

# R REITMAN

## THE PERFORMANCE REVIEW (Cont.)

### Agree on specific actions to be taken by manager and employee.

Both the manager and the employee should leave the meeting with items on their to-do list. The lists do not have to be long but they should contain items for employee and the manager. The goal is to have a written action plan that is achievable and valuable to both parties – including deadlines.

### Summarize the performance review meeting conversation and express support.

Recap the key discussion points and show your support and commitment to the employee's success. Communicate the employee's value to the company and for key employees assure that you understand their career goals and "connection" to the organization. You might even ask the employee for ways he/she would like you to improve as a manager.

A well-planned performance review meeting gives both the feedback to be successful.

*Excerpts from Sharly Lauby*



**HAPPY HALLOWEEN!**



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# R REITMAN

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## FROM THE PRESIDENT'S DESK



## ONBOARDING NEW EMPLOYEES

Many of us already know that there is a lot of anxiety for a new employee during those first days on a new job. These early days often make or break his/her success.

To insure success with a new employee here is a 7-step onboarding process that will help new hires integrate more quickly and effectively.

- **Have a plan for the new employee's first week in advance.** Reach out to the manager or other key coworkers to determine what's important. Assure that all stakeholders are on the same page. Assign a mentor or work buddy responsible for the new hire's success.
- **Create a comfortable environment for your new staff member.** It helps them feel more relaxed and confident. Provide all supplies needed, introduce the new hire to all the stakeholders, provide all important documents – such as an organizational chart, employee handbook, etc. Assure that the direct supervisor is involved in the process.
- **Provide new employees with a welcome gift.** Offer them company specialty items such as a custom t-shirt, a coffee mug, pens, or a pad of paper. This helps build brand loyalty and the employee feels welcome.

WELCOME

- **Communicate helpful information.** Include details on dress code, parking rules, directions to the office, and who to ask for upon arrival.
- **On the new hire's first day, conduct a tour.** Be sure to include simple, but essential, information such as where the restrooms and break room are, and where to find the copier and employee mailboxes. Introduce the new employee to other staff members along the way, describe their role and encourage questions as you go.
- **Block off time for orientation.** Use the new hire's first day as more of an orientation day than a work day. Have them fill out all necessary new hire forms, and ask someone on the team to join them for lunch. Introductions and conversation about how their job fits company goals should round out the first day.
- **Discuss processes and expectations.** New staff members need to know email protocol, communication and internal decision-making processes, and what is expected of them. They also need demos on how to use various technology and tools that they'll be using. This is also a good time to begin to set short term and long term goals. If the new hire will take on a supervisory role, they should also meet with their supervisees to begin to build rapport.



This article offers a good start to the onboarding process. For more information on this topic contact Anthony 203-488-6944 or [anthony@reitmanpersonnel.com](mailto:anthony@reitmanpersonnel.com).

*Excerpts taken from article by: [Chad Halvorson](#) in [Articles](#), [HR](#)*

## THE FIRST 30-90 DAYS

- **Invest in training.** Though the inherent productivity losses can be frustrating, a new hire's first 30-90 days on the job should be looked at as an initial training period and investment. Have an onboarding plan and train your new employee to understand and identify with your overall goals, your position in your market and their place in the process. Once this introductory period is up, you'll have a much stronger worker than one you threw immediately to the wolves.
- **Allow for job shadowing.** One of the best ways to train your new hires is to have them shadow other workers. But don't just focus on those in the employee's department. Cross training your workers by having them shadow employees in every department of your company will give them a much better understanding of how your organization works.
- **Build opportunities for feedback into the employee's first couple of months on the job.** Make sure new hires know that they're free to share and encourage new ideas. They may not be comfortable doing so the first day, but building the expectation for feedback and their insights will over time benefit your organization.
- **Conduct your first review.** Finally, after 90 days on the job, the manager should give the new hire their first evaluation. At this point, the new employee should be on the way to be fully integrated into the company and operating at a full workload. Identifying weaknesses at this stage will allow you to overcome potential problems or lead to the decision to terminate employment before too many resources have been invested in an employee that won't ultimately work out.



## EMPLOYEE RETENTION

Failing to retain a key employee is costly, including lost knowledge and production, insecure coworkers and a costly replacement candidate search.

Estimates suggest that losing a management employee costs an organization up to 100 percent of his/her salary. Employee retention is critically important for a second reason as well. With baby boomers retiring the upcoming generation's population numbers (approximately 44 million) does not compare to the 76 million baby boomers. In short there are fewer people available to work.

Employee retention is one of the primary measures of the health of your organization. If you are losing critical staff members, you can safely bet that other people in their departments are also considering their options.

### Retention Tips

**The quality of the supervision an employee receives is critical to employee retention.** People leave managers and supervisors more often than they leave companies or jobs. It is not enough that the supervisor is well-liked or a nice person. The supervisor has a critical role to play in retention, starting with clear expectations of the employee.

Frequent employee complaints center on these areas.

- Lack of clarity about expectations
- Lack of feedback about performance
- Failure to hold scheduled meetings
- Lack of clarity about career path and earning potential
- Failure to provide a framework for employee success

**The employee's freedom to speak freely within the organization is another key factor in employee retention.** Does your organization solicit ideas and provide an environment in which people are comfortable providing feedback?



Employees seek to use their talent and skills in the workplace. Most employees want to contribute including outside of their specific job description. How many of your people could contribute far more than they currently do? You just need to know their skills, talent and experience, and take the time to tap into them.

**The perception of fairness and equitable treatment is important in employee retention.** Fairness throughout the organization is key to employee retention. Playing favorites or having discrepancies in access, perks or salaries for people doing the same work drives employees away.

GROWTH

**Talented employees, those that you want to retain, seek frequent opportunities to learn and grow their knowledge, skills, and career.** Without opportunities to work on important projects, sit on challenging and significant teams, gain new skills, employees will stagnate.

Provide your valued employees with growth opportunities and build learning opportunities throughout your organization.

**Employees need to feel that senior managers know about their work.** This is a common complaint "they don't know I exist". Take time to meet with new employees to learn about their talents, abilities and skills. Meet with employees periodically. Encourage communication about employees



from supervisors. You'll glean more useful information while keeping your fingers on the pulse of your organization. To build loyalty it is critical to help employees feel that they contribute and are acknowledged.

**Your staff members should be rewarded, recognized and appreciated.** Frequently saying thank you and public acknowledgements go a long way. Rewards, gifts, bonuses, and raises based on achievement also help retain staff.

Take a look at your organization. Are you doing your best to retain your top talent? Employ these tips to retain your desired, key employees and attract the best talent as well.

*Excerpts from Susan M. Healthfield (The Balance)*

## THE PERFORMANCE REVIEW

Employees should not go into a performance review without already knowing about their performance. Managers are responsible for setting performance standards and providing regular training and feedback to employees. So performance review should not include surprises. The goal is to make the review productive and allow for outcomes that benefit both the employee and the company.



The following will be helpful to this process.

### Establish the purpose of the performance review meeting.

Both the supervisor and employee should have a common view of the process...to review performance against previously established goals and identify what the employee and the manager can do to assure success. In addition, the manager might include new goals or a skill you want the employee to master. The question is: "What message do you want the employee to leave the room with?"

### An agenda from the employee is crucial.

A performance review meeting is not a one-way conversation. Employees often save discussions about their career and/or other questions or comments for these meetings. Be prepared for and encourage this. This is also an opportunity.

### Discuss challenges and successes.

Discuss and celebrate success. Discuss all ongoing challenges and brainstorm ways to solve those issues. Be clear about the implications of not solving issues.



### Discuss ideas for development/action plan.

This should be a significant portion of the meeting. Keep in mind that any evaluation format you use captures past performance, behaviors and incidents.

This portion of the discussion focuses on the future. Talk about the employee's goals and plans the employee has and insure that the company's plans are in alignment. Talk a lot about how the employee can accomplish their goals and satisfy the needs of the company.

*Continued on back page.*