



## Emerging Issues: Attraction, Recruitment and Retention July 2008

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### Summertime—and the planning is easy

You're running a business. You don't have time to relax, let alone think. After dealing with payroll, paying the bills and seeking new business, who has any time for business planning?

You do. In fact, you **must**. Your business will not be as successful if you don't set concrete goals for the future. So spend a couple of hours during the hot season to figure out where you want your company to go and how to get there. The time spent will yield a great return on investment.

Here are two easy planning steps:

1. Create a strategic plan, communicate it, live it and execute it – with the full involvement of all staff.

Your HR plan is just one part of an overall strategic plan.

For a no-cost introduction to strategic planning, you can find a good, basic online resource at:

[www.bdc.ca/en/my\\_project/Projects/growth/strategic\\_planning.htm](http://www.bdc.ca/en/my_project/Projects/growth/strategic_planning.htm)

2. Basic human resources (HR) planning is good for your bottom line, no matter what your company's size.

You might not be able to afford an HR department. Many employers can't. If you are one of those, your strategic plan must include basic human resources planning.

A basic HR plan should cover the following topics: salary benchmarking; exit interviews and staffing; recruitment, hiring and retention; and, training and recognition plans and programs. Any plan should also measure the success and efficiency of all your HR programs.

An HR plan need not be complicated or difficult. A 2006 recent Cornell University study found that small organizations create 22 per cent sales growth, 23 per cent higher profits and a 66 per cent drop in turnover when they implement three very simple HR strategies at the same time:

- 1) Organization-fit. Go beyond job-fit in hiring. Hire employees that can both do the job and fit into your organization's culture at the same time.
- 2) Family-like atmosphere. Create an environment that provides employees with more than just money. Find ways to foster friendships at work and make employees feel that they are part of a family.
- 3) Self-management. Give employees clear expectations – and feedback on when they are, and are not, meeting them. After you do that, leave them alone to do their jobs. Involve employees in decisions that affect them, too.

You can also find good basic advice on general HR planning at: [www.hrmanagement.gc.ca](http://www.hrmanagement.gc.ca)

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