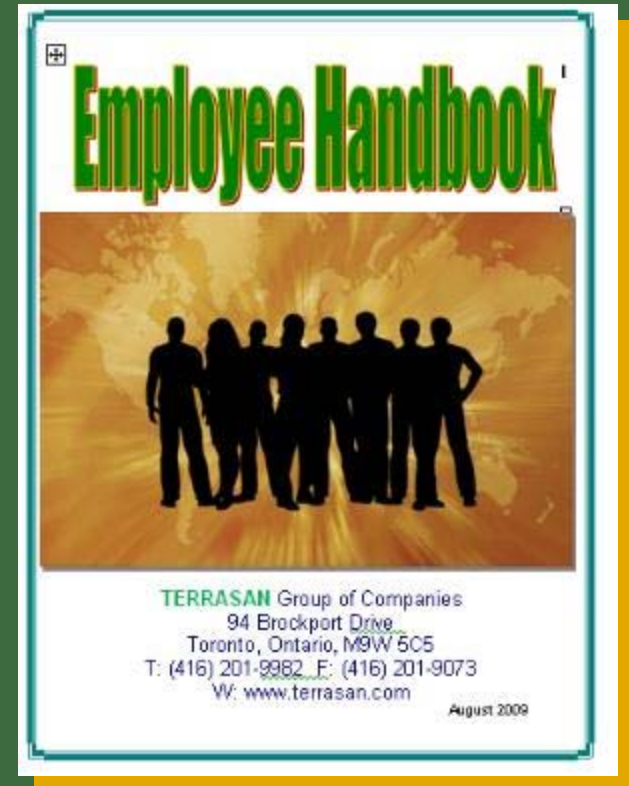
# HR Manual & Employee Handbook

- Prepare a HR Manual with Workplace Specific priorities as per Senior Management feedback
- HR Management Manual
  - Human Resources Policies, Procedures and Forms
  - HR MANUAL is the total guidelines for the managers in the organization on the subject of HUMAN RESOURCE ACTIVITIES.
  - Employee handbook is a major element of the HR manual  
At the initial stage, it could take up to six months or more to complete the manual/handbook for full time employees
- Once HR manual list is in draft format, it will be reviewed by the Owner and Senior Management.
- ACTION PLAN:
  - analyze the to do list
  - set the priority [ 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> Qtr etc ]
  - results reviewed each Qtr

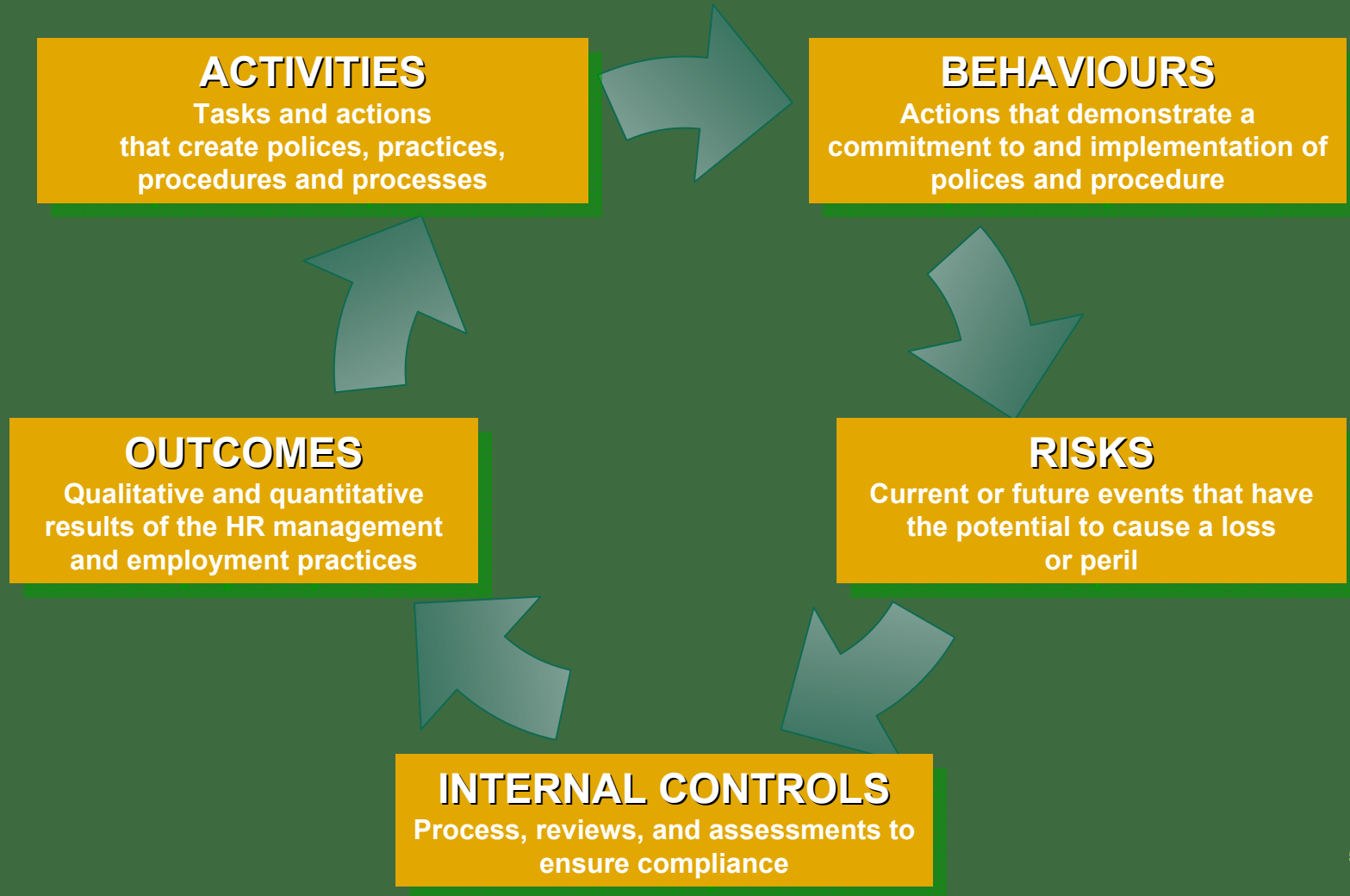


# Key Priorities

- Personnel records
- Performance management
- Various forms required
- Access control
- Workplace rules
- Employee hiring
- Job descriptions
- Employment applications
- Interviewing applicants
- Payroll administration
- Employee handbook
- Training [ induction / orientation / development]
- Owner and senior management to approve the priority list



# HR Audit Model





# Roger Guy Baguley, C.H.R.P.

As a Human Resources Professional, I support and nurture the organization's and employees' growth and development through:



"Some of the world's greatest feats were accomplished by people not smart enough to know they were impossible."



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