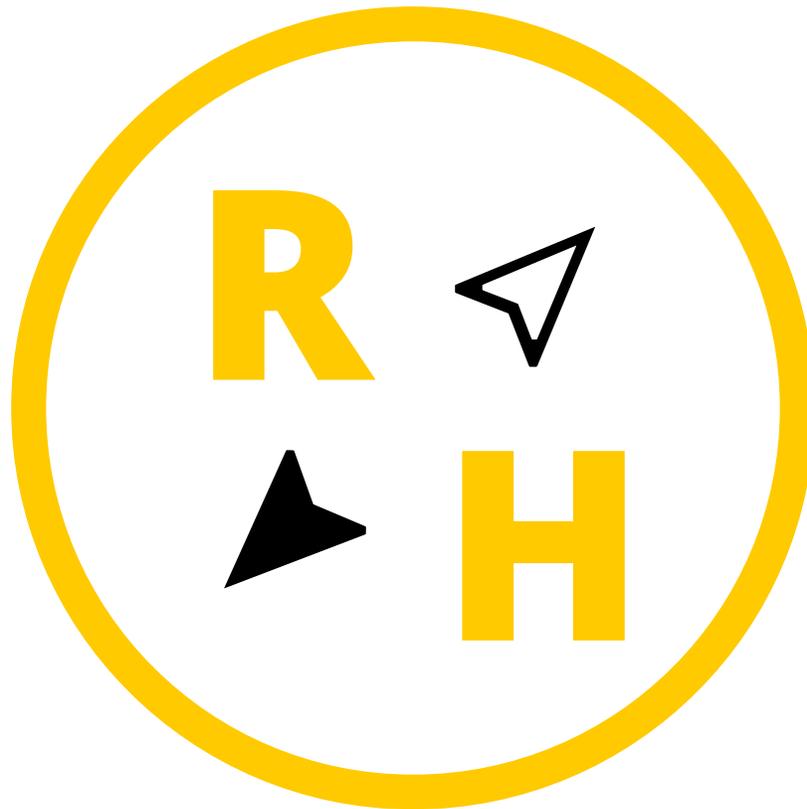


HR MANDATE CASE SYMPOSIUM GRH 2021



**PRESENTED BY
HR SYMPOSIUM 2021**

PREAMBLE

By participating in the HR Symposium 2021, you are called upon to put yourself in the shoes of human resources consultants. In order to make the experience meaningful, a company has agreed to open the doors to its reality by presenting privileged information. As part of a consulting mandate, we remind you that you are obliged to respect at all times the privileged and confidential nature of the elements that may be shared with you by your clients. By participating in this case competition, you agree to behave in a professional manner at all times and not to share or publish the information to which you have access.

Specific mention for the HR Mandate case: Due to the nature of the case and the particular situation of the mandate, contacting the company or its employees (phone, email, social media, on-site visit or otherwise) to seek information is strictly prohibited. This applies to all parties involved in the resolution of the case. You may not approach the company for information or clarification.

PRESENTATION OF THE COMPANY

Founded in 1948, Bestar was established in the town of Lac-Mégantic in 1967. This company specializing in the manufacture and sale of residential and commercial furniture is one of our blue flagships that currently shines throughout North America. Bestar began its entry into the market by manufacturing wooden furniture such as bookcases and rocking chairs, today the company has more than 500 products in its range.

In 2020, Bestar acquired its American competitor, Bush Industries. This purchase increased e-commerce growth with the introduction of new products and new categories such as bathroom.

Together, Bestar and Bush Industries have more than 130 years of experience and many significant achievements. In 2021, the combination of the two brands led to the formation of eSolutions Furniture, which leverages the strengths of each company to propel the entire organization further. Bestar and Bush Industries have gone from being start-ups to being companies of excellence in e-commerce.

eSolutions ameublement becomes the North American e-commerce solution for residential and commercial furniture. We are challenging the status quo by improving efficiency and creating innovative solutions and processes to deliver the best products and services to our customers. Our furniture enhances the customer experience, from online purchase to delivery, assembly and use of products. We support each other and the communities in which we live with a positive attitude, a genuine commitment and sustainable, environmentally friendly practices.



Mission

To provide an exceptional experience from online purchase to delivery, assembly and use of products. To create and manufacture current and innovative products, known for their safety, quality and value.

Vision

The best e-commerce solution in North America for residential and commercial furniture.

Values :

- Integrity: We do the right thing! We treat everyone with respect and openness, while communicating clearly and honestly in order to create a community of great transparency. We strive for the common good and what's best for everyone.
- Accountability: we take responsibility! We are accountable for our actions and responsive to the actions of others. We are dedicated to excellence and to mastering, understanding and improving the results of our actions. We challenge the "status quo" by improving our efficiency and creating innovative solutions and processes to deliver the best products and services to our customers.
- Teamwork: we improve together! We are part of something bigger than ourselves. We celebrate our successes and support each other through the tough times. We share, listen, plan and execute to meet and exceed company goals. We collaborate and assist when needed.
- Community: we care about each other! Our safety and health are of the utmost importance. We welcome diversity with open arms and treat everyone equally. We engage with each other and the communities in which we live with, with a positive attitude, genuine commitment and sustainable, environmentally friendly practices.

CURRENT SITUATION

Bestar's growth was initially driven by the acquisition of Bush Industries, which tripled the company's initial revenue and increased its online furniture sales.

Then, the pandemic literally blew up sales. This global situation has transformed the way many people live and work. Telecommuting, which means working from a location outside the company, has become a common way of working. Sales of office furniture have been directly affected by this change in our society, which has forced workers to equip themselves with ergonomic and comfortable office furniture.

With the acquisition of Bush Industries and the explosion of sales related to the pandemic, the company has experienced astronomical growth which has brought some challenges within the company. Indeed, they are building the plane in mid-air, if you want a picture to describe the current situation. This means that the meteoric growth the company is experiencing is forcing the organization to put in place best business practices while the foundations of the organizational processes remain to be solidified.

In order to support this growth, several new strategic players have joined the organization in order to put in place strategies, processes and systems that will support the activities and continue this growth.

It is in this context that some thirty new employees have joined the organization and that as many other positions are to be integrated, mainly professional and administrative functions. The majority of the positions added to the team are new roles that did not previously exist in the organization, which leads to the particularity that the integration of each of these people is not done according to a specific training plan and that the new employee does not have access to an experienced person within the organization to accompany him or her and to pass on their knowledge.

The specifics of the situation are as follows:

- No training currently exists on the organization and its particularities;
- No job-specific training exists;
- The structure of the company is mixed, the employees in Canada can report to an employee in the USA and even supervise employees in the USA;
- An intranet has just been set up to facilitate access to HR documentation (policies, insurance programs, benefits, etc.), but it has yet to be built;
- By the culture of the company and by our business model, we want to focus the integration on communication technologies and access to internal information for our employees (online training, ...).

CURRENT RECRUITMENT

Each year a strategic and operational plan is put in place. These plans have a direct impact on the human resources department.

The process for determining new workforce needs is fairly standard. During the bi-annual team reviews, managers communicate their requests and needs to the Human Resources Department. Their request is then evaluated by the department to validate the priority, need and long-term investment.

Following approval, the HR team works with the manager who made the request and together they create a description of the responsibilities of the new job and determine its place in the organizational chart. They then analyze the position with an outside firm to determine the salary.

The need for manpower is therefore known in advance. The problem lies in the integration of new employees into their new positions. Since these are new positions within the organization, there is no training plan to facilitate the learning curve and there is no possible transfer of knowledge. In addition, as the organization is continually growing, some positions that have only been created in the last year are already undergoing changes in responsibilities to allow for the creation of a support position that will enhance the team and support growth.

The current strategy to fill these gaps is to hire experts in their field who have several years of experience, which allows us to benefit from their previous experience in a similar position to build our positions and reduce the need for training.

CURRENT INTEGRATION

To integrate new employees, we plan meetings with their team and with the main people they will be working with during their first week.

A follow-up of the integration is also planned to ensure that the new employees are happy and also to answer all their questions. The human resources team meets with each new employee after one week, one month and three months of employment.

MANDATE

To support its current growth, the organization must add strategic talent to its organization. The integration of new people is essential to maximize the development curve within the organization.

How can we adapt our onboarding program to meet the challenge of integrating so many new people into new (non-existent) roles when knowledge transfer and sharing is not possible and systems need to be put in place?

We would like to be able to improve the integration of new employees over a period of 3 months.

We give you an unlimited budget, but we want your recommendations to be realistic and to bring a return on investment.