

How to Be a Virtual HR Director

PHRA Workshop

June 15, 2010

Session Purpose

- To provide an opportunity to network with other virtual HR professionals (or who are “virtual curious”)
- To identify the challenges, opportunities and keys to success in a virtual role

Participants

| Name | Company | Title |
|----------------------|----------------------------|------------------------------------|
| JoAnn Adams | Netronome Systems | Human Resources Manager |
| Gregory Brunnhuber | Greg Brunnhuber & Assoc | Principal |
| Joy Betler | Gateway Travel Management | HR Manager |
| Robyn Boor | DMI Companies | Director, Human Resources |
| Polly Capots | Service Link | |
| Mark Coy | Respironics | Director, Human Resources |
| Erin Keegan | ICH | HR Generalist |
| Theresa Krentz | Centers for Rehab Services | Human Resources Manager |
| Amber Lempke | Naval Reactors | Director, Civilian Programs |
| Janet Lahlou | Keane | HR Director, Global Human Capital |
| Jeff Mikula | New Dimensions in Learning | President |
| Pamela Nelson Minter | Pittsburgh Pirates | Director, Human Resources |
| Daniela Pfennig | Matthews International | |
| Dineen Runkey | Pittsburgh Pirates | Manager, Payroll & Benefits |
| Susan Sullivan | The Tomayko Group | Executive Director, Administration |
| Patricia Scheide | | HR Consultant |
| Judith Seibel | Tides Center | Associate Director, HR |
| Edward Szczypinski | Pressley Ridge | Director of Human Resources |
| Jacki Szymanski | Accenture | HR Rep |

Registered but Not Able to Attend

| Name | Company | Title |
|-------------------|------------------------------|----------------------------------|
| Christine Chapman | Highmark | Human Resources Consultant |
| Shannon Dougherty | Payroll Solutions | Manager of HR & Administration |
| Linda Klingman | | |
| Amylyn Kyler | Newton Consulting | Director, Recruiting & Placement |
| Gregory Lord | NETS POS | Support Specialist |
| Marlane Lord | County of Allegheny | Manager, Administrative Services |
| Debra Livolsi | DRB Associates | |
| Pamela Spencer | Electrolux International Co. | Human Resources Manager |
| Kerry Sund | Liberty Tire Recycling | Human Resource Coordinator |
| Hope Vaccaro | PNC Bank | Recruiting Manager |

The Best Things about Working Virtually

- Better work/life balance

How to Be a Virtual HR Director

- The hours are great
- Can work from the beach
- Forces you to develop consistency
 - Forces you to have good process
 - Employees learn to become more self sufficient
- Not have the distractions from the office
 - Allows you to focus if you need to
 - More productive
 - Flexibility/control interruptions
- Travel to new and different places
 - The variety, different companies, locations, and people
- Cost savings (i.e. Travel)

The Worst Things about Working Virtually

- Lack of ability to build connections
 - Making people feel included
 - Isolation/not be a “crazy cat lady”
 - Making a personal connection
 - People not feeling a part of a community
 - Not get the vibe of the culture
 - Lose direct touch
- Keeping Pace with communications
 - Communicating consistently
 - Get a common message to everyone
 - Communication barriers
- Difficulty developing a cohesive team
 - People not feeling a part of the team
 - Building relationships
 - Building teamwork virtually
 - Not always able to get the best feel for talent
 - Handling project teams virtually
- Coaching and mentoring from a distance
 - Training is always an issue
 - Handling different styles of different employees
 - Coaching and development challenges
 - Webinars stink – tough to do them well
 - Handling talent challenges around the world
- Across location variation/getting people on the same page
 - Managers doing their own thing
 - People acting independently of company policies

How to Be a Virtual HR Director

- Building corporate values/vision
- Keeping pace with technology
 - Limited use of technology by employees
- You are always working
 - Constant time drain of emails
- Doing compliance virtually
 - Open-enrollment challenges

Best Practices & Tools to Turn a Con into a Pro

- Using Technology to make a difference
 - Using Sharepoint
 - Offer enhanced training for employees to use technology
 - Videoconferencing helps build connections – eye contact, faces to names)
 - Smart Phones
 - PDAs
 - Remote Desktop Access
 - Instant messaging
 - Text Messaging
 - Virtual Recruitment (eg Second Life)
 - Home Screen for employees is a company bulletin board
 - Social Media - Linked in, Facebook
 - Group Calendars
- Building Better Connections
 - Have planned meetings together
 - First at corporate office and then rotate locations
 - Travel to them regularly
 - Planned and facilitated chit-chat time on webinars
 - Do introductions icebreakers to focus on the personal side
 - Allow time for personal interaction
 - Employee Directory online with pictures and profile
 - Putting Bios of employees in newsletter
 - Employee spotlight – draw attention to employee
 - Get team involved in planning and give them each responsibilities for deliverables
 - Build connections outside your company with others in similar roles
 - Develop and use an intranet site
 - Have target audience and target opportunities on their home page.
 - Make it part of policy/culture to check twice daily
 - Organize where people can find policies/handbooks, etc. and communications
 - Use podcasts, webcasts, etc. to unify people and train them

How to Be a Virtual HR Director

- Provide resources for them to use these tools
- Try to develop your listening/writing skills - talk more on the phone
- Identify internal champions and thought leaders in home office who are conscious of challenges working offsite and ensure you are kept in the loop – cultivate this
 - Develop relationships with people that you deal with – find out their personal “hooks”
- Teambuilding meeting with core staff and project people at least twice per year
- Set “rules” on communicating in a virtual world
 - Do you all need to be on the same playing field
 - Not every employee has access to email
 - There are a variety of ways to communicate and follow up with employees
- Target hiring, recruiting and onboarding tools to your audience
 - Identify what is essential for the job and your culture
- Set up Facebook for your company
- Skype or make effort to be in person – read body language
- **Ideas for Outstanding Communications**
 - Mix up communication methods (web conference, video conference and email)
 - Use a “4-blocker” to prepare for regular one on one meetings with your direct reports. Prep for your one on one’s consistently.
 - Accomplishments
 - Challenges
 - Next steps/what’s coming up
 - Personal development
 - Develop and use a Personal Engagement List