



Bobbie Stone International, LLC

FROM THE DESK OF  
BOBBIE STONE...

To Our Friends and Colleagues,

Welcome to our *Summer 2010 edition*  
of  
BSI RECRUITING NEWS & VIEWS.

Human Resources is often thought of as a business which is constantly evolving. Keeping up with the times, so to speak, and being proactive often makes the difference between success and need for improvement. The guest author of our *fourth edition*, Ms. Gerry Falchick brings us into the loop as Human Resources professionals of some "every day" mindful thought provoking concepts in order to keep HR departments organized and fluid.

Since there have been many requests from our readers for HR related topics, our Fall edition will feature an article that will help close the loop with Meaningful Metrics, a Scorecard for HR.

We ask that you please share this newsletter with your team so that they may also access this information.

As always, we welcome comments and suggestions for Articles of Interest which can be forwarded to me via e-mail: [bstone@optonline.net](mailto:bstone@optonline.net).

Stay tuned, stay cool and enjoy the rest of the Summer!

Best wishes,  
*Bobbie Stone*  
Bobbie Stone  
President

# BSI Recruiting News & Views

AUGUST 2010 VOLUME 4

## The Business of HR

By Gerry Falchick

We are a society of change. If we look at the advances in technology, the ups and downs of the economy, and health care reform (just to name a few) over the last 10 years, we could easily have whiplash. Keeping up with these changes is an ongoing challenge and no easy feat for healthcare. Even hospitals, the usual stalwart in a tough economy are eliminating services and closing doors. We have experienced down and right sizing, reductions in force and just plain layoffs to survive. Providing the structure to make this happen should not be the significant contribution of HR.

Let's take a look at the new nomenclature. HR titles like *HR Business Partner* are commonly used. Employees are commonly referred to as *Human Capital* (more so outside health care). The handwriting has been on the wall and now it is deeply embedded.

A progressive HR aligns initiatives with the organizational business strategies.

Here are some signposts:

1. Workforce Planning- a minimum of 5 year strategic planning with senior executives, interpreting the business plan, identifying the key drivers of financial performance and turning it into a robust hr strategy.

2. Create meaningful job descriptions-make it about outcomes and results, competency based, inclusive of performance expectations, qualifications and skill sets that support the business strategies.
3. Hire top talent-don't settle. When making this determination, partner with the department directors and VPs not only to flesh out what are the success factors for the specific role responsibilities but how will the position and the candidate evolve and contribute over the next 3-5 years.
4. Performance Evaluations- provide a strong, consistent, competency based tool within a strong performance management system which emphasizes not only the organizational values but incorporates the business goals both in a macrocosm (organization) and microcosm (department) for every position. Provide a realistic, measureable, achievable and actionable appraisal of current performance.
5. Performance Management- should be ongoing (not just annually) and a shared responsibility between manager and employee to optimize performance.

(Continued on page 2)

(Continued from page 1)

- 6. Project Management-Ensure that all HR initiatives are championed by people who have the ability to lead and inspire. Breakdown silos; encourage participation from stakeholders, utilizing continuous performance improvement as a springboard for progress.
- 7. Career Development-maximize current performance while supporting potential for future performance.
- 8. Succession Planning-Capitalizes on career development to create choices for future selection.
- 9. Organizational Development-marry career development with succession planning.
- 10. Engagement/Climate/Opinion Surveys- should include the assessment of organizational communication, supervisor support and understanding of

performance expectations as it relates to business goals.

- 11. Conflict resolution- should be consistent, objective, fair, timely, effective and whenever possible related back to the business impact through direct observation and data.

The idea is to be a performance based, collaborative, accountable culture, and as such integrate and support the business strategies in all HR processes, close the loop, provide consistent communication of these alignments to all HR staff, partners and clients.

Sky rocketing costs and a more savvy and demanding consumer is forcing healthcare providers to be more vigilant, efficient, resourceful and accountable for their deliverables.

Healthcare organizations need managers and employees who are informed and engaged, able to work in harmony and unison towards these

all important organizational strategies which in the short and long hauls will serve to promote a more harmonious and stable workforce.

*Some source material was provided by Roadmap to Strategic HR, Ralph Christensen and Profiles in Performance, Howard Dresner.*

*Gerry Falchick is currently a Human Resources Strategist specializing in Employee Relations, Talent Acquisition and Training/Development. She is a sought after HR Consultant and Career Transition Coach providing practical HR solutions to achieving business objectives. With 20 years of distinguished HR management practice in healthcare profit and non-profit healthcare systems, Gerry now leverages this experience and perspective to provide success roadmaps to organizations and managers. Questions to Gerry can be directed to her through this publication.*



**Bobbie Stone International, LLC**

66 Witherspoon Street #314  
Princeton, New Jersey 08542

Phone: 866-750-1500

Fax: 866-760-1500

E-mail: [bstone@optonline.net](mailto:bstone@optonline.net)

**Summer Recruiting.....  
during the “dog days of August....**

There are 3 types of baseball players,  
Those who make it happen,  
Those who watch it happen and  
Those who simply wonder what happened.

T. Lasorda

When your foot is on 2 pedals at one time you can't move forward....but we, at Bobbie Stone International have the patience to keep plodding along so that success prevails to ensure the “right organizational fit”.

Contacting us is easy.  
Call us toll free at # 866-750-1500

Or, go to the  
“Contact Us” page  
of our website

[www.bobbiestoneexecutivesearch.com](http://www.bobbiestoneexecutivesearch.com)  
to find out how executive search can help you save time and money.



- Clients are in a “hurry up before Fall starts mode”. Scheduling candidate interviews is a challenge.
- Candidates are in a “relaxation mode”, often taking more than the allotted time to make decisions.