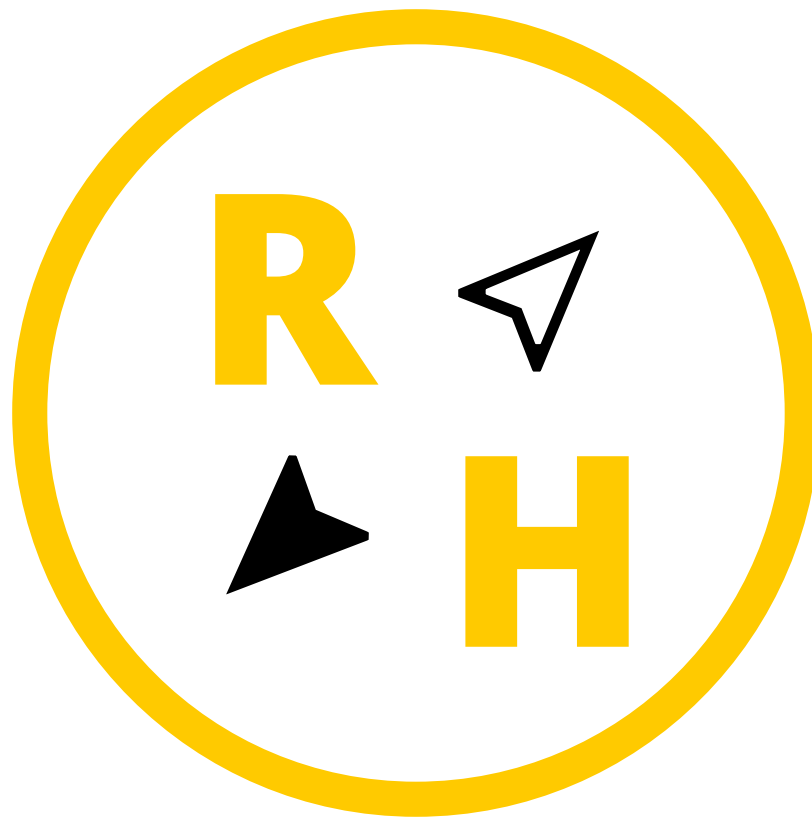


CRISIS MANAGEMENT HR SYMPOSIUM 2021



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BACKGROUND

On April 15, 2018, the general manager of the firm Ingénieur inc. loses his right to practice as an engineer following a fatal error on his part which caused the collapse of a multi-storey parking lot with 115 parking spaces. The collapse caused several serious injuries to a number of citizens in the parking lot. Fortunately, there were no deaths. Undergoing a trial for criminal negligence, the general manager of the firm Ingénieur Inc. decides to sell his business in order to minimize the impact his mistake would have on the firm and its employees. Without too much preparation, the engineering consulting firm Consultant inc. takes the necessary steps to acquire Ingénieur Inc. On March 13, 2019, the transaction is concluded. A month later, the two teams meet over videoconference during a "Team Building" activity. This is an opportunity to discover the synergy between employees, understand the links already established in the teams, observe the natural leaders of the group and for employees to introduce themselves.

On February 15, 2020, the president of Consultant Inc. announces that the company will be renamed Génie XY and that the teams will be merged into the three separate Consultant Inc. offices when a face-to-face return to the office is permitted by the government. The three offices are located in Alma, Jonquière and Chicoutimi-Nord located in Saguenay-Lac-Saint-Jean. These three offices would make it possible to provide a workplace near employee's homes as well as reduce the number of people physically present in the facilities.

On June 1, 2020, the integration of new teams in the offices of Consultant Inc. is authorized and started. The rapid changes, the mental state linked to the pandemic and the mixing of teams gave rise to some distress. Two months later the following repercussions had occurred:

- Departure of key employees: Some resignations were due to a lack of understanding between the employee and their new manager and others were due to the fact that the company was expanding and therefore no longer corresponded to the aspirations of these employees.
- Friction in the teams: bad relationship between the "new" director of the civil department and the structural director. The friction is felt across both teams. The structural director does not agree with Mr. Samuel Girard being appointed as director.
- COVID-19: Consultant Inc. requires employees be vaccinated given that the majority of its clients are parastatal and governmental institutions, while Engineer Inc. has as main clients new construction general contractors so they do not require compulsory vaccination. Some employees are strongly opposed to vaccination.
- Some employees are unhappy as other more experienced employees have joined the team. This has a direct impact on two levels. First, the taking of vacation depends on seniority and is considered by department. Secondly, the arrival of a new project manager delays the professional advancement of some engineers who were to be nominated for the post of project manager.

- For some employees, the salary increase was minimal and in some cases a salary freeze was carried out since only Consultant Inc. had a pay scale. By analyzing the job categories with real experience and non-pecuniary benefits, management realized that the principle of internal equity was far from being respected among some employees.
- The departures of a key person meant that management had to allocate certain projects, which increased the workload of several project managers. The changes were made quickly in some cases while in others, even after two months, clients did not receive a follow-up return call. This directly impacts the progress of work on several sites. Clients start talking to each other and Genie XY gets bad publicity. The company loses credibility.

We are therefore grappling with a building mechanical engineering department without a director and it is out of the question for the former director of Consultant Inc. who was demoted as project manager, to resume the post of director.

The image of the company was already affected by the event in 2018, but with the latest events, it is having a hard time recovering, with the employee departures.

Genie XY at a glance

From their establishment, Consultant Inc. and Engineer Inc. have participated in various large-scale engineering projects and have been able to develop their skills in several fields of engineering. The merger of the teams has made it possible to develop a diversified and highly competent expertise in consulting engineering.

The Génie XY team develops cutting-edge solutions based on traditional construction principles. Our services stand out thanks to our corporate philosophy of seeking efficient, economical and sustainable solutions. To do this, Génie XY's staff rely on a large project knowledge base while using modern design software to optimize proven methods. Born from the association of Consultants Inc. and Ingénieurs Inc., Génie XY now has more than 50 years of experience in the field of consulting engineering.

Génie XY operates according to a mission, a vision and well-anchored values which are the basis of their synergy.

Mission: To be a solid partner in order to offer a high-level, personalized service responding to client needs.

- Develop relationships of trust with our clients and make each project a success.
- Remain the benchmark in Saguenay-Lac-Saint-Jean and in the regions of Nord-du-Québec in consulting engineering.
- Collaborate with seasoned partners to offer personalized services.

Vision: To be an innovative and creative firm in terms of technical solutions.

- We want to use our know-how, our resources and our experience for projects of all sizes.
- We work in collaboration with teammates and with clients to cultivate collective intelligence and come up with effective innovative ideas together.

Values

- **CLIENT ORIENTATION:** This is the basis of our culture which enables us to satisfy our clients and to create, with them, a lasting and satisfactory relationship.
- **COMMITMENT:** Meaning to put our skills, ideas and values at the service of our clients and the organization. This means giving up the position of spectator and investing in the achievement of our objectives.
- **TEAMWORK:** Collaborating and pooling our strengths in the pursuit of a common goal.
- **INNOVATION:** Our ability to introduce innovations to better satisfy our clients and help improve their performance.
- **PLEASURE:** The emotion experienced by our clients in their relations with us and the feeling that our partners have vis-à-vis our collaboration.

OUR SERVICES:

Civil engineering: Whether it involves repair, expansion, aqueduct, verification, technical assistance or other, all the strengths of the team are mobilized, from the feasibility study to the implementation projects.

Structure: Our services stand out thanks to our philosophy of constructing buildings, all structures combined, according to best industry practice, respecting the values of our clients and offering efficient, economical and sustainable solutions.

Electrical building mechanics: The company designs and manages projects of all sizes, meeting both client criteria, construction standards, and the needs of the clients we serve. Thus, our enviable expertise makes our organization a benchmark, as much in the commercial sector as in the industrial, institutional and residential sectors.

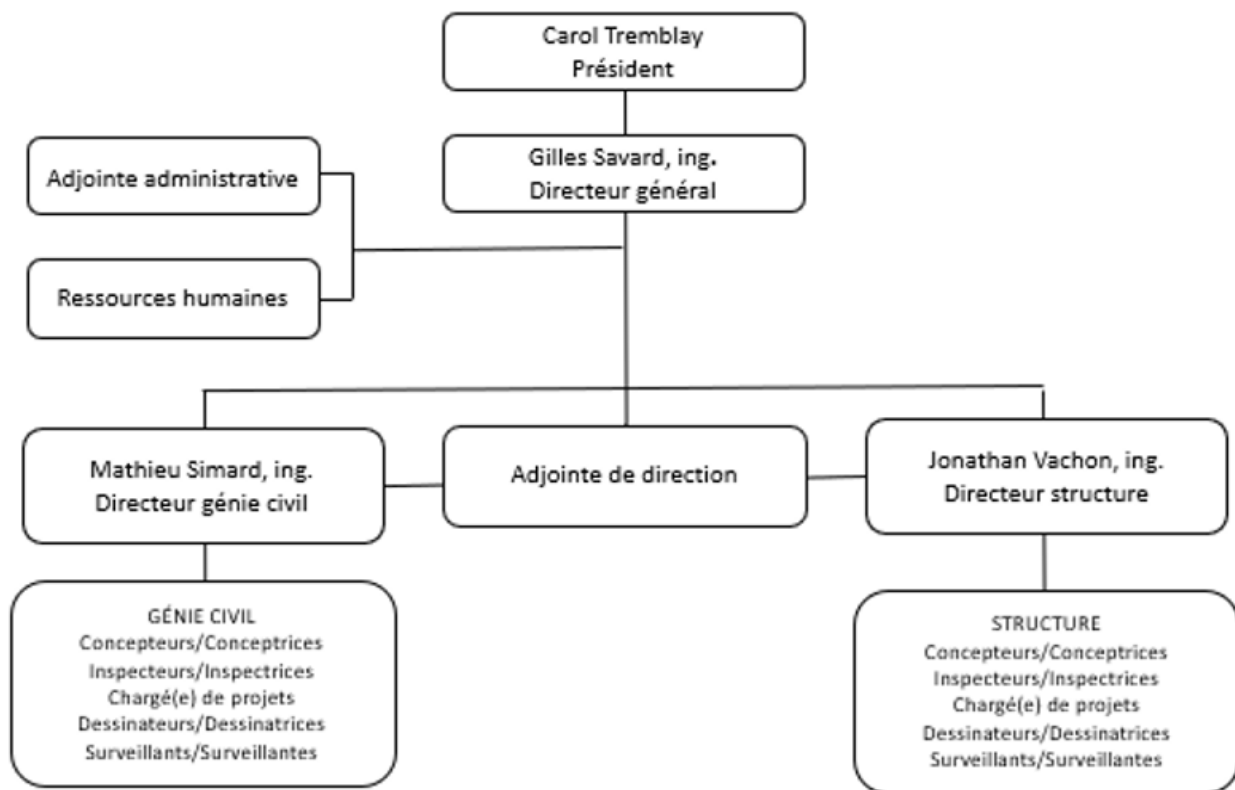
Project management: By doing an impeccable job from the start, according to our high standards of quality and engineering, our experts allow our clients to get the best possible return on their investment.

Legal expertise: We carry out legal expertise in the areas of commercial, industrial and institutional structure. Whether it is for hidden defects, cause of collapse, temporary reinforcement, disaster management and civil works, we establish an efficient and hassle-free action plan.

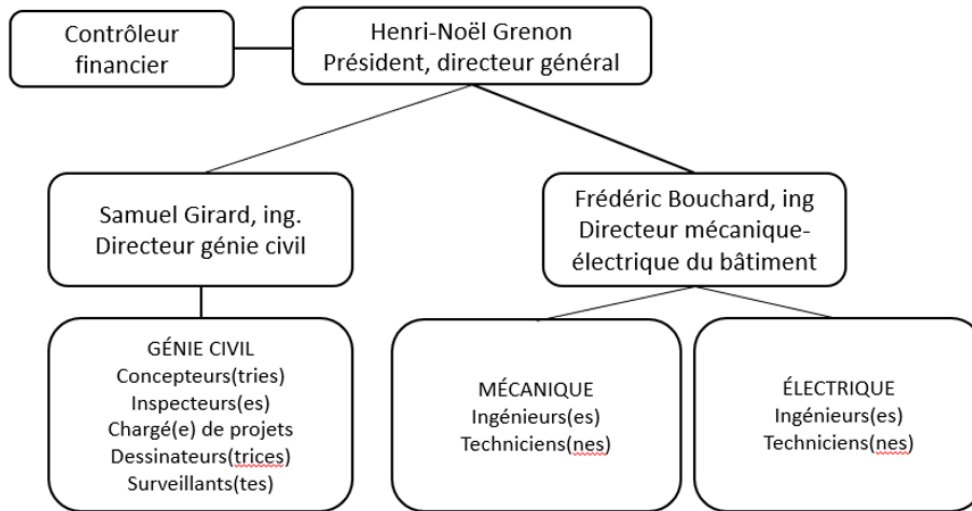
Environment: Our team is aware of the environmental issues concerning the management of rainwater and the protection of the environment, while remaining on the lookout for the specificities of the biodiversity of the different territories.

STRUCTURE OF ORGANIZATIONS

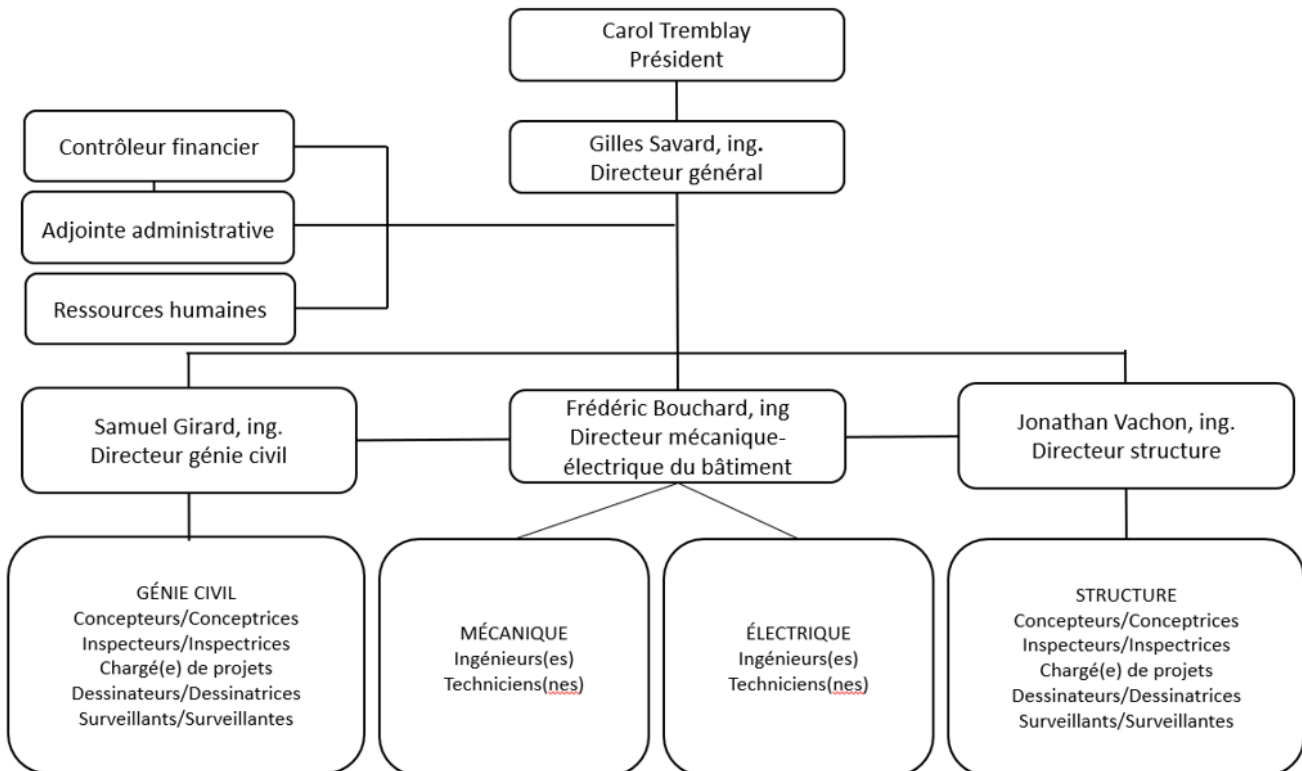
Organizational chart of Consultant Inc.



Organizational chart of Engineer Inc.



Organizational chart of the new Génie XY entity



INTERNAL ANALYSIS OF HUMAN RESOURCES

Strengths:

- The employees of each of the organizations have a strong sense of belonging
- The employee guide and policies are complete and up to date
- Both organizations have operational flexibility adapted to today's realities

Weaknesses:

- Credibility of the company (why would I work at Génie XY) Both organizations are small and little known
- No strategy is in place in terms of recruitment
- The benefits program is not very well-developed A group insurance program is offered 6 months after hiring
- Job descriptions are unclear Everyone knows everyone's job (engineer, technician, manager), but nothing is written or explained If an employee shows interest in something, he/she becomes responsible for it

MANDATE

We understand that the situation includes several issues at different levels and affecting various spheres of human resources. It is up to you as a consultant to determine the operational priorities in order to manage these situations.

In addition to your service offering including a schedule of activities to be carried out, you must provide possible solutions according to the problems encountered.

To conclude, we would like to know the path we should have taken in this business merger in order to avoid these issues again.

APPENDIX

ADDITIONAL INFORMATION

Our firm can now rely on a team made up of:

- 15 engineers/ inspectors
- 17 technicians/designers/supervisors
- An administrative team

Mathieu Simard, engineer and director of the civil engineering department at Consultant Inc.

Male, 38, motivational leadership, focused on team development and team synergy.

Moral support for the team. No longer participates in civil engineering projects other than as a project manager or to help his team. Mr. Simard finds it important to meet with clients to develop partnership possibilities.

Samuel Girard, engineer and director of the civil engineering department at Ingénieur Inc.

Male, 35, directive leadership, focused on individual development and performance.

Technical support for the team. Actively participates in projects as a specialist engineer and project manager. He prefers to provide consistent service to current clients and convince them that they need engineering services for other mandates.

We wonder how we could convince them to accept a change of position without it being perceived by the whole organization as a demotion and them "losing face".

DESCRIPTION OF ELECTRICAL MECHANICAL DIRECTOR TASKS

ROLE:

Under the supervision of the general manager, the role of the building mechanical manager is to advise the client on project design. He/she evaluates to the best of their knowledge the costs of projects requested by clients. He/she also has the role of planning, organizing, directing and controlling the engineering projects of the company. He/she sees to the achievement of the objectives of the mechanical department and sees to the mobilization of the personnel in an efficient way, and this, by creating a healthy and rewarding work climate.

RESPONSIBILITIES:

Responsible for identifying and understanding the client's needs and providing advice during the design of a new project. He/she must accurately assess the costs in relation to demand and need as well as prepare the bids. He/she directs and supervises all the activities of the current projects.

Customer relations

- Analyzes and assesses the client's needs
- Advises the client on the different alternatives to meet the need
- Designs new products in line with client demands and needs
- Meets the client and take all the information necessary for the preparation of quotes
- Evaluates the cost of projects and bids and ensures good management
- Develops submissions for projects
- Carries out regular contacts with the client during the execution of the work and verifies the client's satisfaction
- Manages client complaints
- Participates in representation events (e.g.: fundraising dinner, golf, etc.)

Project management

- Checks material strength calculations
- Ensures the quality of preliminary drawings and details for manufacturing
- Participates in the selection of the various components and ensures their conformity according to the project, in collaboration with the engineering department
- Establishes, with the project manager, the timelines relating to the project
- Directs and supervises all activities relating to the realization of engineering projects and takes measures to ensure their optimization
- Prepares, with the project manager, the production schedule and deadlines as well as the stages of realization
- At the start of a project, plans a kick-off meeting with the people concerned
- Participates in the management committee
- Periodically communicates the progress of projects to the general manager
- Ensures the quality of the work carried out
- Responds to requests for information from the client or anyone else involved in the project
- Makes sure to keep the certifications up to date (ISO, CSA, Acnor, CWB, etc.)

Human resources management

- Determines the workforce needs of their department, participates in hiring and welcomes new staff
- Supervises and coordinates the work of the employees of the engineering department
- Performs staff performance reviews annually and makes decisions as needed
- Holds regular meetings with the staff of their department
- Plans and organizes technical training and sees to the development of their employees
- Maintains a file for each employee under their supervision
- Administers labor relations and issues disciplinary measures if necessary
- Develops and maintains a harmonious work climate in order to create a pleasant and rewarding work environment

Occupational health and safety

- Ensures the application of health and safety policies and regulations*
- Participates in planned inspections*

Continuous improvement, collaboration and respect for values

- Attentive to identify and share opportunities for continuous improvement both with regard to team effectiveness and client satisfaction*
- Maintains harmonious relationships with other staff members*
- Contributes to the influence of the values that the company has set for itself: pleasure, innovation, client orientation, commitment and teamwork*

** Note: this job description is not exhaustive, it constitutes a general summary of the roles and responsibilities involved as well as a summary of the tasks to be accomplished. The employee is required to perform any other task assigned to him by their superior.*

EDUCATION AND EXPERIENCE

- Hold a bachelor' s degree in mechanical engineering or other related discipline*
- Have a minimum of ten years' experience and excellent knowledge in the construction industry. Any other combination of academic training and relevant experience paired with the required skills may be considered*
- Bilingual*

PERSONAL SUITABILITY, QUALITIES AND SKILLS REQUIRED

- Copes well with stress/pressure*
- Client satisfaction oriented*
- Skills in interpersonal relationships*
- Good communicator*
- Organization*
- Leadership*
- Good judgment and decision-making skills*
- Attention to detail and thoroughness*
- Team spirit*
- Concern for continuous improvement*