

Senior HR leadership, without the full-time seat

A stretched team. A warming labour file. An empty leadership chair. A merger to harmonize. When the HR work is bigger than the HR function, you don't need a bigger department — you need senior hands for a season.

WHERE THIS HELPS

- **Policy development & modernization** — building, refreshing, or consolidating policy frameworks (including post-merger harmonization), sequenced by risk and written board-ready.

For example: a remote-work policy that answers the hard questions · three legacy attendance policies merged into one · a full-manual review with a prioritized fix list.

- **Labour relations strategy** — preparing leaders for bargaining and healthier day-to-day union relationships.

For example: readiness for a first combined bargaining round · a grievance-pattern review with a plan to cool it · coaching a new manager through a tense union relationship.

- **HR programs & practices** — performance management, recruitment and retention, onboarding, engagement: builds your team can run on their own.

For example: a performance framework managers actually use · a hiring process that cuts weeks off time-to-fill · a retention plan for one hard-to-keep team.

- **Organizational design** — structure reviews that start from the mandate, not the incumbents.

For example: a corporate-services structure review · sorting out two roles with overlapping mandates · right-sizing spans of control after growth or merger.

- **HR team capability building** — mentoring HR staff through real deliverables, so the capacity stays after the engagement ends.

For example: developing a promising coordinator into a confident advisor · working alongside your HR lead through a live policy project · a skills plan for the whole HR team.

- **Safe AI adoption for HR & corporate teams** — putting AI to work in your people function without putting your people's records at risk.

For example: picking the right first uses (and naming the off-limits ones) · privacy guardrails and tool settings before anyone experiments · hands-on training for your HR team.

- **Interim & fractional HR leadership** — part-week executive coverage during a vacancy or transition (limited availability).

For example: two days a week covering an HR manager vacancy · steady senior cover while you recruit · bridging a new director's first ninety days.

HOW ENGAGEMENTS WORK

REMOTE-DELIVERED

Advisory Project

Defined scope, fixed fee, clear finish line. Working sessions by video; deliverables you own. Structured to fit public-sector procurement.

REMOTE-DELIVERED

Standing Advisory Retainer

A set monthly allocation of senior HR counsel plus project delivery — a fractional HR executive in your corner without the seat in the building.

HYBRID · BY DESIGN

Fractional HR Leadership

Part-week leadership of the HR function. Remote by default; on-site days scheduled where presence earns its place — bargaining, launches, team sessions.

AI, USED OPENLY — RECORDS, PROTECTED ABSOLUTELY

This practice works AI-assisted, and says so. The part that should make you comfortable: **most of this work never touches a personal record at all** — policies, structures, and programs are built from frameworks and legislation, not personnel files. Where employee information is ever needed, it is de-identified before any tool sees it, or it stays out of AI entirely. Nothing enters a tool that trains on it; work runs in enterprise-grade tools with training disabled, under your organization's own privacy rules. Every deliverable carries one person's judgment and accountability — and your engagement letter spells all of this out before work begins. (*Rotman School of Management, University of Toronto — Generative and Agentic AI for Business, 2025.*)

THE PRACTICE BEHIND THIS

Human Capital Development Inc. is a deliberately small Ontario practice — executive coaching, leadership development, and HR advisory, taken on one or two organizations at a time. The HR advisory work is led by its principal, whose background spans two decades of HR and leadership development, including senior public-sector HR and corporate-services leadership in a unionized environment. What that buys you is simple: no month one explaining board cycles, funding letters, or union realities — the work starts fluent in your world.

MBA

CHE

CEC

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