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# Crafting an HR Strategy

Erik Christian

HR Fit

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## Who is this guy?

- HR professional for 20 years, across sectors.
- Principal Consultant, HR Fit, LLC since 2015.



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## About HR Fit

- Offers full-spectrum HR services for all types of employers
- Team of HR professionals
- “Make Workplaces Great Through Great HR”
- [www.hrfitnow.com](http://www.hrfitnow.com)



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## Human Resources and Business Strategy

HR becomes a valued player in an organization when HR's work aligns with organizational mission and advances the organizational strategy.

HR Strategy ensures HR processes align to and support an organization's business functions, drive results, and empower employees.



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## Crafting an HR Strategy

1. Position Yourself for Success.
2. Plan Your Work – Work Your Plan.
3. Avoid Pitfalls.



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“Every battle is won before it’s  
ever fought.” — Sun Tzu.



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## Start with You

- Get centered.
- Establish a support system.
- Take care of yourself.



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## Plan, Do, Study, Act (PDSA) Model



Plan Your Work – Work Your Plan



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## Plan

Focus on these five questions.

1. What is HR in your organization?
2. What should it be?
3. How will you get it there?
4. How will you measure success?
5. How will you improve?



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## Question #1

What is HR in your organization?



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## Understand the Context

1. Why are you crafting this strategy?
2. What is your role in the organization?
  - Established business partner, or aspiring?
  - New to the organization, or long-tenured?
3. How prepared is the HR department to execute a strategy?
4. How prepared is the organization to receive your recommendations?



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## Identify HR's Role

HR is different things to different people:

- HR is Payroll.
- HR is a crying shoulder.
- HR is the rules police.
- HR is the principal's office.
- HR is a trusted business partner.



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## Identify Stakeholders

What is a “stakeholder?”

Someone who can impact or be impacted by you.



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## Identify Stakeholders

- C-Suite
- Managers
- Employees
- Applicants
- Candidates
- Other influencers (Board Members, Consultants, etc.)



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## What is HR in your organization?

- Ask your stakeholders:
  - What does HR do well?
  - What could HR improve?
  - (For the C-Suite) What do they want HR to be?
- Encourage frank conversations.



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## What is HR in your organization?

Gather the information.

- Surveys.
  - Quantitative
  - Qualitative
- Interviews.
- Metrics.



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## What is HR in your organization?

Reflect on the info.

- What is it telling you?
- What do you need to be aware of?

Keep this fresh and ready. You'll use it in your planning.



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## Exercise

1. How do you think HR is viewed in your organization?
2. Why?
3. How will you confirm this?



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## Question #2

What should HR be in your organization?

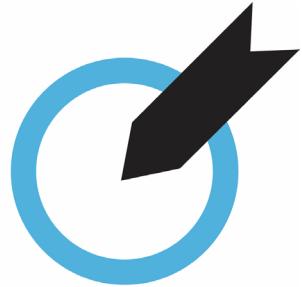


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## Perform an HR Review

Identify gaps.

Use tools that are best for you.



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## Assess HR's Role in Organizational Strategy

- Organizational Mission
- Strategic Plan
- Business Functions
- Key Performance Indicators (KPI)



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## Prioritize Projects Accordingly

### Compliance

- OSHA
- FMLA
- Labor Agreements
- ACA Reporting
- EEOC Reporting



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## Prioritize Projects Accordingly

### Liability

- Hiring Process
- Separation/Termination Process
- Policies

### Best Practice

- Standard Operating Procedures
- Manager Training on HR Basics



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## Prioritize Projects Accordingly

### Strategic

- Organizational Mission Alignment
- Workplace Culture Enhancement
- Employee Engagement
- Professional Development

### CEO Specified

- What do they want to see?



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## Identify Quick Wins & Low Hanging Fruit

- What can be done quickly to make an impact and/or demonstrate HR's value?
- Allow for maintenance of these projects as needed.



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## Question #3

How will you get HR there?



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## SMART Goals

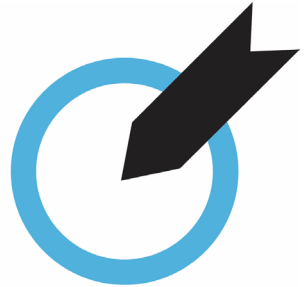
**S**pecific.

**M**easurable.

**A**ttainable.

**R**elevant.

**T**ime-bound.

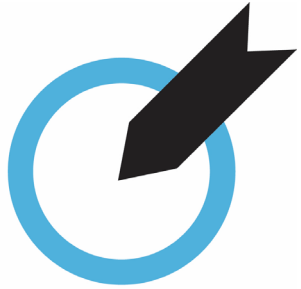


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## SMART Goals

Set SMART goals for accomplishing the tasks identified in the HR Review:

- Short term (0 – 6 months)
- Medium term (6 months – 3 years)
- Long term (3+ years)



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## Traditional Goal

“We will reduce turnover in 2024.”



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## SMART Goal

“By January 1, 2025, we will have reduced voluntary turnover by 2 percent.”



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## SMART Goals

SMART goals should:

- Identify resources needed.
- Identify stakeholders needed.
- Build in “unknown” time for those things that fall out of the sky.



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## Manage Expectations

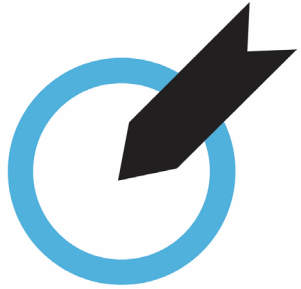
- Focus upon Quick Wins.
  - Keep the timelines to yourself, if at all possible!
- Build momentum.
- Under-promise, over-deliver.



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## Build Relationships

- Walk the floor, visit sites, etc.
- Take your stakeholders to lunch, coffee, etc.
- Be known.



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## Question #4

How will you measure success?



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## Work Your Plan

What you've done is much more important than what you've planned.



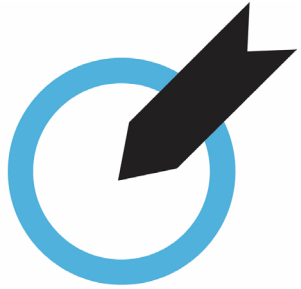
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## Measuring Success

What are your success metrics?

- Quantitative
- Qualitative

How will you communicate that?



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## Question #5

How will you improve?

What did you learn?

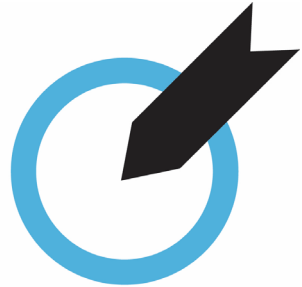


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Do

Work your plan.

- Execute your goals.
- Demonstrate/Communicate your value.
  - Newsletter
  - Email project update
  - Etc.



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## Study

- Evaluate your effectiveness.
  - What worked?
  - What didn't?
- Evaluate your metrics.
  - Did you measure the right things?
  - What else could you measure?



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## Act

- Celebrate successes!
- Make adjustments.
- Update your plan.



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## Avoid Pitfalls

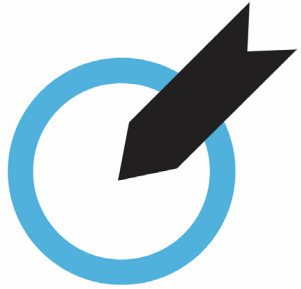
- Poorly executing.
- Doing too much.
- Doing the wrong thing.
- Poorly setting expectations.
- Setting the wrong expectations.



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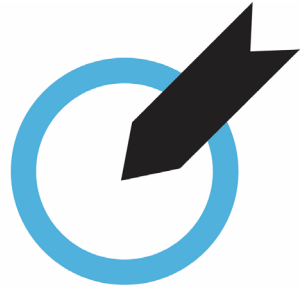
Write down three things you are going to do to craft this strategy.



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Questions?



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Thank you!!

Erik Christian

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[erik@hrfitnow.com](mailto:erik@hrfitnow.com)

309.863.1202

[www.hrfitnow.com](http://www.hrfitnow.com)