



Harry Franzheim—an HR/OD Practitioner for over 30 years—has published this newsletter to bring you careful insight into reducing costs and unlocking employee potential.

AT ISSUE

A goal for any profitable company is to have a productive and talented workforce. But a defensive-only HR strategy runs counter to this intent. A more balanced (offensive) HR approach is needed.

Less Defense, More Offense



HR Fact:

When HR professionals were asked about the worth of various academic courses toward a “successful career in HR,” 83% said that classes in interpersonal communications skills had “extremely high value.” Employment law and business ethics followed, at 71% and 66%, respectively. Where was change management? At 35%. Strategic management? 32%. Finance? Um, that was just 2%.

Excerpt from Fast Company article—“Why We Hate HR”

Frankly, after all of my years in HR I am not known for taking a “balanced approach.” Indeed, my approach to the field of Human Resources is renowned for its “offensive” rather than its “defensive” strategy. While many HR professionals take pride in telling their managers what they can’t do, I tell them what they can do and how to do it. Because of my background in organized development, systems thinking, and team dynamics, my years in HR have been all about the design of the HR system and the training of leaders and employees to flourish within the system. This offensive approach focuses more on:

- Pay systems that support the organization’s aim.
- Minimum critical specs and guidelines rather than policy books.
- Feedback systems that promote learning and development rather than judgments and rankings.

The HR Defensive Mind-Set



The HR Offensive Mind-Set



- Work designs that lever teamwork, synergy, cooperation and innovation.
- Rapid sustained improvement via building a culture of trust and risk taking.
- Training and retraining on effective leadership skills and problem solving skills up and down the organization.
- Building talent pools and strategic bench strength to better prepare the organization for tomorrow.
- Using predictive analytics and science in the employment processes rather than gut and intuition.
- Data collection, data analysis, and a passion for process thinking and improvement.

To me, that is what HR professionals should be focused on. Instead of doing picnics, suggestion programs, lunches with the president, and documenting the crap out of everybody (or telling everybody that they need to be documenting the crap out of everybody), the HR professional, if they

want that seat at the table, needs to stop with the defensive approach and adopt a bit more of an offensive game plan.

But we cannot ignore the defensive game plan; after all, a good defense is necessary for a great offense. That is why we have made a bit of a pivot. Our clients certainly do need to have a defense in terms of managing the risks associated with doing business. But having only a defense is not enough.

So How Can the HR Professional Get Out From the Defensive Mind-Set?

The HR pro can get out of the defensive mind-set by spending less time on saying “no” and more time on saying “yes and here is how.” To do so, we recommend using a risk management system to manage all of the information needed to be audit-proof. Such a system will save the HR professional time, and with the extra time, attention can be given to building the offensive weaponry. The system described below is what New Era HR uses and it is what we offer our clients. In addition to having a risk management system, the next step to developing an offensive game plan is to focus on training and development of the workforce. HR can use the risk management system to find the high-lever topics to train on that will yield the greatest results in minimizing costs and liability. The path to a “seat at the table” is to provide business solutions. And using the risk management data is an excellent way to demonstrate value and improve business results.

The Components of the New Era HR Risk Management System

COI TRACK

Certificates of Insurance are required from your vendors, suppliers, and contractors. Not tracking and monitoring the levels and the expiration of the certificates can expose your organization to untold liabilities. This program tracks, alerts, and notifies you and your vendors, suppliers, and contractors if they are not in compliance with

your requirements.

JOB DESCRIPTION TRACK

Job descriptions are one of the first pillars needed to build an effective organization. JDs can aid you in the hiring process and avoid costly mistakes in the selection process and exposing the organization to negligent practices, ADA claims, cost of turnover, or worse—hiring the wrong person for the job. This program allows you to easily build, modify, store, and share JDs across the organization and it is a powerful tool for accommodating injured workers or other employees who request modified duties. You can simply carve out aspects of the job, create a job analysis, and request medical authorization to effectively and quickly return an employee to duty, reducing your time loss costs.

INCIDENT TRACK

Spotting trends in on-the-job injuries and property damage is critical to an effective safety and health program. Keeping track of incidents is required by law and failure to comply can be embarrassing and expensive. More importantly, if you are not keeping track, there is no way you can search for the root cause and eliminate hazards within the workplace. This tool will automatically populate the OSHA 300, 301, 300a logs and produce graphs and charts needed for management decision making and HR policy development.

TRAINING TRACK

Training and education of the workforce is one way to correct the unsafe actions of employees that lead to costly workers’ compensation claims and time loss costs. With Training Track and the Incident Track combined, we can easily spot trends and proactively train employees within a work area to the potential hazards before anyone else gets injured. After all, the only good thing that can come out of an on-the-job injury is the information to prevent the next one. Training Track also includes hundreds of predesigned PowerPoint and online

training programs to help you and your organization comply with required training of employees and supervisors. This program will allow you to schedule, notify, and track attendance in employee training. You can become audit-proof with this tool and at the same time improve the performance of your employees and leaders.

BEHAVIOR-BASED SAFETY TRACK

With the help of BBS Track you can quickly build and create job hazard analyses and use them to audit the worker and the work process for compliance to safety and quality standards. In our experience, there is no faster way of building a culture of safety! Furthermore, JHAs are required by OSHA for compliance for personal protective equipment, confined space, trenching and shoring, lockout, and fall protection.

SAFETY DATA SHEET TRACK

The law requires employers to identify and evaluate all chemicals in the workplace, and all employees have the right to know what it is they are working around and the health hazards associated with them. The information must be complete, accurate, and available to all employees. The standard of what these forms must look like has changed to meet an international requirement. To be in compliance, employers must meet these standards. SDS Track can help you easily navigate through this maze of regulations.

New Era HR Solutions has partnered with Succeed Management Systems and we are proud to offer many of these services without charge to our top-tier staffing and training clients. Our goal is to help you develop an offensive and a defensive HR strategy and to do so in a way that easily frees up time, resources, and money. Together we can improve your organization’s ability to compete effectively. With this addition to our services, we are in an even better position to partner with you to help develop that “balanced approach” to HR. [ne](#)



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New Era HR Solutions is a locally owned, privately held staffing and HR consulting company with the mission of creating sustainable employment opportunities for our employees by improving the business performance of our clients.

New Era HR can help you find, harness, and sustain the talent you need to grow your business. We offer training and development services and on-site coaching for leaders at all levels of the organization.

For more information about New Era, go to our Web page www.NewEraHRsolutions.com and click on our blog to learn even more.

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