

John Readings Pty Ltd trading as Reads

# Human Resources Business Plan

2014 - 2015

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Example

### 1. About John Readings Pty Ltd.

John Readings Pty Ltd. an Australian retail company trading under the name Reads, is a general book selling business with 41 stores located in Australia.

Reads is planning on some major expansion goals within the next five years, which are summarised below:

*Expansion 1: Market expansion in Japan, China and India*

- Planning to open five stores in each of these locations,
- Possible expansion to South America, no decision has been made as yet but might happen in the next three to five years.

*Expansion 2: Globally expand the online market*

- Three project teams are currently implementing this expansion.

*Expansion 3: Take over expansion strategy*

- A strategy has been developed to take over businesses at “fire sale rates” should the right opportunity arise within the next 12 – 18 months,
- After this timeline should pass and no sales have been made, the strategy will be re-evaluated.

## 2. About the Human Resources Team at Reads

The human resources (HR) team will be working closely with the CEO, general manager and department managers, as well as the individual employees, to support the company through this crucial period of changes within the business.

The primary aim of the HR team is to develop and implement people organisational development strategies to facilitate a successful execution of Reads’ various business strategies.

The next one to two years will be very important to develop and implement strategies and procedures to support changes to the business and to ensure a successful and profitable company in the future.

The HR team will continue to foster strong employee relations through open discussions and transparent employee communication.

### 3. Human Resources Goals and Associated Actions

*Goal 1: Review current employees' skills to see if requirement for the future business model can be met.*

Clear career pathways will need to be created. These should assist in turning around declining employee morale and provide options for existing employees to expand their current skills set.

Actions:

- Create/update a current training matrix in association with department managers by March 2014,
- Review current position descriptions and map them against the new training matrix,
- Identify gaps and decide how and if they can be closed by existing employees,

- Provide a report to the CEO and GM how many employees could be “up skilled” – present time lines and associated costs by May 2014,
- If required, create training programs to close these gaps, work closely with department managers to develop these,
- Create clear career pathways which incorporate the new business module and communicate them to the workforce by June 2014.

*Goal 2: Create and implement policy and procedures to ensure processes are in place for redundancies, reemployment, resignations and retirement due to the restructure of the business in the coming months.*

Actions:

- Set up “working teams” within the HR team. Each team will need to review and assess the current used policies and procedures by February 2014,
- Each work group should create draft versions for improvements and implement changes,
- Draft policies and procedures to be presented to the wider HR team by April 2014,
- Act on feedback, finalise the policies and procedures and implement them within the business by May 2014.

*Goal 3: Recruit, select, onboard and train new employees who will have the required skills (mainly in procurement and logistics management) to ensure the success of the new business model.*

Actions:

- Create new position descriptions. Where necessary, working closely with department managers to ensure required skills are reflected by February 2014,
- Once PD's have been finalised, implement them in future recruitment processes,
- Create and implement an on-boarding program using department managers to drive this process within their departments by April 2014,
- Set up training programs for new employees, using "buddy trainers" within the individual departments to support new employees by June 2014.

*Goal 4: Review the current performance management systems to guarantee new and existing employees are measured against clear goals and are rewarded accordingly. This will assist the business to be transparent and high performance is adequately and fairly reimbursed (rewarded).*

Actions:

- Conduct market research in order to determine what the average income is within the market for employees in the required positions,
- Create a working team, consisting of four HR members and a senior manager from each department to design the department specific performance measures by February 2014,

- HR members to create a “Code of Conduct” which incorporates professional behaviours by March 2014,
- Design and confirm payment structures that complement the career pathways by March 2014,
- Present draft versions to the executive team by April 2014,
- Once the performance management systems have been confirmed, it will be presented to the rest of the business and an “implementation date” will be confirmed,
- Prepare and upload supportive documents internally to be used for managers conducting performance reviews.

*Goal 5: Create and implement an employee work/life balance program which can be used as an incentive to attract and retain employees who support the corporate goal: to “attract and keep innovative, customer-focused employees”.*

Actions:

- Review previous employee surveys to get an overview of what is important to employees. Conduct further interviews with a selection of employees to gain further information if necessary,
- Conduct research within the Australian job market to see which different options of work/life balance programs are currently used,
- Create a project group of three to four members within the HR team who are developing a suitable program by March 2014,
- Present the draft program to a selection of employees and managers to receive feedback by April 2014,



- Evaluate feedback and make changes if necessary,
- Present the final version to the executive team by May 2014,
- Implement the employee work/life balance program to existing employees and inform new employees as part of induction by June 2014.

*Goal 6: Research and implement or update the current HRMIS to provide a flexible system that can be used by department managers and supervisors easily and which supports the major changes to the current business model and its workforce.*

Actions:

- Create an HR working group to research various HRMIS which are currently on the market or changes that can be implemented within the existing program by February 2014,
- Use a pilot group to test some of the new and updated features by March 2014,
- Review feedback and make necessary changes if required,
- Create work instructions and training materials for the HRMIS by April 2014,
- Train HR members and department managers on how to use the system by May 2014,
- Implement the HRMIS in the business by July 2014.

#### 4. The Implementation Process

The HR team will work with the CEO and general manager as well as department managers to make sure the new business strategy is communicated and understood by Reads' workforce.

Timelines will be established and working groups created by the end of February 2014, so the above goals can be successfully implemented.

It will be essential that working groups foster open communication and strong relationships and the HR team and the business work closely together.

Should it become apparent that certain goals cannot be achieved, it will be considered using external subject matter experts to assist the working groups if required.

## 5. Conclusion

In order for John Readings Pty Ltd. to remain a successful business, the first priority has to remain to provide outstanding customer service and to ensure every customer is satisfied. The CEO Damian Black, believes that together with well thought out strategies and objectives, the quality and performance of staff will be a key to the future success of Reads.