



# HR Specialist Summit

September 10-11 | 1:00-5:00 p.m. Eastern

## Transforming HR: Shifting Perceptions and Elevating Impact Hilary McClain



# Welcome – Ice Breaker

Take a few minutes to consider, what is it that you love most about your job in HR?  
As we go through this presentation, think about that what you love about your job shows up  
how you do your job day to day. Ask yourself, can people see that I love what I do?



# Agenda

- Welcome
- Stakeholder Point of View
- Organizational Alignment
- Values/Organizational Needs Based HR
- Build a Bridge with Stakeholders
- Are you a strategic partner?
- Conduct Your Own Masters Class

# What are people saying...

- 2005 Fast Company Magazine Article: “Why We Hate HR” by Keith Hammonds
- Facebook HR Community “I Hate It Here” with 32,000 HR Professional friends
- HR has a Poor Reputation
  - Perceived lack of objectivity
  - Prioritization of company interests over employee well-being
  - Perception of being bureaucratic
  - Overly focused on rules and procedures rather than address the real issues.

# Does this sound familiar?



<https://www.youtube.com/watch?v=Z0wdzRhmzgY&list=PLXsDz0TIYVBNSI5WI51Z64FfaHwn78BXp>

# Stakeholder Point of View

- Administrative burden
- Perceived as a cost center
- It's the manager's job
- Lack of responsiveness
- Lack of business acumen
- Out of touch with business needs

**What is the book about HR in your company?**

# Excalibur Case Study

## Setting the Stage

- Former US Secretary of Labor Alexis M. Herman was elected to the MGM Resort Board of Directors in 2002.
- 2005, MGM Resorts acquires Mandalay Resort Group.
- Vice President of HR (me) comes from MGM to takes over the HR department.
- Mandalay Resort Group's focus was compliance-based HR, whereas MGM Resorts viewed HR is a business partner.
- Manual HR processes and 32 typewriters in the department.
- Property vision: a “dormitory” to the Las Vegas strip- a cheap place to stay while guests go and play elsewhere.
- Elevating the vision to – “Keep ‘em in the Castle Spending Money”

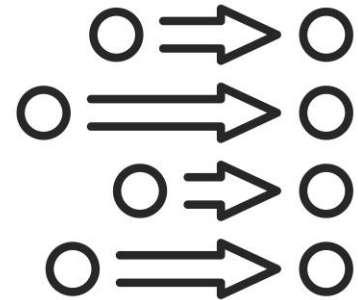


# Alignment

**Objective:** Align HR philosophy, policies and practices support the company's Mission, Vision, Values and business objectives.

- Partner with senior management on all employee initiatives.
- Identifying new technology and practices to streamline HR to meet the company needs.
- Outsource functions that make tactical sense.
- Eliminate functions, practices and procedures that have become obsolete.
- Work with managers and senior leaders to identify skills and competency gaps within the organization.
- Develop programs to fill the gaps.

Align





# Values/Organizational Needs Based HR

## **Hiring and Compensation**

Ensure practices avoid any appearance of favoritism or discrimination

## **Discipline and Separation**

Ensure discipline is progressive, fair, and consistent

## **Training and Development**

Training and development opportunities should be available to all eligible employees.

## **Performance Evaluations**

User friendly process and tools

## **Employee Privacy**

Conversations about compensation, leave, employee assistance and discipline need to be confidential and held in a professional manner.

## **Discrimination**

Having a culture of dignity and respect is always essential.

## **Favoritism and personal relationships**

Hiring family and friends runs the risk of perceived favoritism and/or special treatment.

# Build the Bridge with Stakeholders

- Do the basics well
- Eliminate HR practices that don't align or add value
- Develop relationships throughout the organization
- Develop and coach competent managers to execute HR practices
- Use the stakeholder language
- Be flexible, find a way to say yes
- Don't subscribe to HR flavor of the month, execute on value added support and services based on real organizational needs

# Are you a strategic partner?

- ☐ Are you familiar with your organization's business plan?
- ☐ Are you meeting or exceeding your projected financial goals?
- ☐ Are you involved in understanding overall company financial performance?
- ☐ How do your HR costs compare to the HR costs of competitors?
- ☐ What percentage does labor comprise of in your organization?
- ☐ Is the company meeting its performance goals?
- ☐ Does the company use up to date technology and software solutions?
- ☐ Does the operation have established productivity standards and goals?



# Conduct your own Masters Class

- Do some in-depth research about your organization, familiarize yourself with the full scope of products and services.
- Research competitors.
- Practice HRBWA
- Participate in on-boarding for key leaders.
- Get to know all managers and supervisors, not just how long they have been at the company but really get to know them, who they are.
- Participate in a "shadowing" experience in each area of the business
- Attend department meetings and special events
- Conduct management and supervisor focus groups

# Thank you!

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