

# SPEAKING FROM EXPERIENCE

## EFFECTIVE HR MANAGEMENT IS NO ACCIDENT

Just as you prepare an operating budget or marketing strategy, so must you develop an HR plan to accommodate your organization’s growth. Some companies neglect to develop an HR plan and find themselves employing reactive rather than proactive HR tactics, leading to increased costs, higher turnover, lower productivity and, in some cases, business closure.

The following guideline represents some of the elements that are critical to an effective HR Management Strategy. By no means a comprehensive resource, this graphic instead identifies the types of programs, objectives, and tools that executives should consider, based on the number of employees in their company.

<b>HR PRIORITIES</b> (BY NUMBER OF EMPLOYEES)	<b>SAMPLE TACTICAL INITIATIVES</b>
Enhancing equity, diversity, and accountability 1,000+	Corporate Sustainability Strategy Change Management Training • Leadership Skills Development HR Health Checklist • HR Intranet
Engaging employees in the organization’s business direction 500-1,000	Mentoring Program • International Assignment Planning HR Outsourcing • Retention Strategy Employee Self Service Applications
Retaining key talent 250-500	Career Paths • Knowledge Transfer Solutions Integrated Communication Plan • Staff Development Program Employee Focus Group Feedback
Developing focused people skills and capabilities 100-250	HR Information System • Employee Relations Service Leadership Development • Applicant Tracking System Human Capital Metrics
Developing leaders who will <b>lead</b> 40-100	Succession Planning • Performance Standards/Measures Corporate Governance • Management Accountabilities Performance Goals
Shaping the corporate culture 20-40	Compensation/Benefits Program Employee Policies Handbook • Regulatory Standards Workforce Strategy • Defined Job Competencies
Attracting the right people with the right skills 0-20	Orientation Program • Recruitment of Key Talent Recruitment Process • Organizational Design Cultural Traits & Values

An effective HR Management Plan is not only strategic but also tactical. Along with planning, setting objectives, and asking tough questions of themselves, the companies most successful in their management of Human Resources also execute, measure, and evaluate their HR strategies on an ongoing basis.

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