



BUSINESS & MANAGEMENT  
 DIANE M. GIBSON

## Case Study – Human Resources Design & Development

<b>THE CLIENT:</b>	A privately held service oriented company with 40 employees was experiencing high turnover, operating inconsistencies between locations and a lack of communication throughout the organization.
<b>THE CLIENT OBJECTIVE:</b>	<p>The objective was to develop a professional approach to business and groom the organization to sell within five years.</p> <ul style="list-style-type: none"> <li>• Develop internal business processes and systems</li> <li>• Develop a Human Resources strategy that supported multiple locations</li> <li>• Develop 'best practices' for continued growth of the company</li> </ul>
<b>THE CLIENT NEED:</b>	The company did not have a dedicated human resources department. The accounting manager was doing the best at all the HR functions; interviewing, hiring, firing, employee orientation, benefits, etc. but a lot was falling through the cracks. Employees brought on board had to fend for themselves. The company strategy to address human capital was hit and miss; no hiring strategy, no job descriptions, an old performance assessment, no definition of roles and responsibilities, no formal compensation structure, no career planning for employees, key staff had no concept of the impact any of the HR function.
<b>THE CLIENT BENEFIT: PROJECT PLANNING &amp; MANAGEMENT, TRAINING, OPERATIONS &amp; ADMINISTRATION, EMPLOYEE HANDBOOK</b>	DMG facilitated working sessions with the owner and key staff members to develop a company HR Strategy. Organizational goals and objectives were developed. A gap analysis was conducted to understand current staffing/organizational deficits. The desired outcome was to build a culture based on best practices, to align people in roles that utilize their skills for overall efficiency and effectiveness. Communicating the company strategy, goals and objectives and ensuring buy-in from staff was key. Working sessions on teambuilding, conflict management, leadership, professional development and training were conducted. Project timelines were established for the cultural transformation. Internal champions were identified and coached. Guidelines, policies and procedures were developed to support the change. With a functional Human Resources Department in place, managers now had myriad resources in place to help them develop and grow a cohesive, high-performing team that supported the organizational goals and objectives.

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