How to Create a Productive Staff

Learning to Work Efficiently and Accurately

By

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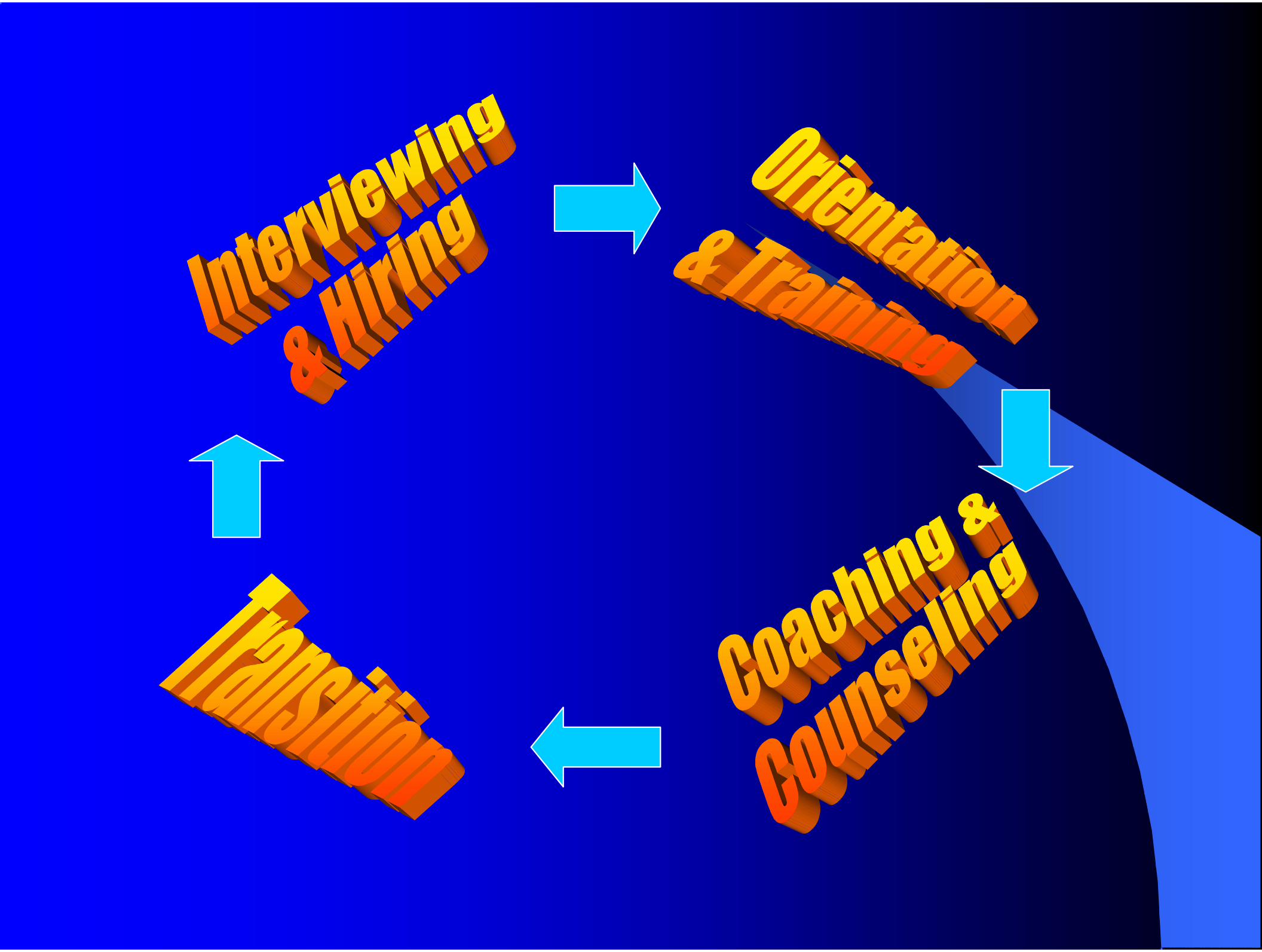
Interviewing & Hiring
Orientation & Training
Coaching & Counseling
Transition

Overview

- Putting the right person in the right job is just the first step!!!!
- Everyone can Improve
- What we can do to help our staff improve
- Is there ever a good enough?

Orientation

- Purpose: Getting new employees off to a good start!
  - History of company & company vision
    - Give current information(size, purpose, etc.)
  - Company policies
    - Not all just most important(4 to 6 things you care about most)
  - Benefits review
  - Resources
  - Required paperwork

Orientation

- Performance reviews
  - Let's them know what's expected
- Set up future meetings

- Players:
  - Prominent name in the firm
  - Office manager
  - Department manager
  - Someone from the department
    - Their partner for the first 3 to 6 months

Training

- Which is easier to change behaviors or skills?
- Which do you hire?
- What we know about situations.
- What support is offered for improving skills.

Training

- Develop a training plan:
  - Skills training
  - Job knowledge training
  - Cross training
- Understanding a persons learning style.
- Selecting the right trainer.
- Use team training.

Appraisals

- “Poor Performers don’t like to be measured, high performers do.”
- Annual performance plan
  - What improvements are expected.
  - What benefit is there for the employee to make them.
  - How will they be measured?
    - Quality of results
    - Cost vs. value of end result
    - Adherence to committed schedules

Appraisals

Mary Smith

Jan 5, 9:10 AM Arrived 10 minutes late. No conversation.

Jan 9, 9:05 AM Arrived 5 minutes late. Pointed out unacceptable to be late.

Jan 9, 5:00 PM Stayed late to finish task, told her thanks.

Jan 25, 1:00 PM Intervened in argument with Sue. Pointed out unacceptable behavior and verbally warned.

Feb. 2, 11 AM Praised for job well done on Jones case.

Feb 3, 3 PM client praised Mary for keeping them informed on their case. Also said how much they appreciated her.

Appraisals

- Three levels of performance
  - Fails to meet performance requirements
  - Meets performance requirements
  - Exceeds performance requirements
- Specific statements indicating why one of these three were given for each task.

Appraisals

- Tasks could include:
  - Quantity of work
  - Quality of work
  - Teamwork
  - Initiative
  - Dependability
  - Interaction with clients
  - Interpersonal relations
  - Time management

Appraisals

- Each employee would develop a performance requirement with their manager at the end of the year for next year.
- Each month a 10 minute meeting would be conducted with each employee to follow-up on how plan is going.
- Thus each employee has a sense of where they are and what they need to do to meet the annual expectations.

Appraisals

- Should raises or bonuses be tied to annual appraisals?

Summary

- Orientation
- Training
- Appraisal
- Questions