

The Business Impact of Better HR | Transcript

Jay Rammes & Amy Hehman

Jay Rammes:

So Amy, we're both, shall I say, seasoned professionals?

Amy Hehman:

Seasoned.

Jay Rammes:

We've seen a lot in our careers.

Amy Hehman:

Yes. Yes.

Jay Rammes:

So maybe tell us a little bit about a value add, a client experience that you're like, "Okay, this is a client success story where we can have an impact." An example.

Amy Hehman:

I think the one that comes to mind is really, it was a situation where the client truly just did not know that they were going to be in that scenario. And we were able to, within two to three days after having the conversation, they no longer had their HR professional. This was a seasoned professional in that they had been there for many, many years. And now all of a sudden it's like, "Who's going to do payroll? Who's going to do benefits? Et cetera." And so really took that opportunity to step in and become their interim team. And so from that, we were able to provide very high-level support as well as day-to-day support. So from this perspective, Jay, we are providing them with strategic, operational, as well as administrative.

And why this is a success is because while we were there, we realized that there was a lack of system optimization and workflow processes. And so what was happening is that everything then becomes very disjointed. When everything is very disjointed in human resources, not only does it create additional work causing, again, the need for more hands in that cookie jar, if you will, but it also causes a potential increased error rate. So one of the things that we really have done for this client is we've taken a look and said, "Okay, have they optimized their spend?" Again, are they getting that ROI in this case? And so a success for them has really been about not only system optimization, more streamlined workflow processes, but it's also about, we took the opportunity to really do some training and coaching and

helping the client identify what type of HR talent they need so that this optimization that we're doing continues in the future.

Jay Rammes:

You can't overstate that enough. A lot of times people, "Hey, Sally quit," or whatever, "I need to fill Sally's spot and Sally has been here for 25 years." And there's a luxury to that. You feel comfortable, it's all getting done, but it's the fresh set of eyes that you're filling the need. You're replacing Sally, but you're also giving a fresh perspective about all the other things from all the other clients you've worked with and your experience, "Wow, you can do all these other things too." And so there's just layers of value that can be unexpected.

Amy Hehman:

Absolutely. Another one as well.

Jay Rammes:

Yeah, please.

Amy Hehman:

I mean, let's talk about the numbers on a few of these, but really high turnover at a client site, a separate client, really high turnover, but it was in a very specific area of the business and it was at a critical part of their business. And this turnover was such that it was having just a byproduct of other items within the business space. Poor morale, for example, a lot of time with talent acquisition and trying to replace the need. Operations in the business were disjointed once again. And so what we did is we suggested, "Hey, have you spent time actually talking to your associates or your employees? Have you focused in on them and really understood why there is so much turnover?"

Jay Rammes:

What's the source of the problem?

Amy Hehman:

Exactly. We can always say money, but money is a short-term motivator, I found. And so there's other things that are going on. And with this employee... It's called employee listening. It's a variety of things. It could be a survey, but it also can go a step further. And we essentially fostered focus groups. These were things that we hosted. We fostered focus groups... Say that a couple of times... And came up with recommendations for improvement for the client.

Jay Rammes:

Fantastic.

Amy Hehman:

And one of the things that came out of that was career pathing. So it was the personal and professional growth that was lacking along with management training that was needed in those particular areas. So after all of these initiatives were put in place, Jay, we essentially saw the turnover reduced by half.

Jay Rammes:

That's fantastic. And that's probably another reason to consider using an outside consultant advisor like yourself, is that you have an independence to the problem. There's an anonymity possibly to the surveying or the listening and the questions, so people may be more free to open up about what their concerns are and then be able to deliver the right solution to ownership. So that's great.

Amy Hehman:

Absolutely.

Jay Rammes:

Fantastic.

Amy Hehman:

We're a very neutral party there, like Switzerland, if you will. We're neutral, but at the same time, we're not going to entertain things that the client would not be willing to change. And I think sometimes you can have clients that would say, "Oh, I don't know if we want to survey the people because I know everything-

Jay Rammes:

[inaudible 00:05:32].

Amy Hehman:

... that we're going to get is negative." But that's not always the case. If the questions are asked poignantly and they're asked in the right way, I think that it can really make a tremendous impact. And in this case it didn't. We saw the benefit of that, as did the client.

Jay Rammes:

And that's the real key to this whole thing is, you're right, a lot of these HR things can be uncomfortable, difficult to manage, but you can't put your head in the sand. But knowing, as we talked earlier, that there's a direct correlation to ROI, growth, retention, all of those things that are so critical, those are the clients we want to work with.

Amy Hehman:

Absolutely.

Jay Rammes:

And they know it may be a heavy lift, but it's rewarding, it's worthwhile, and it has the ROI at the end of the engagement.

Amy Hehman:

Absolutely. And we just want to help. We want to support. We want to meet, again, we want to meet the client where-

Jay Rammes:

Make their lives easier.

Amy Hehman:

We want to make their lives easier. We want to be a partner. I mean, that's really what it's all about is we want to partner, we want to help, we want to provide the value.

Jay Rammes:

Well, I'm glad you're partnering with us now.

Amy Hehman:

Well, thank you. I'm glad to be partnering.

Jay Rammes:

Great. Thank you.

Amy Hehman:

Thank you.