



# Using capital to buy, build, or partner

*How HR factors into the growth equation*

# Today's presenters

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# Objectives

By the end of this webinar, you'll be able to

- Understand a few of the most common challenges for a growing business
- Identify three HR strategies to address your growing HR needs
- Evaluate which strategy is best for your organization's unique needs

# People challenges for a growing business

1. Attracting top talent
2. Leading an inexperienced management team
3. Navigating employee performance issues
4. Managing employee leave requests
5. Leveraging data-based decision making

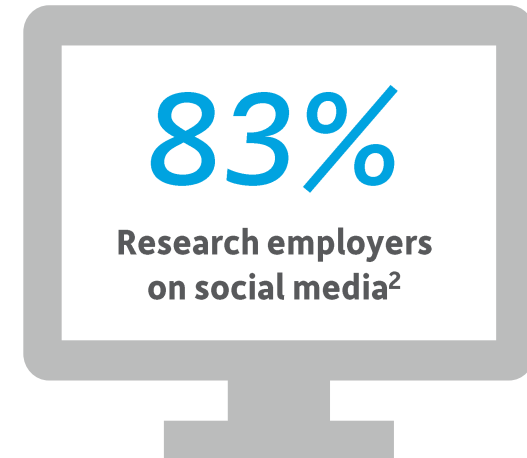
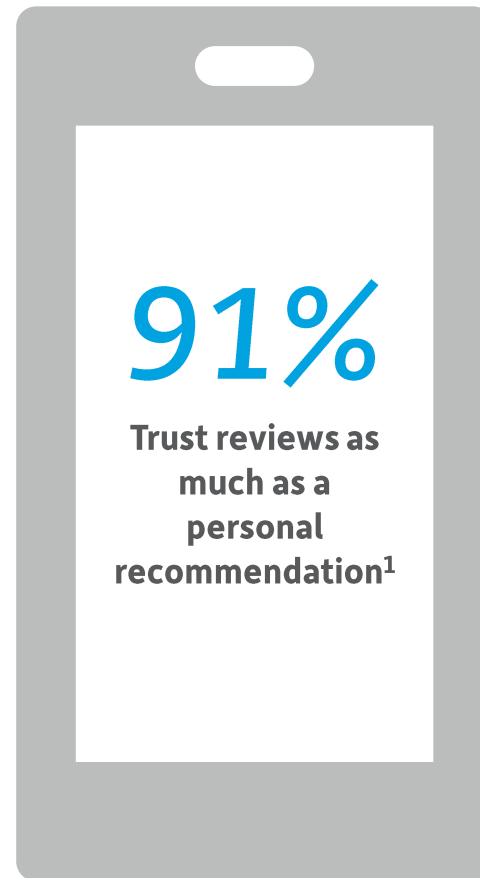


# Challenge One:

## Attracting top talent

# Paradigm shift to marketplace mindset

*There is an increased need to address the “career consumer”!!*



**Hire for fit and  
train for function**



# Tips for attracting talent

- Identify your own employer brand
- Design process to evaluate skills and abilities AND the overall fit
- Engage multiple stakeholders in your process
- Educate on the dos and don'ts & interviewing techniques
- Practices must be in support of employer brand





## Challenge Two:

Leading an inexperienced  
management team

# Tips for leading an inexperienced management team

- Never assume a common level of knowledge
- Evaluate knowledge and skill gaps for your leadership team
- Develop strategy to provide foundational education for new leaders (buy, build, or partner)
- Educate leaders on administering policies and procedures



## Challenge Three:

Navigating employee performance issues

# Understand your employer obligations



# Tips for managing employee issues

- Evaluate expertise and determine if you need support
- Create standard practices and policies
- Develop a progressive disciplinary practice
- Ensure that practices and policies are communicated to all employees
- Provide coaching and development for managers
- Know the legal requirements associated with employee performance issues, terminations, etc.





## Challenge Four:

Managing employee  
leave requests

# Tips for managing employee leaves

- Decide who will manage leaves – internal or external partner
- Identify leave that is legally required for your market(s)
- Evaluate what you are capable of supporting without creating undue hardship on the business
- Include all permitted leaves of absence in the employee handbook and documented practices
- Educate & communicate the workforce on practices



## Challenge Five:

Leveraging data-  
based decision  
making



# Potential questions to answer using data

- Are employees at risk for leaving at a certain point in their employment?
- Are there specific areas of the organization losing employees more than others?
- Do certain managers have higher rates of turnover than others?
- Are employees in certain departments performing higher than others?
- Why did we lose our high performers?
- How long do people stay in a single position?
- How many applicants do we have per posting?
- How many people are declining an offer?

# Tips for data-based decision making

- Informed decision-making makes the initial investment worthwhile
- Collect basic employee demographics as a foundation
- Start with what questions you want answered
- Collect all variables required to answer questions from the beginning
- Leadership must be committed to data-based decision making
- Create infrastructure to support using the data that is being collected



## Determining the right HR approach for your business



# FUNDAMENTAL DUTIES

IN-HOUSE HR DEPARTMENT



PAYROLL

BENEFIT ADMIN

NEW HIRES  
& ONBOARDING

EMPLOYEE  
ENGAGEMENT

SAFETY

EMPLOYEE  
RELATIONS

RECORD  
KEEPING

COMPLIANCE

# Items that help when scaling

- Organizational chart
- Job descriptions
- Employee handbook
- Standardized application & interview process
- Liability training courses (safety, harassment/discrimination prevention, etc.)
- Process for time off & leave requests
- Process for workers' compensation claims
- Employee relations procedures, policies, and practices



# In-house HR strategy



## PROS

Intimate knowledge of the company culture, mission & vision

Equipped to handle strategic approach to address growing issues

Can be nimble and adapt to company needs on short notice



## CONS

May not have full span of HR knowledge due to budget & staffing restrictions

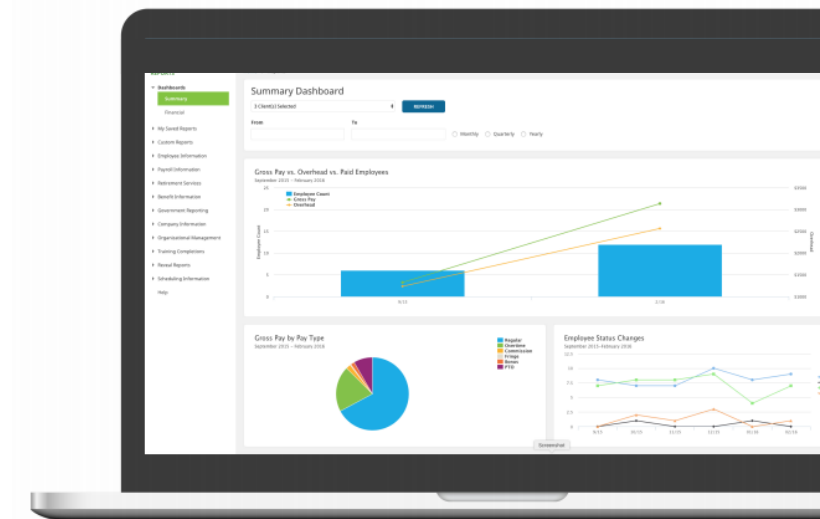
Medical and retirement will need to be negotiated internally

Difficulty staying current on all municipal, state, and federal employment regulations

High levels of employee growth can be difficult to manage

# Finding the right HR/tech solution

- Augment internal HR staff with a cost-effective HR tool and/or software
- HR tool(s) and/or software(s) can include the following services:
  - Payroll
  - Time & attendance
  - Benefits administration
  - Performance management
  - Onboarding
  - Training
  - Recruiting
  - Employee engagement





# The HR/technology strategy



## PROS

Can be cost-effective compared to labor costs for having same expertise in-house

Real-time access to employee data

Self-service models

Educational support



## CONS

Can be cost prohibitive if needing multiple platforms

Lack of integration between multiple platforms creates inefficiency and duplicate work for existing staff

Potential data loss if technology becomes obsolete

Employer still carries all employer-related risk

# Evaluating co-employment as a strategy

- Focus on lowering the cost of employee benefits, unemployment insurance, and HR administration
- Division of responsibilities typically includes the PEO becoming the employer of record for payroll tax purposes and the PEO processing the payroll and providing other HR-related services
- Control and oversight over employees is maintained as before with the guidance of the HR professionals on staff within the PEO

# PEOs can offer services, including:



# The PEO strategy



## PROS

Plug and play HR infrastructure that scales especially for onboarding high levels of employee growth

Employees may access cost-effective, comprehensive benefits

Reduce liability with shared risk model

Reduced administrative burden



## CONS

Lack of control over benefit plan design and insurance carrier selection

Heavy financial investment

Can be impacted by PEO's own internal deadlines which can impact cash flow

May not be cost-effective for all business sizes

# Key Takeaways

- Start with an employer brand to attract talent & address areas of misalignment between current practices
- Determine internal or external support required related to employee relations and employee leave
- Provide coaching & developmental support for inexperienced managers
- Determine the organizational appetite for data-based decision making and start with the end in mind

Understanding your unique business challenges is critical to determining the best HR strategy to address your needs!

Questions?



# Thank you for joining us!

For more information, or to speak with an Insperity® business performance consultant, visit [insperity.com/acg](https://insperity.com/acg) or email us at [alliance@insperity.com](mailto:alliance@insperity.com)