



# **Starting (Or Refining) Our Hr & People Systems: How The Heck Can We Do This?**

**Jeanne LeSage, CHRL, MBA  
Participant Workbook**

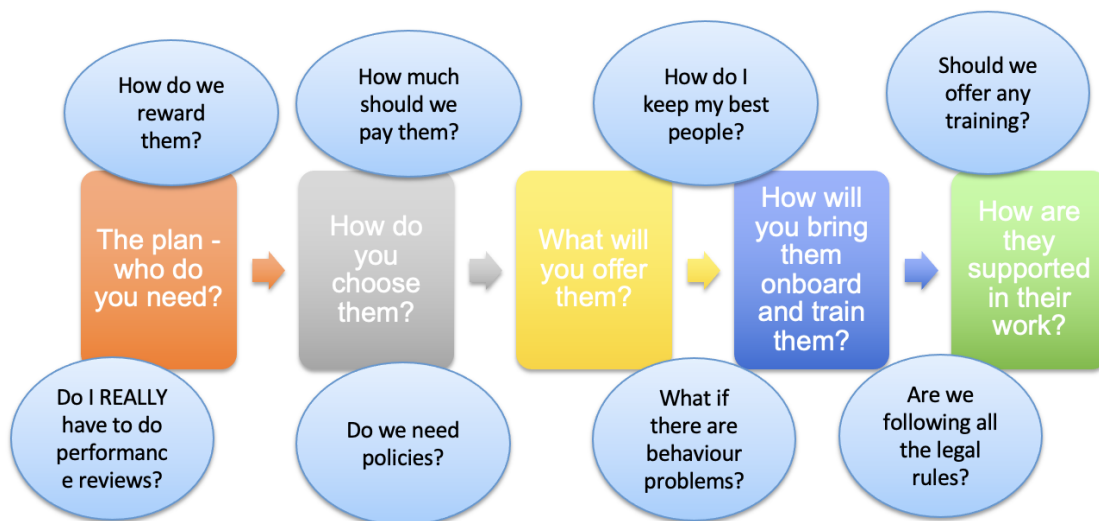
## Notes and Questions For Today's Session

*Please Note:* These sessions are INFORMATIONAL ONLY. You are advised to seek **legal or human resources expert advice** as required, as each organization has its own specific needs, opportunities and challenges. Many areas of compliance will be governed by YOUR organization's applicable local jurisdiction.

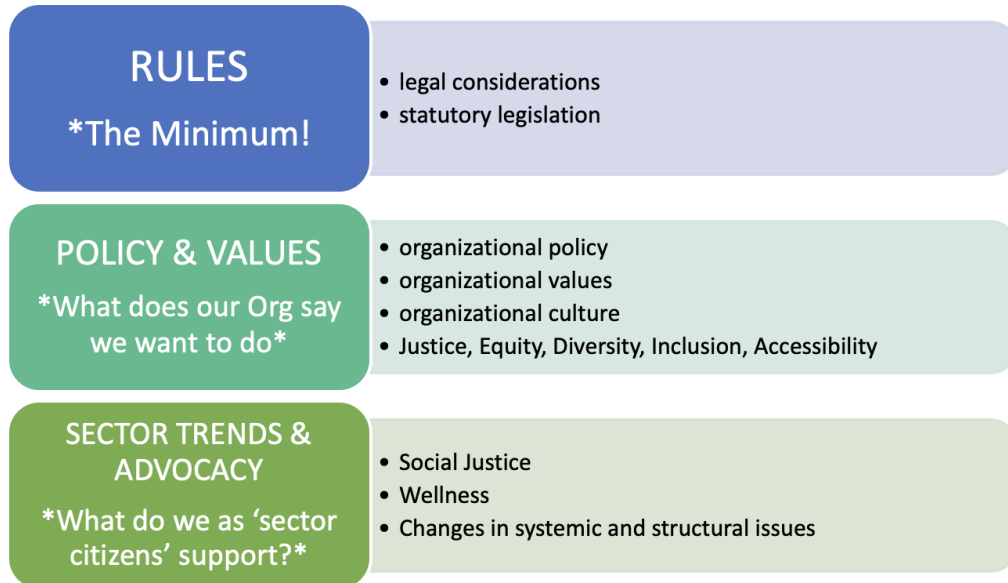
## The Big Picture - Organizational Context



## HR Cycle - PLUS



## Another Framework...



Break the components of HR Management into:

- The NEED TO KNOW
- The NICE TO KNOW

### THE NEED TO KNOW - The Compliance Environment

**\*\*\*Caveat: This is unique in each province/territory and jurisdiction, please seek out local resources for compliance needs.\*\*\***

- Employment Standards Legislation
  - i.e. Hours of Work, Leaves, Stat Days, Payroll Issues, Termination
- Contracts / Civil Law
- Human Rights and Discrimination Legislation
  - i.e. grounds for discrimination, sexual harassment, fair hiring process
- Health and Safety Legislation
  - Workman's Comp, Joint committees, safety standards, accident & incident processes
- Labour Relations / Union Legislation
- Privacy/ Freedom of Information / Record Keeping

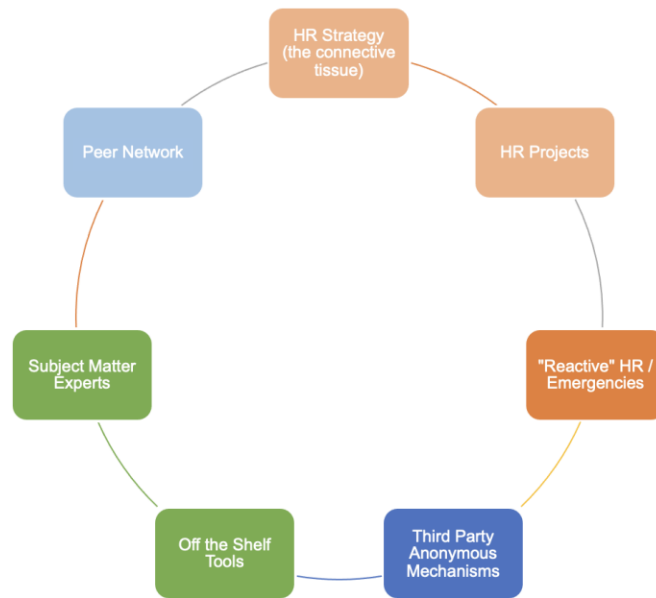
THE NICE TO KNOW - Extended HR – such as:

- HR Strategy & Planning
  - Succession Planning
  - Organizational Structure
  - Governance (your Board – PLUS MORE)
  - Change Management – current and future staffing needs – major changes
- Specific “projects”
  - Recruitment and selection
  - Compensation and benefits
  - Training and development
  - Performance and career management
  - Equity, Diversity, Inclusion and Justice
- Employee Relations
  - Organizational Culture
  - Labour Relations (unions)
  - Employee engagement / retention
  - Conflict Resolution (at all levels)

Some Key Questions – What’s the right HR resource for you?

- ▶ Do you need In-House HR? Or external expertise?
- ▶ If it’s In-House – is it Full Time? (often NOT), is it an existing employee?
- ▶ Is the Resource embedded In the office and “Employee Facing”?
- ▶ OR Is it just for strategic work and coaching with leadership team? Or doing transactional HR work?
- ▶ Is it proactive (building programs and projects) or reactive (just dealing with issues as they arise, “employee relations”)
- ▶ Do you also look work together with peers to solve problems and innovate – SO
  - ▶ **Is it Resource sharing – basic problem solving, economies of scale, or**
  - ▶ **Partnering and Innovating – peer support, innovation on COMPLEX issues**

## What Could HR Look Like?



### And WHO exactly is the WHO of the WHO?

- ▶ Assigning HR “part time” to an existing staff person (NOT Payroll)
  - ▶ Provide training, tuition support to take HR courses.
- ▶ Hiring a Full Time HR Person
  - ▶ is it a senior strategist?
  - ▶ or a good mid level generalist that supports the leaders in implementing/researching, etc)
  - ▶ Do you hire somebody with experience in HR (and teach them about the arts), or vice versa?
- ▶ Board & Leadership HR Committee
- ▶ H&S model – Staff committee with half “Management” and half “Workers”
- ▶ “Fractional HR” – Front facing HR Service IN your org – 1-2 days a week
- ▶ HR consultants

QUESTIONS IN YOUR GROUP
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Assign a reporter to share back on behalf of your group

1. \*WHAT

- ▶ What are the key HR strategic areas your org NEEDS (recruitment, planning, training & development, etc)

2. \*WHO

- ▶ Who in the org needs to be a part of designing this, and who could be a part of implementing? (ED/AD/Board/Committee)

3. \*HOW

- ▶ Of the list of HR service ideas - or others - which (and it could be a combination) could work for your org

4. \*NOW

- ▶ What's a short term action the organization can do?

5. \*AND THEN

- ▶ What's longer term ideas/solutions?



Jeanne LeSage (she/her), CHRL, MBA

## LESAGEARTS MANAGEMENT

- ▶ Jeanne LeSage of LeSage Arts Management is a highly respected senior arts management professional with national and international experience in festivals and multidisciplinary performing arts with an MBA in Executive Management, and HR certification. She is a sought-after consultant, educator and conference speaker working across Canada with a unique specialization and expertise in Arts HR and organizational effectiveness.
- ▶ In its seven years of operations, LeSage Arts has worked with 80+ clients and projects nationally and internationally, with a focus on Human Resources, Board Development, Organizational Effectiveness, Strategy, Facilitation, Interim Management, and Leadership Searches
- ▶ Co-founder of LEAN Arts – a grass roots COVID response initiative that formed a network of pro bono advisers to work with arts organizations for the first six months of the pandemic. In addition to consulting work, Jeanne has held executive leadership positions at TIFF, Abu Dhabi Film Festival, Royal Opera House Muscat, Canadian Stage, and Soulpepper Theatre. Jeanne was also an International Arts Management Fellowship at the Kennedy Center for the Arts (Washington, DC)

### **Research and Writing**

- ▶ Future of Arts Work Project with Mass Culture
  - ▶ [Project Summary Report](#) and [Bibliography](#) (2021)
  - ▶ [Board Governance in the Arts: Emerging Ideas \(with Co-Author Shawn Newman PhD, Mass Culture 2021\)](#)
- ▶ LEAN Co-founder with Michèle Maheux and Celia Smith of the COVID response initiative [LEAN \(Leadership Emergency Arts Network\) Canada \(2020/2021\)](#).
  - ▶ Paper – Compilation of the LEAN initiatives process, statistics and feedback from participants
  - ▶ Deck – Abridged compilation
- ▶ [Reporting and Investigation Mechanisms for Workplace Harassment in the Arts \(Cultural Human Resources Council, 2019\)](#)
  - ▶ Report
- ▶ MBA Research Paper on [Performing Arts Leadership in Canada “Who’s Going to Lead Canada’s Performing Arts Organizations?” \(2017\)](#) .
  - ▶ Full Paper
  - ▶ Executive Summary and Survey Results
  - ▶ Sample Deck with Results