

Managing Employees To Success



Welcome!



Fun Fact

How many years has In HIS Name HR been in business?

Answer

7 years this coming February!

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Answer

What four areas does In HIS Name HR specialize in?

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Answer

1. Compliance
2. Recruitment
3. Organizational Development
4. Technology And Process Improvement (Cost Savings)

Fun Fact

What is the most requested service by client's from In HIS Name HR?

Answer

Employee relations problem solving!

Fun Fact

According to a 2015 SHRM Survey,
what was the most effective offering for
Employee Retention and Recruitment?

Answer

Health Benefits
Paid Time Off

Nice to meet you! I'm Mark.



Feats

- HR practitioner for 25+ years
- Held senior-level roles at companies like Merck, Quaker Oats, & Kodak
- Several international HR roles
- Served honorably in the United States Air Force

Personal

- Married to Gail
- Two awesome adult children

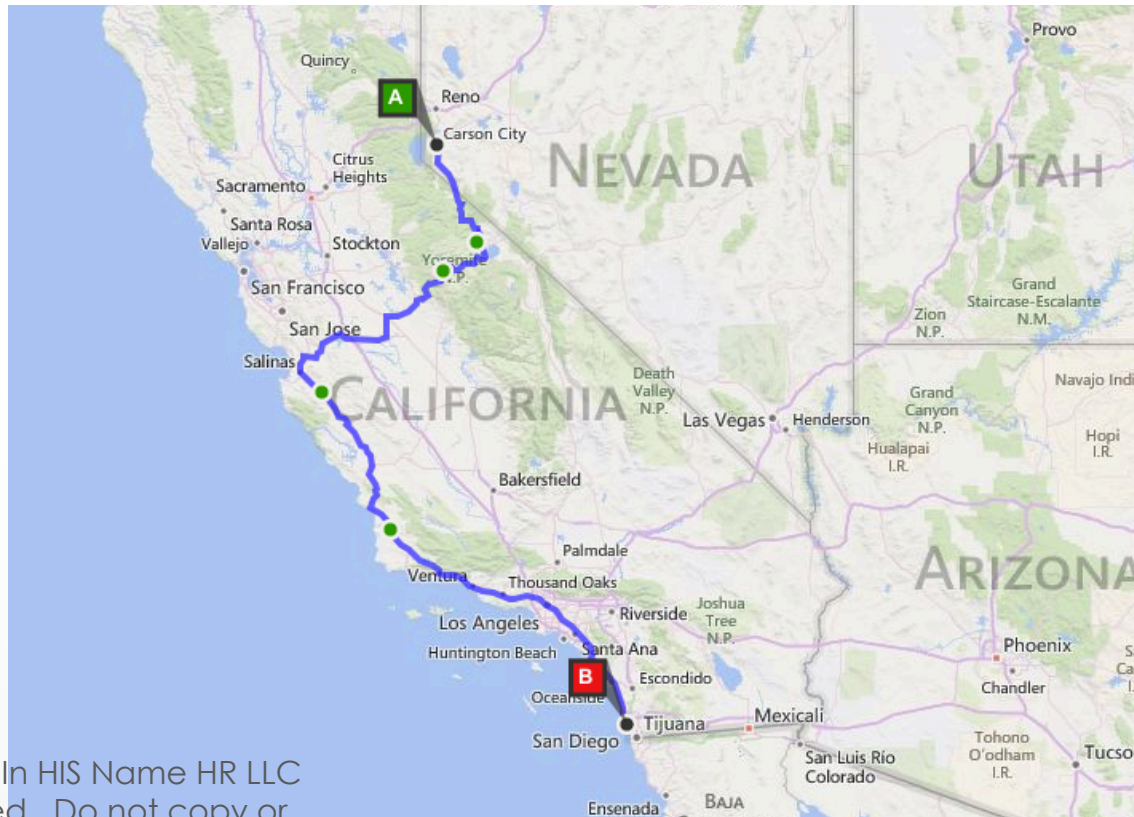
Mark A. Griffin

Human Resources Expert, President & Founder, In HIS Name HR

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Fun Fact

- When Mark was 16 years old, He rode his bike over 800 miles from Carson City, NV, to San Diego, CA! It took three weeks, many days off to enjoy Yosemite National Park, Merced CA, San Francisco and the California shoreline.



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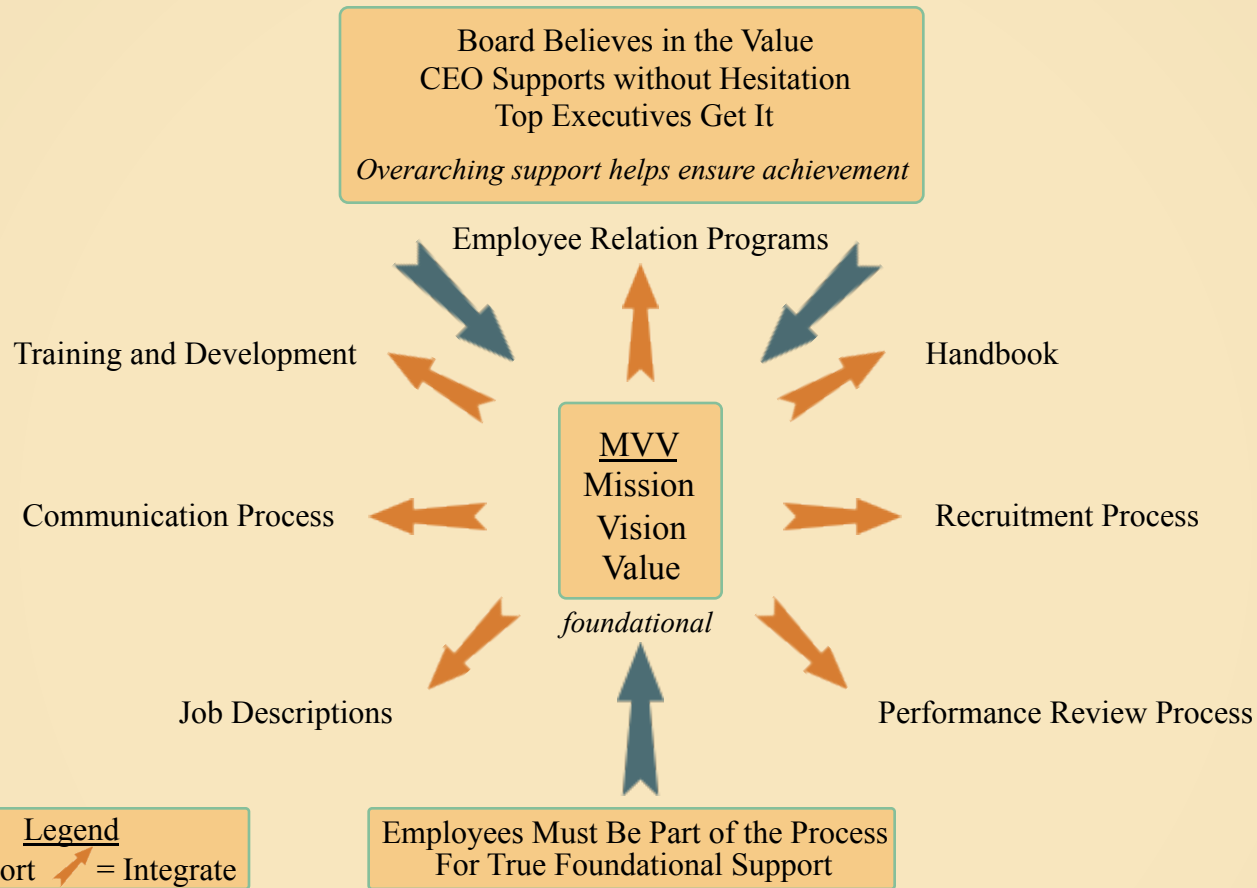
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HR experience at

- Fortune 100 companies
- Medium-sized family and employee-owned businesses



Building A High Performance Organization



Note: There are 20+ integration points through various HR practices

Key Point Today

**Most employees want
to succeed**

Key Point Today

**But- They fail because of
lack of leadership**

7 Components of Managing Employees to Success

#1 MVV that promote accountability

#2 Standard process for yearly goal and objective setting

#3 Performance Management Process (Annual Review)

Employee driven

#4 Handbook in place and signed for

#5 Performance Improvement Plans

#6 Discipline process used

#7 Job Descriptions

7 Components of Managing Employees to Success

#1

Mission, Vision, and Values
(MVV) that promote accountability

What Is a Mission?

Your Mission is simply what you do best — every day — and why.

Your Mission should reflect your customers' needs.

Having a Mission is the foundation of turning the dreams and potential of an organization into reality.

Mission Samples

Google: "We organize the world's information and make it universally accessible and useful."

Starbucks: "We inspire and nurture the human spirit — one person, one cup, and one neighborhood at a time."

Hope International: "To invest in the dreams of families in the world's underserved communities as we proclaim and live the Gospel."

What Is a Vision?

The Vision should be inspiring! It is where you collectively as an organization want to be!

The Vision is what you see occurring as you deliver on your Mission.

It is where you want your organization to be in five years.

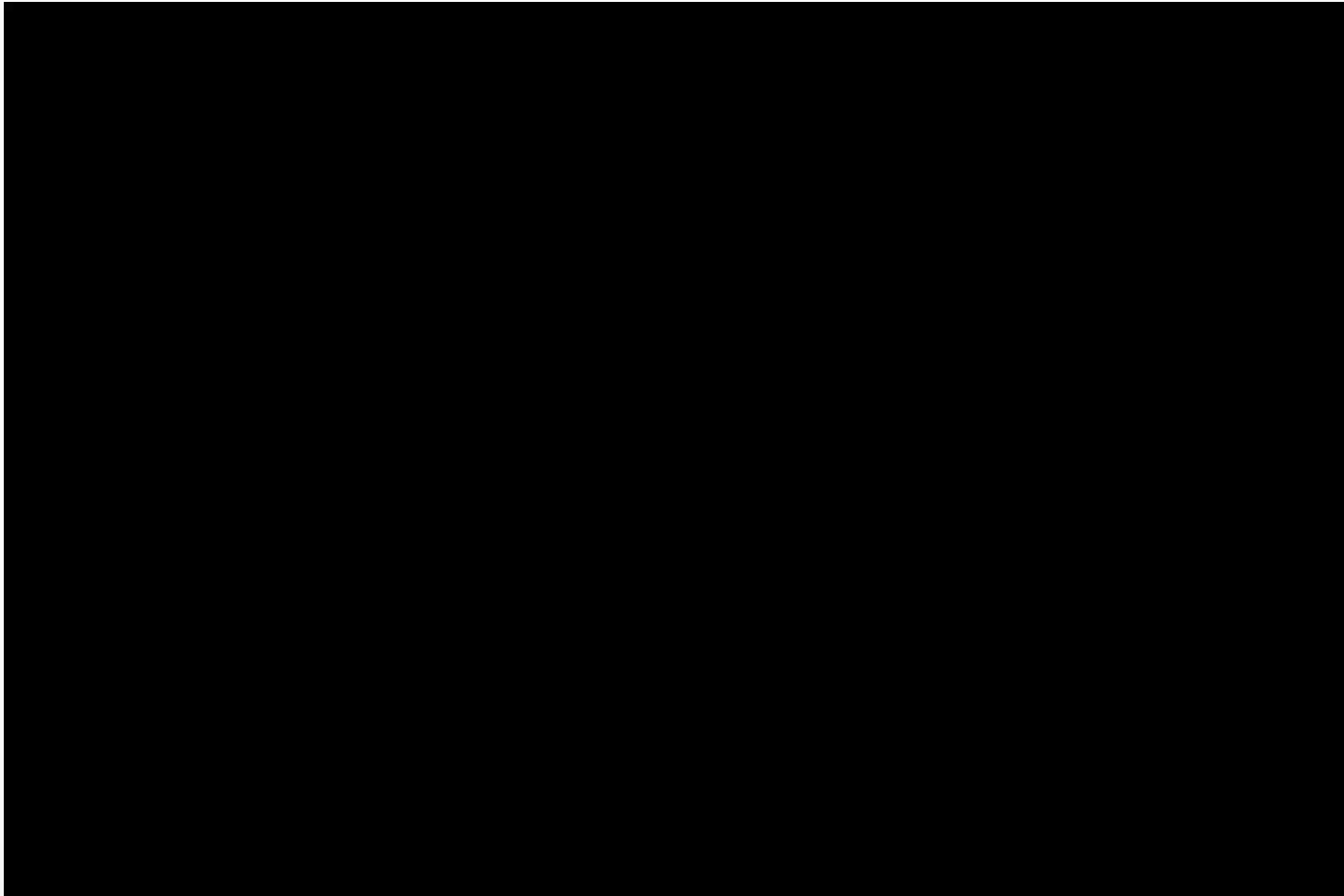
Vision Samples

Amazon: “Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.”

Nike “To be the number one athletic company in the world.”

Missio Nexus: “To see missional leaders accelerating the fulfillment of the Great Commission in servant partnership with the church globally.”

Vision Video



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What Is Values?

Reflects the heart of your organization.

It is what makes your organization tick; it defines your organization.

It is how your vendors view your behavior toward them; it is your culture when dealing with customers.

It is what employees tell their neighbors and friends when they ask what it is like to work at your organization.

Values Sample

We are a family-owned and operated organization. As such, we respect each other and strive to collectively support the following Values in the way in which we do business and treat each other both internally and externally to the organization.

Individual Responsibility: We believe in holding ourselves accountable. We deliver on our own promises and we always endeavor to use good judgment.

Ownership: We own our decisions, we own our mistakes, we own our achievements.

Teamwork: we collaborate inside and outside the organization.

Table Discussion

- Who has an MVV at their organization? Who does not?
- What has the organization done to integrate the MVV into HR processes?
- How do employees live the Mission every—day?
- How is Vision attainment measured?

7 Components of Managing Employees to Success

#2

Standard process for yearly
goal and objective setting

Goal and Objective setting

- Most organizations we meet with do not have set goals for their organization.
- All high performance organizations have goals and objectives.
- Without clear goals and objectives it is hard to hold employees accountable outside their job description.

Goal and Objective setting

- All aspects in an organization can be measured.
- Create top tier goals annually as a leadership team and have employees develop how they will achieve them.

Goal and Objective setting

Key areas to set goals in:

- Camper Return Rates
- Camper Satisfaction
- Employee Turnover
- Cost Reduction (Without hurting the camper experience)
- Safety
- Customer Service

Table Discussion

- Does your organization set goals and objectives annually?
- If so, what are some examples of goals that were set (generically speaking)
- If goals and objectives were not set, how could you initiate doing so? What would some of the goals look like?

7 Components of Managing Employees to Success

#3

Performance Management Process

(Annual Review)

Employee driven



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Key Points

- Many employees are oblivious as to how their performance is being perceived.
- Sometimes employees that are being let go are shocked, because they were caught off guard.
- We have a lack of leadership nationally.
- Many leaders are non confrontational, which really is not a biblical approach.

Table Discussion

- Is this the type of discussion that happens at your organization?
- Do you have a review process that works?
- What is the rough spot in your process? How could it be made better?

Performance Management Process

Want high performance?

- Create an employee led process.
- Incorporate your MVV.
- Include your organizations goals and objectives.
- Incorporate personal development.

7 Components of Managing Employees to Success

#4

Handbook in place and signed for

Handbook Why?

- Many organizations do not have them.
- Legal perspective.
- Keeps everyone on same page.
- Use as a recruitment tool.
- Creates fairness.
- Very difficult to separate employees without one.

Items To Include

- Introduction and Purpose
- Equal employment opportunity policy
- Employment at will
- Introductory period
- Policy against harassment
- Employee classifications
- New employees
- Regular employees
- Part-time employees
- Temporary employees

Items To Include

- Open door policy
- Performance and pay reviews
- Hours of work, pay and timecards
- Overtime work for nonexempt staff
- Payday policy
- Regular paydays are every other Friday.
- Timecards for nonexempt staff
- Pay deductions

Items To Include

- Employee benefits
- Retirement plan
- Group insurance program
- Continuation of health care coverage under cobra
- Sick leave
- Eligibility
- Sick pay entitlement
- Sick leave applied to fmla or state leave
- Vacation
- Vacation policy

Items To Include

- Holidays
- Leaves of absence
- Disability leaves
- Jury duty
- Witness duty
- Military leave
- Bereavement leave
- Personal leave
- Company work rules
- Confidentiality policy

Items To Include

- Company and personnel information
- General policies
- Outside requests for information about our employees
- Information about our business operations
- Medical information
- Privacy policy
- Complaint procedures
- Confidentiality
- No solicitation policy
- Conflicts of interest

Items To Include

- Electronic communications
- Company property
- Confidentiality
- Monitoring acknowledgment statement
- Attendance policy
- Our expectations
- Call-in requirements
- Doctor's release and status reports
- Discipline
- Work-related searches and monitoring
- Drug and alcohol policy
- Prohibited behavior

Items To Include

- Medically authorized (prescription) drugs, over-the-counter drugs and alcohol
- Violation of policy
- Drug and alcohol testing (Positive test and Searches)
- Employee responsibility
- Work-related accidents and injuries
- Reporting injuries
- Time off for treatment and recovery
- Early return to work—transitional, modified or alternate duty
- Reporting accidents
- Personnel records
- Employee-owned tools and equipment at the workplace
- Employee acknowledgment

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7 Components of Managing Employees to Success

#5

Performance Improvement Plans

Performance Improvement Plans

When an employees performance is failing.

- Create a process that employee owns.
- Give 60-90 days to improve.
- Have employee write steps to success.
- Build it with compassion.
- When done correctly and the employee fails, all will feel redeemed.

Table Discussion

- Without divulging names or organizations, what experiences do you have with poor performers?
- Did your organization have a system to deal with the poor performer?
- What skills were necessary for management to deal with the poor performer?

7 Components of Managing Employees to Success

#6

Discipline process used

Discipline

- When employees break rules in handbook.
- Deviate from their performance commitments
- Do things so egregious the actions are not listed in the handbook!

Discipline is Biblical, “You don’t work, you don’t eat.”

7 Components of Managing Employees to Success

#7

Job Descriptions

Why Have Job Descriptions?

8 Great Reasons

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Recruitment

As your organization grows and expands, it is important to have a good job description, because it is almost impossible to hire legally, or correctly.

Team Building

- It is difficult for Teams to form and support each other when job duties and tasks are constantly conflicting, or overlapping each other.
- It is often enlightening to know what each other is responsible for.

Performance Management

- Leadership can use job descriptions to set measureable performance goals for employees based on job duties and tasks.
- Job Descriptions can help employees work with Leadership to meet their own performance goals.

Training and Employee Development

- The organization can use job descriptions, along with performance reviews for possible job promotions.
- Job Descriptions can be used as a tool to determine what an employee may need to pursue in regards to classes, seminars, and other career development activities to promote promotions within an organization.

Compensation

- Job Descriptions are helpful in developing a standardized Compensation Program using minimums, maximums, and target pay for each position.
- Job Descriptions help Leadership understand internal equity issues within the organization.
- Job Descriptions help an organization with Fair Labor Laws (Exempt/Non-Exempt status). This is to create fair pay balance within the organization.

Recognition and Rewards

- Organizations can use job descriptions as a baseline during job performance to recognize “great” employees.
- Job Descriptions can be used as a tool to measure job performances that are "above and beyond" the job description in order to receive recognition and rewards, or just plain old praise!

Discipline

- Sometimes employees just don't do what needs to be accomplished in their job!
- Hopefully this does not happen here, but sometimes Team Members fail to communicate with each other.
- Job descriptions can be used to illustrate that an employee is not performing up to agreed upon standards.

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Essential Job Function Analysis

- The physical and environmental environment is important in order to help accommodate employees that need accommodation.
- The physical and environmental environment is important to communicate to candidates who apply for a position.
- Not only is this the right thing to do, it is the law. As of July of 1992, the Americans with Disabilities Act (ADA) mandates organizations to assist an employee when a request is made for a reasonable accommodation.

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Other Tools to Consider

1. Offer Letters
2. Confidentiality Agreements
3. Non-Compete Agreements
4. Partnership Agreements

Final Thought

Most people want to succeed.

**Put in place the right programs
to make it happen!**

Thank You!

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