

Fractional HR Solutions | Fueling Productivity, Compliance, and Peace of Mind | Transcript

Jay Rammes & Amy Hehman

October 2025

Jay Rammes:

So welcome everybody. Thank you for tuning in. Today, I've got Amy Hehman with us who's just new to the firm. What about a month? Two months in now?

Amy Hehman:

Almost two months.

Jay Rammes:

Yeah, right?

Amy Hehman:

Unbelievable.

Jay Rammes:

Who leads up our expanding HR support services group, Fractional HR Services.

So I wanted to spend some time with you today just to ... I know why we did this and why we're making this investment, but I thought it'd be good for you to share with our clients and the marketplace in general. Tell us a little bit about our HR support services. For someone that's never used these services before, what would they expect to find?

Amy Hehman:

So what they could expect to find is a managed service line where we would support the typical discipline of HR functions on a part-time or interim basis. And so when they had a particular need, perhaps they didn't have the appropriate resources or they did not have a fully built out team of HR professionals or practitioners, we could come in and help support them at various levels.

Jay Rammes:

Great. Yeah, because we think through some of those ... Again, I'm running a business, growing a business, and then there's a variety of reasons people might need this type of fractional part-time services. Whether it be the company's growing rapidly and they just don't have enough of what ... Or a



lot of times, it's the business owners wearing all the hats, but they're sophisticated enough, they've grown enough when they need it or they've had a departure of someone that's left. So we can fill all those roles, right?

Amy Hehman:

We can. We can.

So when you think about human resources and what we do, you think about a life cycle of an employee. And so there is the, first of all, identification that you need a position. Where you need a workforce. And what does that look like?

Then you'd have to actually source for that individual. So that's the talent acquisition piece. And there's a strategy that goes behind that. What are you actually looking for? What should you target in the market, for example?

That individual's onboarded and developed within the organization. Managed within the organization, if you will. So you're thinking about things like training and development, learning and development, HR business partnership. And then potentially, a person's off boarded.

So again, think about the life cycle of an employee and along every step of that life cycle is something that our services can help support. It could be at various stages. Think strategic. So what does the plan look like? What do we need to focus in on?

Think about the operational with the day to day. You think about things like policies, procedures, employee relations. Again, training and development. And that administrative piece, which is really more of that payroll and benefits. And compliance can span through all of that, but it will definitely hit the organization at different levels throughout the life cycle.

Jay Rammes:

People talk about ... So we've talked a little bit about fractional. And help the client or someone that's considering these services better understand the difference between what that support services or fractional services are versus a consultant and a consulting project.

Amy Hehman:

That's a great question.

So consulting typically is external. It's more external. It is more high level and it's more project driven. So they may come in, and for example, a organization may say, "We're looking to redesign our compensation structure or a compensation plan." And they're very focused on that particular deliverable. They could come and go, a little bit more so common for an organization.

When we think about fractional services and what we are offering at Barnes Dennig, it is a partnership with leadership within the organization where we become embedded in that culture of the organization. We design our services based on what that client needs. We meet them there and then we scale with them. We can dial it up, we can dial it down, but we become very embedded in their culture. And so we're part of their team. It's ongoing.



Now, if a client said, "Hey, we want you to come in and design our talent acquisition strategy or design a leadership program." Absolutely. That might be a one and done, but it is a one and done that we can do, and we're even more positioned to do it because we know the culture.

Jay Rammes:

We can actually be your resource, internally embedded in the organization, or we can augment or supplement the talent that you currently have. You don't always have the right people at the right time. So that's the difference between the fractional and the project base.

There's clearly value to have their own HR person in house. But what I've always felt is equally valuable is, you in your travels, you're not working with one client or one industry. Because of the firm and the advisory firm that we have, you see a lot of different companies and the way a lot of different people do things and you can bring that broad-based experience to their situation.

Amy Hehman:

You can really. And a lot of people will say, "Well, what's the perfect client or what does the perfect client look like?"

And the perfect client is who has the need to have added HR support. It's almost like it doesn't necessarily matter the size. I find that fractionals for Barnes Dennig is probably going to be in that 100 or under, in terms of just headcount, if you're thinking that way.

But it's not necessarily always about the numbers when you're in the HR space, because if you had a client that was at 300, for example, but they didn't have a succession plan in place. Or maybe they needed someone to come in at a higher level and take a look at their organization and say, "You could better allocate work. And in doing so, you might need a different level of talent in order to produce better business results specific to the HR function," that then you're going to see a different ROI on that.

Jay Rammes:

I think a lot of people think of HR as a big headache at times.

Amy Hehman:

Sometimes it is.

Jay Rammes:

Yeah, I know. And they don't connect it to the growth of the business.

There's a difference in best-in-class companies that look at HR as a necessary evil to those that look at it as an investment to maximize business growth. That there's a direct connection between a robust HR strategy and their growth and success.

So can you tell everyone a little bit about how effective HR strategies really drive business growth?



Amy Hehman:

So, okay. Again, great question.

If you have a great HR plan in place and you're thinking about how you're going to attract your people, how you're going to develop your people, and how you're going to retain your people. That is all going to show up in your business results as well as your ROI.

And again, you just think about, do you have the right people in place? Do you have constant turnover as a company that you're dealing with? What does your time to hire look like? If you don't have a high level of retention, then you obviously are going to have a high level of turnover. And along with that, you're going to be so focused in on replacing the people in order to run the business that you're not focusing on how to push the business forward.

And so I think that there are a lot of different metrics that HR contributes to that would have an impact on the business, whether it's the cost of their hire, whether it's time to hire or time to fill, quite frankly.

And I think about engagement as well. And engagement's a really big one because if you don't have the right people in the right processes or the right initiatives and leadership involved with an organization? You've got a whole host of issues really that you're dealing with that will affect morale.

And we all know what happens there is that our attention turns in on what's going on within the people of the organization, that we're not really focused in on the business growth and how to advance the people within the organization.

Jay Rammes:

That's great because again, everything you said there, it's deep in strategy and engagement. And I think a lot of times people think of HR as checking boxes and forms, and do we have the right documentation? And all that's important, no question. But in this day and age when it's really ... And I don't think I have a client that says, "I've got too many people." They all say, "I don't have enough people." And the way to at least find that battle is to do everything you can to develop, engage, and give them the environment to thrive.

Amy Hehman:

Yeah, absolutely. Well, and you have to look at it as well from ... I think one of the things HR does really well is we help managers be successful. And part of that might be through learning and development platforms or training or even coaching.

And from a fractional HR, what we do here at Barnes Dennig is we will coach at the highest level. Situational, but in my short time here, I've been coaching presidents and coaching executives, high level executives in the C-suite.

Again, just on what that approach could be to help either one mitigate risk or to get the most out of their conversations with individuals. And really, even to just take a different look, start looking at things from a different lens. Which is, if you can create a group of managers and your own leadership team within an organization where their number one job every single day is to create an environment



conducive to success? Then you've just basically started to develop this idea of a manager first approach and you've given them a lot of resources to be able to elevate their teams and their people with accountability.

Jay Rammes:

So help the viewer ... What is the triggering point or how do they find you? Or what's the process to engage in fractional or HR support services?

Amy Hehman:

So in terms of reaching out to us, of course, you can do so on-

Jay Rammes:

The numbers at the bottom of your screen.

Amy Hehman:

... The number is at the bottom of the screen. That's right.

But our website, website's a great way or they can always reach out to us here direct through our marketing team, our marketing channels. LinkedIn, of course. But the way that they would actually get started with us is just really, truly a conversation. If they say, "I might have a need or I think I might have a need." If they don't know for sure or they don't know exactly what the need is, that's okay. It starts based on a conversation.

So what are the most critical items for them? Or what's important for them? And then having a discussion, just a simple conversation. And then from there, we would identify maybe two to three things that they wanted to focus in on. Have myself come on site, typically for two to three hours, and really review or better understand what those challenges look like and what the goals are of the business.

And then from there, it's about us putting together a resource plan of what that could look like. And a resource plan is not just a one-time thing. We can dial things up, dial it down, but again, it's a flexible model. Managed services, fractional HR, is a flexible model. It's what the client needs, when they need it. How much or how little.

And just because you start in one place, doesn't mean that that's where you're going to end up. Our job is to really make sure that the client is operating as efficiently as what they possibly can, that they're compliant, and that they have all of the resources at their fingertips for themselves as a business and their people to be successful.

Jay Rammes:

All right, Amy. Sounds wonderful.

One of our goals at Barnes Dennig is to help make our clients' lives easier.



Amy Hehman:

Yes.

Jay Rammes:

And I can think of no other area that we can make our clients' lives easier than in the HR space. So great to have you on board.

Amy Hehman:

Thank you.

Jay Rammes:

Excited to see what the future holds for us.

Amy Hehman:

Thank you, Jay. Thank you.