



## Harv Phandal, MBA, CHRP: Build, Develop, Achieve

Manager Bootcamp’s founder, Harv Phandal, together with Jeff Higgins of Infohrm, drew an attentive crowd to their session at the annual BC HRMA Conference. Linking HR initiatives with the ins and outs of business, Phandal’s goal was to show HR professionals the importance of measuring the impact of their work and how to make it happen.

### What brought you to HR originally?

I have always been more interested in the transformational potential of HR as opposed to the traditional realms of responsibility. For me, it was not about helping people fill out forms and planning Christmas parties. I got into HR because like many of my colleagues I had witnessed horrific acts of HR and knew better solutions could be developed. About five years into my HR career, I decided to go after my MBA part time from Royal Roads. The reason I went to MBA school was because I really wanted the credibility that came with it.

Originally, I had a history and sociology degree from SFU and job opportunities were limited. During the job search process I got my first job as a recruiter. That’s how I got into HR. From there, I moved into progressively senior HR and non-HR roles at Pivotal, Peoplesoft, Telus, Cognos and Infohrm. I was able to leverage my HR knowledge in other aspects of business and have been teaching HR management at BCIT for the past seven years.

### What do you see as the key metrics for assisting HR professionals?

The most important thing is to understand what it is that your senior team wants to achieve and measure along those lines.

Peter Howes from the Infohrm Group will tell you there is so much that can be measured from a payroll sheet alone. You can see so much from just that: when somebody started, moved within the organization, retired, took vacation. A lot can be done with those numbers. It’s going back to a metric mindset.

I had a very large conglomerate client with fingers in every type of business. The number one metric the CEO cared about involved those key individuals driving the various businesses and who their successors would be. If the unforeseen happened, he wanted to know what he would tell the market. Who would be ready to step in right away? That’s the only metric he cared about and they have been very successful.

### What do you see as the primary importance of metrics for HR?

The best advice I ever got from a CFO was “if you can’t measure it, you can’t have the money.” Simply saying that ‘people are critical to our business’ is not enough. How those people, their recruitment, their training and their leadership, impact the bottom line of a business is where the real challenge is for HR professionals.

If you walked into a bank looking for money to support a program, and you didn’t have numbers to support it, would the bank give it to you? No. So HR is really about integrating operations, finance, sales, overall organizational business plans. If you are going to do well in HR you are going to have to be able to link what you do back to the business. To be a valued partner you need to know the business. Metrics help build the science of HR.

### How do you see HR changing over the course of the next five years?

I think the reputation of HR is changing because the interplay between businesses and their people are changing. HR is going to be right in the middle to bring that together. HR will no longer be seen as needing to prove its seat at the table, but as a key partner because companies that want to do well, will not have to be convinced of the value of HR. HR will become a facilitator and enable organizations to get the best out of their people.

### You have founded Manager Bootcamp. What led to the transition and how does what you do link back to your HR experience?

I will always say I am an HR practitioner first. I think HR’s job is really to facilitate an environment where they can assist managers to get the most out of their people and help the business move forward. That’s what Manager Bootcamp does. Our mantra is ‘Build, Develop, Achieve’ and that is what we do: build your people so they can develop and achieve amazing results. **▶**