
Aligning Your HR Strategy to your Business Strategy





Fáilte Ireland

National Tourism Development Authority



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2020 & Where we are now?

2020
A Turbulent Year

...but what do we
know now that we
didn't know then?





**2021 Taking
control of our
Flightpath!**

Joined today by HR Expert **Caroline McEnery**

Professional Profile

- Owner/Director of the HR Suite (established in 2009)
- HR and Employment Law Expert and a former member of the Low Pay Commission
- Adjudication officer in the Work Place Relations Commission

Qualifications

- Holds a Masters Degree in Human Resources from University of Limerick
- Is CIPD accredited
- Is a trained mediator

Experience

Worked across various areas of HR for over 20 years in Kerry Group and in the retail and hospitality sector, where she was the Operations and HR Director of the Garvey Group



POLL 1

What do you consider to be the biggest HR challenges you are facing in 2021?

Today

- Business Strategy
- Your Big Ticket Items
- Internal Pillars - HR diagnostic
- Establishing Your People Strategy 2021



Business Strategy



- A powerful tool for helping you reach your business goals, defining the strategies & tactics you need to take within your company **to reflect the current and future business environment.**
- The business strategy also guides many of your organisational decisions, such as hiring new employees **and negotiating contract changes in line with future business direction/demand.**
- Creating a business strategy that's in line with the vision, **strategic direction and goals** you have for your business takes time and development.

Structure of your Business Strategy

There are six key components of a business strategy

Vision & Business
Objectives

Core
Values






SWOT Analysis

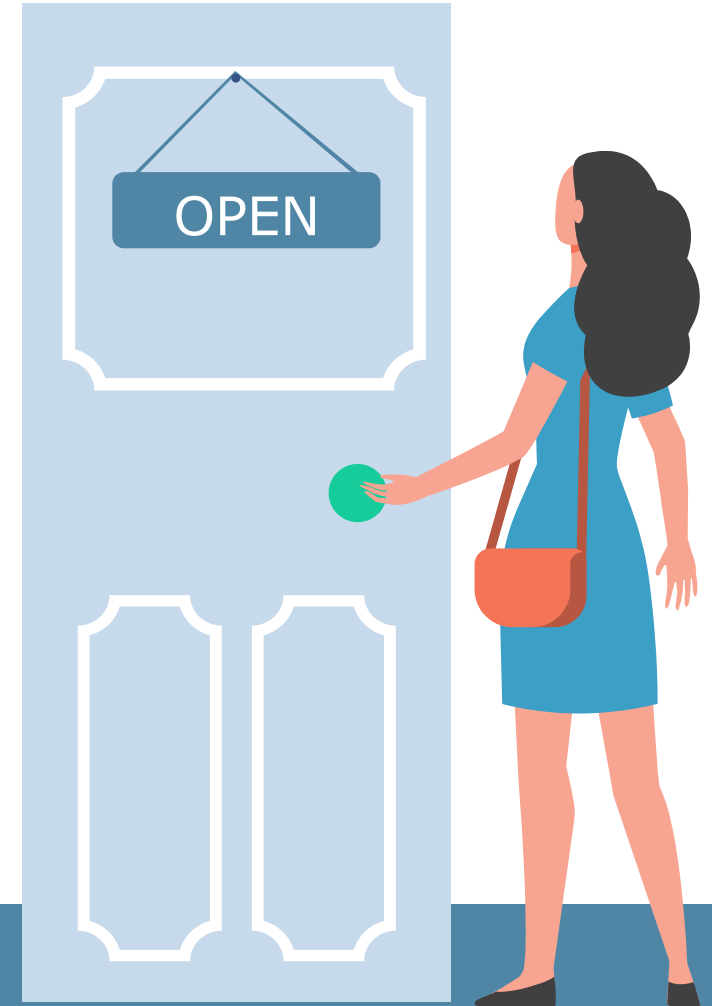
Tactics

Resource
Allocation Plan

Measurement

Reopening

-  When are you hoping to open (restrictions dependent)?
-  What is your **planned business model** going to look like?
-  What does each department's **operating model** look like?
-  What knock on impacts does it have for your people strategy?
-  After re-opening what else **needs to be considered** as part of your business strategy?



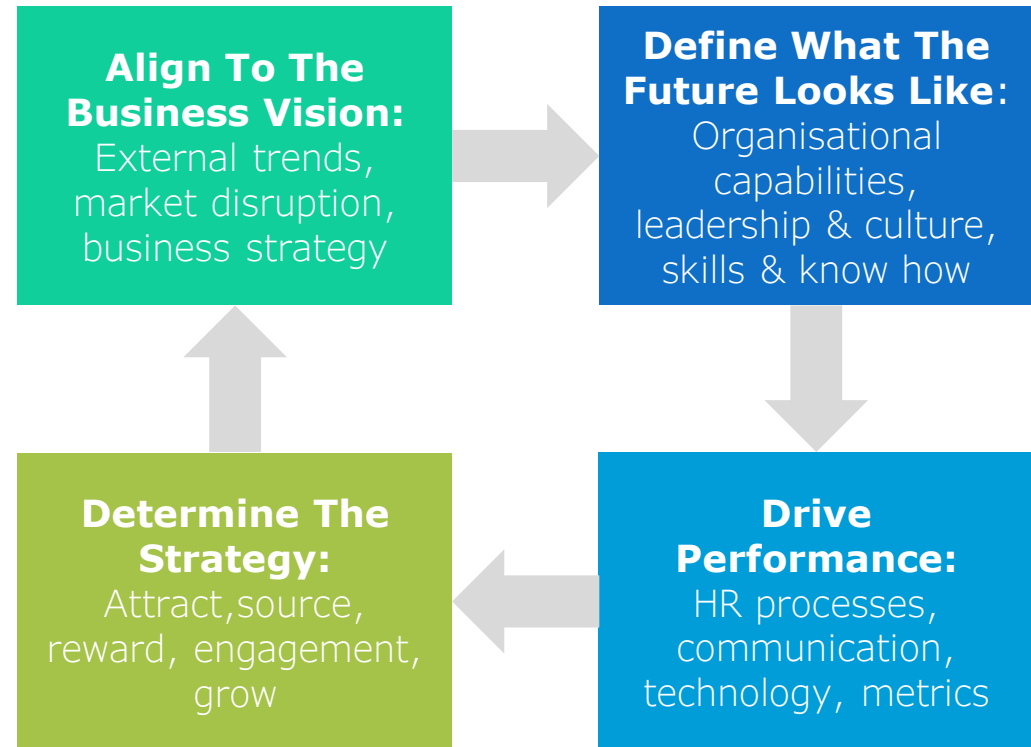
Examples



- Cross-sell more Products/services/spa usage /dinner
- Most Innovative Product/Service
- Grow Sales From New Services/Experiences
- Improve Customer Service and drive new culture and capabilities in upselling
- Expanding your offering to A Younger/Older Market/Family/Local Market
- Service Differentiation – what will this look like?
- Revised Pricing Strategies & Packaging
- Technology Improvements & a new digital sales plan/new team capabilities
- Improve Customer Retention
- Increased focus on Sustainability

People Strategy 2021/2022

- The People Strategy sets out the broad priorities for people management and development in your business for the coming year.
- It focuses on the key people challenges and is designed to ensure that current and future skill gaps are anticipated and addressed.



Your Big Ticket Items

*A project that is of great importance
to get done in 2021/2022*

Examples



- Reopening -Rehiring & onboarding laid off staff
- **HR policies**/matrix/legal compliance
- Supporting performance & management of same – including **improving staff morale**
- **New** Competency frameworks
- Supporting employee wellbeing
- Succession planning
- Supporting organisation growth
- Imbedding a value-led culture & brand through appropriate engagement initiatives.

HR Pillars – HR Strategy Priorities 2021

The HR Suite Guide



Risk & Compliance

- Contracts
- Staff Handbook
- Annual Leave Management
- Sick Leave Management
- Protected Leave Management
- Other Leave Management
- HR Matrix
- **Mandatory Compliance related Training**
- Protection Of Young Persons
- Disciplinary Management
- Grievance Management
- Return to Work COVID Safety Protocols & training





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"Most people, for most of the time, are starved of feedback & are left to operate on the basis of 'no news is good news'. This is worrying because feedback is an essential ingredient if performance is to be maintained - let alone improved"



**PETER
HONEY**

Performance Management & Development



Probation Management



Yearly Performance Management



On the Job Performance/Mentoring



Handling feedback



Succession Planning



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POLL 2

Have you completed a Training Needs Analysis for staff complement due to return to work?

Skills Gap Analysis - How To?

Skills gap analysis should be done at two levels – at an individual and at a team level.

- 1 Start with...Where are we now?
- 2 Research and consider future of work trends
- 3 Determine key skills needed for the future
- 4 Measure the current skills
- 5 Find out where the gaps are
- 6 Put your findings into action – build your recruitment plan

Training Gap Analysis



Skills gap analysis is a tool you can use to determine what gaps exist between employees' existing skills and those skills required by your organization to reach its current and future goals.



Strategic workforce planning



Get an overview of the entire business



Get ahead of your competition



Increase productivity



Optimizing your long-term recruitment strategy

Training Plan from Gap Analysis

Basics

- COVID Re-induction Training
- Manual Handling
- Responsible Service of Alcohol
- Health & safety at work
- Dignity & Respect
- Guest Care

Supervisory Management

- Managing Stress at Work
- Communication & Handling Feedback
- How to Monitor & Manage Performance
- Managing Absenteeism
- Conflict Management
- Time Management
- Self Development

Technical/Knowledge Upskilling e.g

- Finance Metrics for HOD's
- Google Analytics to support business decisions
- Menu Re-engineering & Food Costing for Chefs
- Digital Sales Planning and execution
- SEO
- Social Commerce Selling
- Total Revenue Management
- Upselling
- On the Job Trainer Skills

Moving Forward – Training & HR Planning

Provide internal training yourself

Your business associations IoTs, ETBs' and Fáilte Ireland can offer training skills workshops and seminars for your employees.

Consider developing employee mentorship programs to aid transfer of skills & knowledge

Have employees attend industry-specific events or online webinars to gain new, much needed skills.

Develop apprenticeship & internship programs to fill your talent pipeline (Reach out to local ETBs to assist you on this)

Put in place skills assessments to use in your recruitment process.

Hire contingent workers

Adapt your hiring process to take into account the potential skills gap

Moving Forward – Executing Recruitment Plan

Be clear on what you need

Scoping of new roles

Be cautious of part time/fulltime, etc.

Draft Role Profiles

Consider backfilling existing roles

Consider where will you recruit from – attraction strategy

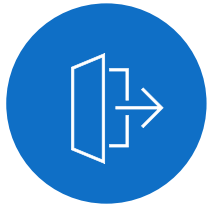
Application process

Screening

Interview

References

Change Management



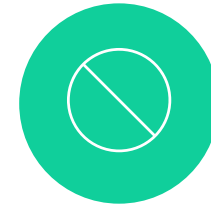
Lay Off



OPQ's



Pay Cut



Redundancy



Remote
Working



Resignation



Retirement



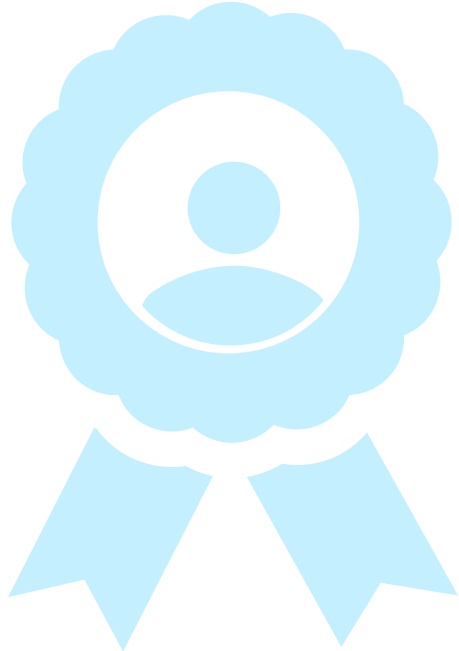
The Quad

Staff Retention Management - Strategy

- Concern of those leaving your business
- Concern of those leaving our industry
- What is your engagement & retention strategy
- Communication plan
- Training
- Engagement
- Wellbeing
- Plan to return



What is Employer Branding?



Employer branding describes an employer's reputation as a place to work, and their employee value proposition, as opposed to the more general corporate brand reputation and value proposition to customers.

Statistics



When making a decision on where to apply for a job, 84% of job seekers say the reputation of a company as an employer is important



9 out of 10 candidates would apply for a job when it's from an employer brand that's actively maintained



50% of candidates say they wouldn't work for a company with a bad reputation – even for a pay increase

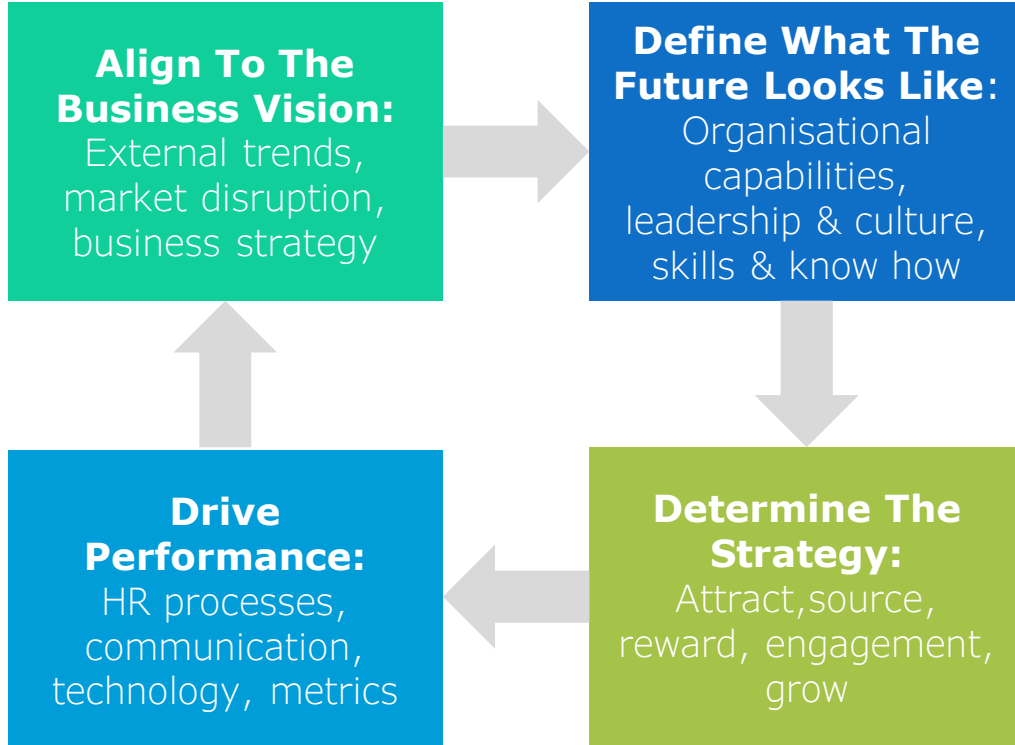


Employer Branding & Culture

- Staff Benefits
- **Staff supports e.g. EAP**
- **Career Progression opportunities**
- Bike to Work
- Brand Values
- Core Values
- Coronavirus – Wellbeing
- Death of Work Colleague
- Dignity & Respect at Work
- Educational Assistance
- Excellence Through People
- Great Places to Work
- Corporate
- Wellbeing Focus
- Responsibility Activities



Key Takeaways from today





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Q & A



“If you want to predict the future, you must lead the creation of the future”

Key Actions

- 1. Assess Department Structures and role requirements*
- 2. Complete Skills Audit & Training Needs Analysis*
- 3. Draft Recruitment & onboarding plan & make contact with skilled labour supply sources now*
- 4. Prepare staff communications plan and schedule regarding any Organisational Restructuring Needs*



*“The first step toward change
is awareness”*

Takeaway Exercise

*What 3 things will you action
on foot of today's session?*

