

# Human Resources Products and Services Consulting



**Jocelyne Cossar**

[jocelynecossar@hrondemand.ca](mailto:jocelynecossar@hrondemand.ca)

**1.888.376.2566**

**1.905.582.4379**

**Phase 1**

**Recruitment strategies: Raise the bar on talent**

- Job application form design
  - Behavioral interviewing
  - Candidate assessment and testing
  - Candidate selection
  - Design interview guide to provide support to hiring managers
  - Reference checking
  - Conduct exit interviews – Design form if required
- Recruitment processes such as:
- Employment branding
  - Job fair
  - On-campus recruitment
  - New employee orientation
  - New employee on-boarding

**Policies and procedures appropriate to your company size**

- Termination
- Vacation
- Holidays
- Code of ethics
- Job posting
- Substance abuse
- Maternity/parental leaves
- Development of employee handbook
- Dress code
- Bereavement
- Violence in the workplace
- Hiring of relatives
- Favoritism
- Open door
- Duty to accommodate

**Total compensation program and process development for...**

- Job profile design
- Job evaluation system best suited to clients i.e. Hay, TPF&C, Mercer, etc.
- Conduct salary surveys
- Set appropriate salary structure
- Design and develop compensation guide for managers, including communication presentation
- Benefits studies re insurance providers, RRSP employer contribution plans, education reimbursements, etc.
- Design and develop executive/management/sales incentive plans to ensure maximum return

**Phase 2**

**Talent management for retention, development and promotion of employees**

- Develop, implement and provide communication plans for:
- Performance management program
  - Performance appraisal form
  - Manager’s guide to performance appraisal
  - Leadership competency model
  - Leadership development program
  - Succession planning program
  - Succession planning grid and definition
  - Tool box to manage talent management such as: check list for potential assessment, competency directory, ability to adapt guidelines, development plan template, leadership tool box, optimizing feedback with employees
  - Employee retention strategy to retain the best talent
  - How to assess team culture and capabilities

**Learning and development: To provide in-house and external training**

- Human rights legislation
- Employee standards act
- Behavioural interviewing skills
- Pre-hire screening tools
- Provide interview guidelines
- Progressive discipline
- Absenteeism
- Harassment in the workplace
- Coaching a winning team
- How to motivate employees
- How to develop measurable objectives
- Bill 168 – Violence in the workplace

**Employee engagement: How to engage with, motivate and retain employees through...**

- Interaction and connection with supervisor
- Career opportunities
- Clarity – communication of organization’s goals
- Provide on-going feedback on goals’ achievement/coaching employees to success – 360 degree feedback
- Recognition and rewards program
- Employee involvement in decision making
- Collaboration – team work approach
- Credibility of management

<b>Phase 3</b>
<b>Human capital management: Providing companies with tools to manage your workforce</b>
Strategically this should be driven by the following processes: <ul style="list-style-type: none"><li>▪ Performance management program</li><li>▪ Human Resources planning</li><li>▪ Workforce planning/identifying talent gaps</li><li>▪ Competencies and skills management</li><li>▪ Recruiting and retention</li><li>▪ Job profile</li><li>▪ Compensation and recognition</li><li>▪ Performance management</li><li>▪ Leadership development</li><li>▪ Training and development</li><li>▪ Career and succession planning</li><li>▪ Executive development</li></ul>
<b>Business plan development: Helping you to define and communicate the key elements of your business</b>
<ul style="list-style-type: none"><li>▪ How to develop mission and vision statements that truly reflect the company’s objectives and communicate same.</li><li>▪ How to utilize SWOT analysis to develop key objectives and business plan</li><li>▪ How to communicate and ensure employees buy into corporate values</li><li>▪ How to define corporate culture and organizational philosophy in all phases of communication to internal and external stakeholders</li></ul>
<b>Miscellaneous programs</b>
<ul style="list-style-type: none"><li>▪ Business restructuring plans</li><li>▪ How to maximize HRIS capabilities and metrics to drive performance</li><li>▪ Company event planning, i.e. off site company kick offs, town halls, etc.</li><li>▪ Change management</li></ul>