



SYMPOSIUM ***GRH*** ***2023***

November 17-18, 2023



Raymond Chabot Grant Thornton

L'instinct de la croissance^{MC}

The tango of internal communication:
When the HR department loses its rhythm

Fictional case - Management

Presented to RÉFAEC member universities

**All information in this case is fictitious and in no way associated with Raymond Chabot Grant Thornton.*

A Canadian leader in assurance, taxation, consulting and business turnaround and insolvency.

Raymond Chabot Grant Thornton is a professional services firm dedicated to the success of organizations and their leaders since 1948. The firm's professionals are committed to helping clients succeed through a deep understanding of what matters to them, their business and their industry. This in-depth knowledge, combined with the talent and passion of a team of professionals, helps drive growth.

A leader in Quebec and Canada in the fields of assurance, taxation, consulting, business turnaround and insolvency, Raymond Chabot Grant Thornton relies on a team of more than 2,800 professionals, including about 200 partners, in approximately 100 offices across Quebec and in the Ottawa and Edmundston regions.

Admired by Quebecers, according to Les Affaires, and recognized as one of Canada's top employers by Forbes, Raymond Chabot Grant Thornton is part of the Grant Thornton global organization. With a presence in more than 145 markets and a workforce of over 68,000 employees, they offer real knowledge, an innovative perspective and the agility needed to keep clients moving forward. Within the company, the human resources department plays an essential role in personnel management, from recruitment to ongoing training. Grant Thornton is an award-winning network that generates worldwide sales of US\$7.2 billion through its member firms, including Raymond Chabot Grant Thornton.

In Canada, Grant Thornton LLP and Raymond Chabot Grant Thornton employ over 5,600 professionals and more than 450 partners, driven by a common desire to excel and provide high-quality services. They offer your organization the best of both worlds: insight into important global issues and regional experience, and knowledge of your market.



CLAIRE values

Values are at the heart of Raymond Chabot's corporate culture. They reflect the way employees act. These values are evident in all areas of the company's activity, and define its relationships with colleagues, customers and the world around it. CLAIRE's values are the links in the chain of solidarity that binds it together.

Collaboration

- Forming a single, large team mobilized around a common vision. The company offers quality services with a view to sustainable prosperity.

Leadership

- Maintain leadership in the company's markets. The company demonstrates leadership by remaining focused on achieving a common goal.

Agility

- The ability to grasp, anticipate and adapt to the challenges of change. The company remains flexible, taking the right action at the right time, for the benefit of all.

Integrity

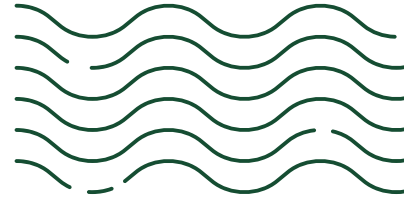
- Conducting business transparently. They walk the talk in everything they do, everywhere, all the time.

Respect

- Show deep consideration for the company's talents, customers and communities. The company recognizes the inestimable value of their contribution to its success.

Excellence

- Cultivating the skills and competencies required to meet everyone's expectations. The company achieves results in line with the highest quality standards.



A vast network

In addition to the many services offered by Raymond Chabot Grant Thornton, our firm also provides a wide range of specialized services through its divisions and affiliates.

Acolytes: Acolytes is the indispensable resource for accompanying business owners throughout the sale process in Québec. Acolytes professionals take complete charge of transactions, efficiently and effectively. Thanks to their recognized expertise, they ensure that businesses quickly realize their full value, in complete confidentiality.

Auray Capital: Auray Capital offers unrivalled expertise in residency and citizenship-by-investment programs, and works in collaboration with an international network of immigration consultants worldwide.

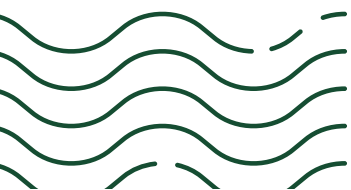
Catallaxy Consulting Inc (Catallaxy): With more than 15 experts based in Montreal and nearly 50 strategic partners around the world, Catallaxy supports companies and institutions in their blockchain transformation.

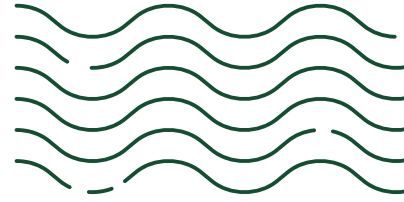
IMPO: IMPO is a fast and efficient online service available to all Quebec and Canadian taxpayers who are employees, retirees or students. It allows you to benefit from the expertise of Raymond Chabot Grant Thornton professionals without having to go anywhere and with the certainty that credits are maximized.

Operio Inc. company (Operio): Operiō is an online accounting consulting service for SMEs designed by Raymond Chabot Grant Thornton. It offers customized packages that include a variety of modular services, as well as personalized professional guidance. Operio enables companies to access their figures in real time, promote year-round growth and be well supported at all times.

Raymond Chabot Inc.: With 105 offices across Canada, Raymond Chabot's turnaround advisors and licensed insolvency trustees know that in difficult times, it's good to be able to count on professionals who are committed to helping find solutions.

Raymond Chabot Grant Thornton Consulting inc (RCGT Consulting): With extensive experience working with all levels of government across Canada, RCGT Consulting has a unique understanding of the issues involved in implementing a flexible, results-oriented approach with government clients.





Background and issues

Raymond Chabot Grant Thornton's Human Resources Department is currently facing a complex internal communication problem, a situation that requires in-depth analysis. This communication gap manifests itself in various facets, illustrating its scope and impact on the entire organization. The company's various directors and vice-presidents have already reported certain problems to Éric Dufour, partner and vice-president of management, and Linda Bossé, vice-president of the Board of Partners. After analyzing the numerous complaints from management members, these two vice-presidents came to the conclusion that there were four major problems within the human resources department.

Lack of clarity in HR policies

One of the most visible manifestations of this problem is the lack of clarity in HR policies and procedures. Employees regularly express their frustration at the opacity of these policies. Raymond Chabot Grant Thornton recently introduced a new benefits program for its employees, including health and welfare benefits. However, this program was introduced without clear communication or explicit documentation for employees. Employees were informed of the existence of the new program, but they were not given full details of the specific benefits covered, the steps to take to benefit from it, or the effective dates. As a result, some employees are confused about what is actually offered. In the absence of clear information, misunderstandings quickly spread. Some employees think certain benefits are included, while others are unsure what is covered.

Delays in processing requests

Another problematic aspect stems from significant delays in the processing of employee requests to the human resources department. A few months ago, the company introduced an online leave request process for its employees, with the aim of improving administrative efficiency and reducing paperwork. However, this change was accompanied by considerable delays in processing leave requests, which had an impact on both employees and personnel management. When an employee submits a leave request via the new online system, they expect a rapid response. However, requests remain unanswered for weeks or even months before being processed. Employees who have submitted leave requests do not know when their requests will be approved or rejected, forcing them to wait in uncertainty. Managers are also affected by these delays. They find it difficult to plan staffing levels accordingly.

Lack of feedback

Last March, the company conducted a series of annual performance reviews with its employees to assess their performance and discuss their professional development objectives. However, after these interviews, the managers noticed a glaring lack of feedback from the HR department, which created several problems. Managers who have conducted performance reviews find that they have not received constructive feedback from the HR department regarding the results of the appraisals. They don't know whether their appraisals were in line with company standards, or whether they correctly identified the training needs of their teams. Managers also now find it difficult to follow the professional development plans drawn up during interviews. They receive no guidance or feedback on how to support the growth and development of their employees.

Tensions within the HR department

Paradoxically, HR department employees themselves report growing internal tensions. These tensions are attributable to a lack of coordination, collaboration and communication within the department's various teams. This situation creates a working environment that is hardly conducive to efficiency and cohesion, crucial elements for an optimally-functioning HR department.

Mandate

To solve these internal communication problems and re-establish a healthy, productive work climate, strategic and operational measures will need to be taken, and urgently. Mr. Dufour and Ms. Bossé are calling on your team of external consultants to carry out a thorough review, structural adjustments and investments in organizational development as these will be essential in overcoming challenges within the Raymond Chabot Grant Thornton's Human Resources Department. The company has allocated you a budget of \$450,000.

More specifically, your mandate is to:

- Define the potential risks and impacts on managers and employees for the four managerial issues mentioned above.
- Issue recommendations in terms of strategic and operational management to solve the internal communication problem within the Raymond Chabot Grant Thornton human resources department.



***L'aventure
t'attend***

***Adventure
awaits***

