What It Is Not

High-Performance employee review processes do not include what employees do daily.

Poor performance should be dealt with immediately and the job description should be the base line for discipline.
Foundational Aspects

Your organization must have a Mission, Vision, Values (MVV) statement created with input from key stakeholders.

The MVV must be the keystone for the performance management process to work.

If not, there is no real link.
Complete MVV Integration into Your HR Processes

The MVV should be integrated, or be in the process of being integrated, into your HR practices.

If your MVV is foundational to what all of your employees do, you should experience "esprit de corps" honoring it.
Ownership and Board believe in MVV’s value. CEO supports without hesitation. Top executives get it. 
*Overarching support helps ensure achievement*

Employee Relations Programs

Training and Development

Communication Process

Handbook

Recruitment Process

Performance Review Process

Job Descriptions

**MVV**

Mission

Vision

Values

*foundational*

**Legend**

= Support  = Integrate

Employees must be part of the process to achieve true foundational support

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

In regards to your current evaluation process:

1. What is working?
2. What is not working?
3. How often does the employee and manager meet?
The Art of Employee Evaluation

Is truly understanding why it is you have it.
10 Reasons to Have a Performance Management Process
Aligning Performance to Goals and Objectives
Providing a Basis for Promotion/Transfer/Termination
Enhancing Employees’ Effectiveness
Aiding in Designing Training & Development Programs
Building Teams
Removing Discontent
Developing Interpersonal Relationships
Aiding Wage Administration
Exercising Control
Improving Communication
Recap

1. Aligning Performance to Goals and Objectives
2. Providing a Basis for Promotion/ Transfer/ Termination
3. Enhancing Employees’ Effectiveness
4. Aiding in Designing Training & Development Programs
5. Building Teams
6. Removing Discontent
7. Developing Interpersonal Relationships
8. Aiding Wage Administration
9. Exercising Control
10. Improving Communication
The Naysayers

Those who fear the “tenured” may do nothing around performance management.

I challenge you to challenge those who won't embrace your MVV and hold them accountable through your disciplinary process.
Two Greatest Mistakes Organizations Make

**Mistake # 1** The leader fails to include input and participation of the employees when creating the new performance process begins.

**Mistake #2** Leaving out personal development.
Transition/Separation

Two Types

1. Large Scale Reduction In Force
2. One Off Separation for Poor Performance

We will focus mostly today on large scale reduction in force.
Topics We Will Cover

- Foundational HR Work
- Before You Even Begin
- Taking The Emotion Out Of The Equation
- Mistakes Often Made
- After The Pain ~ Getting The Team Reenergized
Foundational HR Work

- We need to talk about what you should look like first.
- This helps you set a strong foundation prior to reduction in force.
- It may seem “Pie in the Sky”
- It will all come together at the close of the presentation.
Before You Even Begin

It is critical that you have the following memorialized well in advance of reducing staff.

- Organizational Charts
- Basic SOP’s for positions
- Job Descriptions

You might be thinking this is elementary, surprisingly many organizations we have worked with do not have them.
Taking The Emotion Out Of The Equation

Having a strong foundation of job descriptions, SOP’s and knowing the organization through Organizational charting reduces anxiety to the unknown.
Taking The Emotion Out Of The Equation

- Use your job description program to your advantage.
- Use it as a baseline to understand duplicate work or functions.
- Also look at what parts could potentially be outsourced.
- Technology has changed how work gets done.
Taking The Emotion Out Of The Equation

- Most of the time reduction in force is simple mathematics.
- Many institutions see enrolment plummeting, but staffing remains the same.
- If you keep it mathematical, it helps manage the emotional aspect.
Taking The Emotion Out Of The Equation

- Determine what level of reduction of costs needs to be made.
- This should be done down to the department level.
- Implore your leaders to ascertain what functions need to be eliminated or reduced.
How To Deliver The Message
After The Pain ~ Getting The Team Reenergized
The Five Greatest Mistakes Organizations Make

Mistake #1 They go to quickly because they are forced because of their financial situation.
Mistake #2 They do not consider the “stay be hinderers”.
Mistake #3 They don’t manage the message.
Mistake #4 They do not provide any outplacement services.
Mistake #5Leaks of confidential nature. Or early preliminary announcements without final decisions made.
More Mistakes made!

- **Confidentiality** – Trusting people within the organization that can’t keep discretion.

- **Not going deep enough** - Laying off 5 people knowing that you will just have to let 5 more go in the next quarter.

- **Not controlling the narrative** - You need to have well thought out and truthful talking points, the executive team must adhere to the message.

- **Performance Management** - Not managing poor performers out of the organization earlier.

- **Job Descriptions** - Not having them in place before the reduction.
After The Pain ~ Getting The Team Reenergized

- Use your MVV as the foundation of all the communication you do.
- You must communicate over and over and over.
- Limit being absent.
After The Pain ~ Getting The Team Reenergized

- Communicate In person, electronically and snail mail.
- Conduct focus groups and have the employees give input on cost reduction.
- Create a culture of continual process improvement.
- Don’t forget employees families.
One Off Separation for Poor Performance

- Build in a Performance Improvement Plan (PIP) into the performance review process.
- Ensure it puts the accountability on the employee to create the construct.
Recap

- Foundational HR Work
- Before You Even Begin
- Taking The Emotion Out Of The Equation
- Mistakes Often Made
- After The Pain ~ Getting The Team Reenergized
- One Off Separation for Poor Performance

We covered many topics today, however we just touched the surface of a very difficult process.
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