



HR Makeover Madness

Presented by:

Jennifer Bouman-Steagall
Bullard Smith Jernstedt Wilson

Assess the Department - *Survey*

- ✓ How long have you been in HR?
- ✓ What does your HR department look like?
- ✓ What is the company culture and how does HR fit in?



Assess the Department – *HR Function*

- ✓ Support and advise line managers in their efforts to manage employees effectively.
 - ✧ The success of the organization depends on how well line managers carry out programs, policies and services.
- ✓ Participate as management's partner.
 - ✧ HR must understand the business and its competitors.

Assess the Department – *HR Function*

✓ What are your functions? What services do you provide?

✧ Recruiting / Selection / Placement

✧ Employee Orientation

✧ Training / Development

✧ Communication with staff & management



Assess the Department – *HR Function*

✓ What are your functions? What services do you provide?

✧ Compensation & benefits

✧ Employee productivity / morale

✧ Legal compliance

✧ Retention



Assess the Department – *Reality Check**

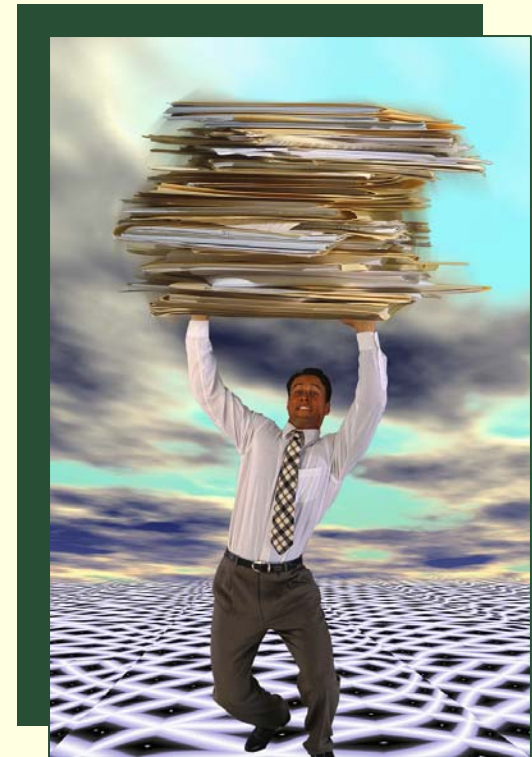
✓ What things does your HR department do well?



✓ What things would you change and why?

Assess the Department – *Nuts & Bolts*

- ✓ Mission statement – do you have one?
- ✓ Document management
 - ✧ Document retention plan
 - ✧ File segregation
 - ✧ Electronic data / HRIS



Assess the Department – *Nuts & Bolts*

- ✓ Policies / Handbook / Job Descriptions

- ✓ Is the Department the right size?

 - ✧ Size of the company / stage of development

 - ✧ Size and reliance on in-house staff v. outside consultants

 - ✧ Functions under the “HR” umbrella

Assess the Department – *Nuts & Bolts**

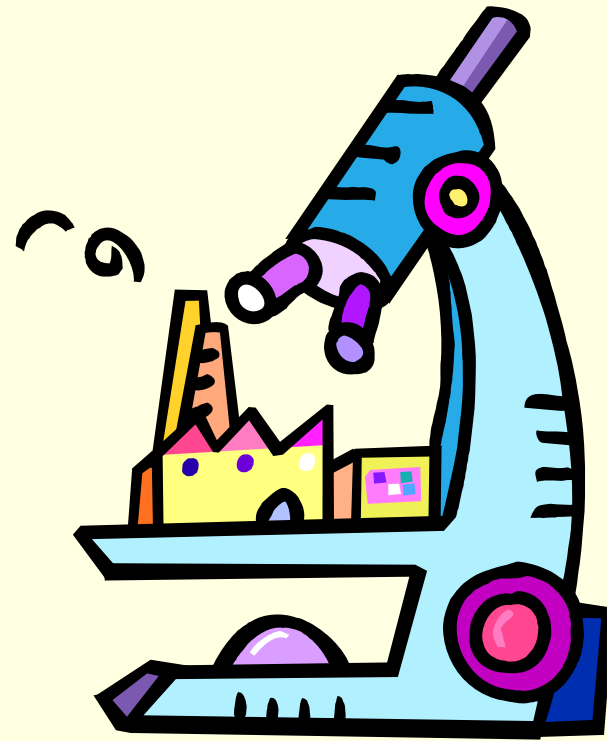
- ✓ Is the Department the right size?
 - ✧ Technology resources available
 - ✧ Company culture
 - ✧ Company growth strategy
- ✓ How do we convince management that we need more HR staff?



Expansion Strategy

- ✓ Do a comprehensive review of corporate mission, goals and financial plan.
- ✓ Conduct a needs analysis to include –
 - ✧ Detailed plan, budget and goals;
 - ✧ Assignment of financial resources; and
 - ✧ Timeline for plan implementation.

Compliance Audits



Compliance Audits

- ✓ Critical to avoiding liability – identify issues before employees sue.
- ✓ Used to evaluate HR policies, practices and their effectiveness.
- ✓ Can also be used to evaluate effectiveness of programs and services.



Types of Compliance Audits

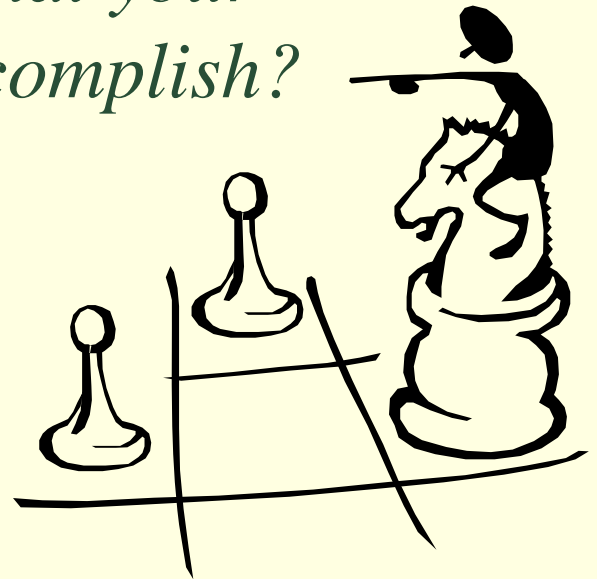
- ✓ *Compliance Audit* – legal compliance
- ✓ *Best Practices Audit* – compare practices with other companies
- ✓ *Strategic Audit* – strengths and weaknesses of processes
- ✓ *Function-specific Audit* – specific area in the HR function

Compliance Audits

✓ The HR audit should answer the question:

✧ *Are your HR practices helping, hindering or having little impact on what your organization is trying to accomplish?*

✓ **Step 1:** An effective audit requires an understanding of the organization's goals and strategies.



Compliance Audits

✓ **Step 2:** Understand the current status of important HR indicators.

✧ These indicators can help show managers that performance can affect organizational goals.

✓ **Step 3:** Assess legal compliance of the organization's policies and procedures.

✧ Be sure to analyze those areas that may give rise to issues in the future.

Compliance Audits

✓ Most likely problem areas:

✧ Hiring;

✧ Employee evaluations;

✧ Employee discipline;

✧ Terminations



Compliance Audits

✓ Most likely problem areas:

✧ Misclassification of exempt status;

✧ Inadequate personnel files;

✧ Prohibited absentee policies;

✧ Inaccurate time cards;

✧ Insufficient documentation



Compliance Audits*

✓ Who is going to do the audit?

✓ How? When?

❖ What should you evaluate /
What areas should you focus on?



The Compliance Audit Process

- ✓ Determine the scope of the audit
- ✓ Develop the audit questionnaire
- ✓ Collect the data & benchmark the findings
- ✓ Provide feedback about the results
- ✓ Create action plans
- ✓ Foster a climate of continuous improvement

Compliance Audits

✓ **Bottom Line:**

Assess what your organization is doing right, as well as how things might be done differently, more efficiently or with reduced costs.

Rebuilding and Improving HR's Reputation



What is HR's Reputation?*

- ✓ How would your employees / managers characterize HR?
- ✓ Why do you think employees / managers have that opinion of HR or you?



Why Do We Care?

- ✓ Line managers view HR as the government; an obstacle.
 - ✧ They do not want to go to HR or to get calls from HR.
 - ✧ Viewed as the company's police who takes away their flexibility.
- ✓ Managers are tired of HR saying "no," so they go around you.

Why Do We Care?

- ✓ Line managers are responsible for developing, motivating and communicating with employees.
 - ✧ Employees leave managers, not companies
- ✓ Line managers want HR to talk their language and help them meet production demands and cost controls.

Rebuilding HR's Reputation*

- ✓ What do you want employees / managers to think about you?
- ✓ Would it be helpful to know what your employees actually think of you / HR?
- ✓ Have you ever used an employee satisfaction survey?

✧ Let's try one!





Employee Satisfaction Surveys



✓ Interaction with HR

✓ Recruitment / Placement



✓ Management / Employee Relations



✓ Compensation / Benefits

✓ Training



✓ General Administration

Improving Relationships

- ✓ Do the nuts and bolts of HR really well.
- ✓ Get rid of HR efforts that do not add value.
- ✓ Understand the business.
- ✓ Develop solid relationships in the organization.



Improving Relationships

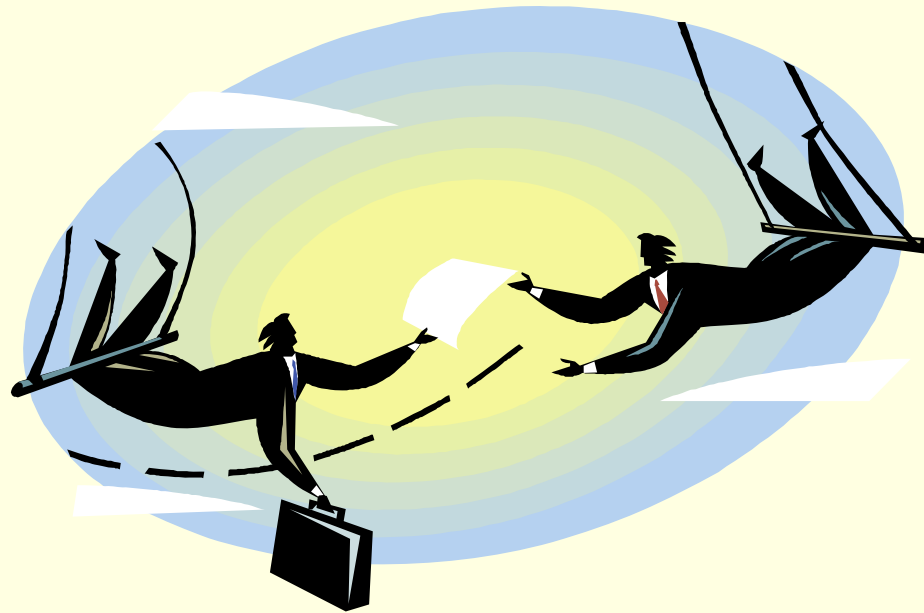
- ✓ Show empathy; understand their frustration.
- ✓ Explain long-run costs.

✧ “I know your time is valuable and I would hate to see your dragged into a lawsuit.”



Improving Relationships

- ✓ Follow up! -- Don't leave them hanging and help them document.



Improving Relationships

- ✓ Help line managers be more confident in their HR role.
- ✓ Become more flexible.
- ✓ Focus on the same goals.
- ✓ Anything else? What has worked for you?





Who do you
want to be?

Branding*

- ✓ Building and preserving HR's reputation to ensure that what people think when they hear "HR" is positive.
- ✓ Aspire to achieve a certain image.
 - ✧ Slogan mania!



Branding

✓ What do the powerful brands have in common?

✧ Authenticity

✧ Uniqueness

✧ Relevance



Branding

✓ Consider other top companies:

✧ Honey Bunches of Oats

✧ Tylenol

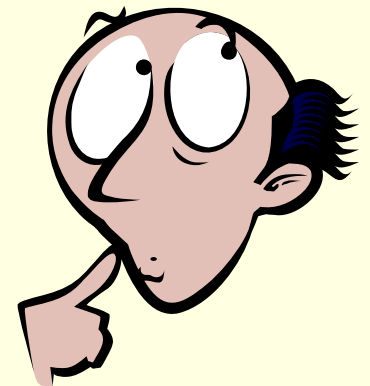
✧ Whole Foods

✧ Google

✧ REI

✧ Southwest Airlines

✧ Geico



Branding*



✓ **Aspire To Be Great:**



- What do we want to be known for?
- What words or phrases do we want people to associate with HR?

✓ *Group Exercise*

- What promise or message are you sending?



Building a Theme

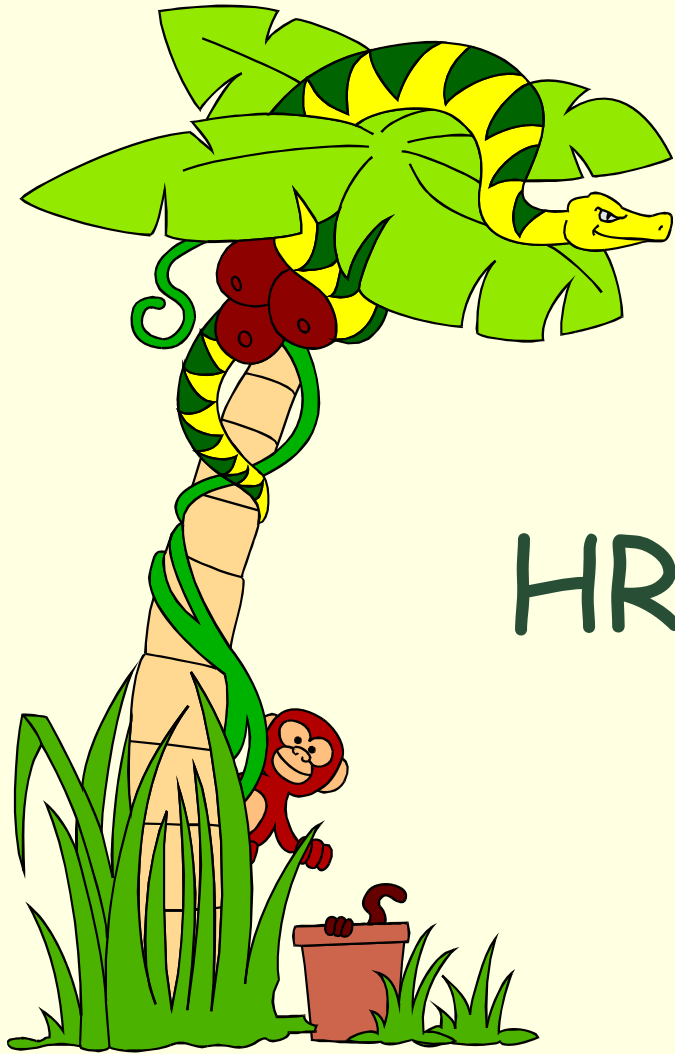
✓ Involve the entire team.

✓ Think creatively.

✧ *Build a collage* – reveals
each person's vision

✓ Follow Through! – Don't just say you are the
“go to” department; BE the “go to” department.





HR Survival Kits



Thank You

Jennifer Bouman-Steagall
Bullard Smith Jernstedt Wilson
(503) 248-1134
jbouman@bullardlaw.com

