



Cape Cod Human Resources Association

HR NEWS

Cape Cod Human Resources Association P.O. Box 665, Hyannis, MA 02601

June 2009

www.cchraonline.com

Meeting Review

Aligning Human Resources to Strategic Goals

Michele Rocray of Pleasant Bay Associates provided a template to help Human Resource professionals evaluate and plan staffing in order to align them and the strategic goals of their organization.

First, it is important to have clearly established goals. An acronym used frequently in writing effective goals is SMART, which stands for specific, measurable, actionable, realistic and time-dimensioned. It was said by Robert Heinlein "In the absence of clearly-defined goals, we become strangely loyal to performing daily trivia until ultimately we become enslaved by it."

Once goals are established a plan with intermediate steps is made. Getting into this level of detail helps determine the people, budget and technology/tools needed. As with a three-legged stool if one of these resources is short or not available the stool or goal will fall. The value of comparing these three resources to your goal is to ensure it is actionable and realistic given the time and results requested. If the stool rocks or falls it is important to re-evaluate.



The boss may say 'just make it happen.' We live in a "do more with less" environment. However we don't want to be set up to fail. Therefore it is important to align expectations with predicted outcomes. The value of this is the ability to manage expectations, minimize risk, minimize surprises and reach goals. At this point it's time to look at the equation of time vs. cost vs. quality. We want a balanced equation. But this is often difficult to achieve. So where is the compromise going to be? We may have to reset expectations, negotiate goals, conduct creative problem solving and provide data to back up our solution.

So let's go back to one leg of the three-legged stool. Do we have the right people with the right skills in place to meet our goal?

To answer this question Michele recommends an alignment tool or template that can be easily edited for your specific needs. This alignment tool states:

1. Consider your goals and project plans.
2. Determine gaps between goals and employee skills.
3. Develop a plan to close gaps in order to meet goals.

Once completed, you will be able to analyze the need for and availability of human resources in meeting your organization's goals.

This Season's Speaker Series

Building A Strong Workforce

Legal Update

Katherine A. Hesse

June 25, 2009, 7:30 am

Invite your team, manager, CEO!

Katherine Hesse is one of the founding partners of Murphy, Hesse, Toomey & Lehane, LLP. Ms. Hesse concentrates her practice primarily in labor and employment and employee benefits law. She has litigated numerous employment and benefits cases before the state and federal trial and appellate courts, administrative agencies and arbitrators. She is also an active practitioner in all forms of alternative dispute resolution, including mediation, conciliation, fact finding and various forms of arbitration.

Ms. Hesse is past Chair of the Labor and Employment Law Section of the Boston Bar Association and member of the Labor Law Section Council of the Massachusetts Bar Association. She has served as president of the International Society of Certified Employee Benefit Specialists and as chair of the Attorney's Committee of the International Foundation of Employees Benefit Plans. A member of the Editorial Board of Benefits Quarterly, she leads the team of attorneys who write its Legal-Legislative-Regulatory Update. In addition to her professional commitments, Ms. Hesse also serves or has served on a number of boards.

Ms. Hesse was the 1997 recipient of the Cushing-Gavin Award for excellence in providing management labor relations legal counsel and a 2002 recipient of the Patriots' Trail Girl Scouts Leading Women Award.

Ms. Hesse is a graduate of Smith College and the Boston University School of Law.

**This program is scheduled for 8:00-10:00
7:30 Annual Business Meeting**

Holiday Inn, Route 132, Hyannis

Meeting Review Continued

There are three tables in this template: Goal Activity Review, Talent Review and Action Plan.

The Goal Activity Review lists the tasks or activities and the time frames and skills required for each.

The Talent Review allows you to compare the goal activity with the talent you have on-hand. Review each employee's skill strengths, skill development needs and the action needed to improve skills.

With the Action Plan you analyze the tasks vs. skills and determine a plan to close the gap. Gauge the gap, the level of import, the action steps, resources needed, deadlines and necessary approval.

After completing the alignment tool you can determine if you have the human resources, time and money to; do what's needed before the goal due date, communicate with stakeholders what your risks and limitations are and develop creative solutions to challenges.

You will answer the question: can this goal be carried out or do options need to be explored such as training, outsourcing, hiring, lay-offs, job share, part-time or temporary help?

Other uses for the tool are: corporate/division/department management and/or forecasting, project planning, and managing vendors, contractors and consultants.

Many thanks to Michele Rocray for her return visit to CCHRA.

www.pleasantbayassoc.com

*We are accepting articles for the newsletter. Please send yours to:
Michele@pleasantbayassoc.com*

Resources

Book of the Month

The Essential Guide to Workplace Investigations

Both a legal and practical book, packed with tips and strategies that will help you sort out your workplace problems, quickly and legally. An SHRM published book.
www.shrm.org

Up-Coming Events

Chamber of Commerce

July 14. Member to Member Event
5:30-7:00 Lighthouse Inn Dennis
www.ecapecchamber.com

Cape Cod Young Professionals

July 12 Fantastic Fenway Fun
July 16 HotSpot Happy Hour
www.capecodyoungprofessionals.org

New England Human Resources Association

June 29. Webinar: Employment Law Update
July 20. Webinar: Breakthrough: Performance Management that is Practical, Effective and User-Friendly.
www.nehra.org

American Association of Training & Development

Telling Ain't Training Conference
July 15-16 Chicago
Oct. 14-15 Atlanta
www.astd.org

SHRM

Diversity Conference & Exposition
Oct. 19-21, San Diego CA
www.shrm.org

Scholarships Available

Apply at www.cchraonline.com

Annual Business Meeting June 25, 2009 7:30-8:00

CCHRA NOMINATING COMMITTEE RECOMMENDATIONS

The Nominating Committee of the CCHRA is pleased to present the following members as officers for the upcoming CCHRA year July 2009 - June 2010:

President – Bill Cole
Town of Barnstable

Vice President – Carolyn Ninivaggi
Brackett Imports

Treasurer – Vikki Morris
International Fund for Animal Welfare

Secretary – Susan Partridge
Convention Data Services

The membership will be voting on the slate of officers at the June 25th Annual Meeting and will be installed at that time.

Going Green!

CCHRA is going Green and HR News is going on-line! Starting in September the HR News will only be available on cchraonline.com.



Membership

Dues are \$60/\$165. For more information contact Laura Johnson, Membership Chair at ljohnson_ma@hotmail.com or 508-385-3009.