



Here is your

**Take No Prisoners,
Go for the Gusto
and Get a Raise,
HR Game Plan for 2013!**

This is the year to commit to a constant HR improvement process!

Take on one strategic objective per month. What follows is one recommended approach. The best one is the one that works for you! Make sure to report on your monthly progress to the management team. See the **Monthly HR Progress Report**.

Note: All tools highlighted are in HR That Works. If you are a Member and open this document in the system (it can be found in What's New and in the Strategic HR Tools area) all the links will be "live". Otherwise only the orange links will work from this document if you are not logged in. Non-Members are always invited to join!
Go to www.hrthatworks.com to learn more.

Take a snapshot of where you are and create a Strategic HR Plan.

Diagnosis must precede prescription. This is a good time to ask the right questions. Most important part of a diagnosis is getting a complete history!

1. Conduct a quick audit. Use the [Instant HR Audit](#).
2. Calculate your HR Costs. Use the one page [HR Cost Calculator](#) or the [full online version](#).
3. Survey the entire management team. Use the [HR Department Survey](#).
4. Survey some or all of your employees. Use the [Knowledge Survey](#) and tweak it for your needs.
5. Have a meeting with the owner/CEO/President. To prepare properly, take a look at the reports in [Working with Your CEO](#) found in the Strategic HR section.
6. Create a summary report of your findings. Identify the critical objectives you must address. Then make a *presentation to the management team* for their feedback and buy-in.
7. Complete the process by creating and publishing a Strategic HR Plan for the year and the actions you will take over the next 90 days. See the [Sample 90-Day Game Plan](#).

Make sure your compliance act is together.

The law is ever evolving and HR has to keep up!

1. The easiest place to start is by ordering a [new all-in-one poster](#).
2. Update your policies, procedures, handbook and posters. Watch this [video](#) on subjects you should address in your handbook, policies and procedures. Also watch the Webinar on crafting [ePolicies](#).
3. Make sure you have your leave management act together (ADA, FMLA, Return to Work). See the [Training Modules](#) on each subject
4. Make sure all new managers and employees have signed off on contracts, handbooks and other policies.
5. Take the full [HR That Works Compliance Audit](#).
6. Get to know your [BNA State Law Summary](#) and subscribe to the [updates](#) for your state.
7. Make sure to regularly review the [HR That Works blog](#) for legal updates during the year. Even better subscribe to the [RSS feed](#).
8. Distribute the [Employee Compliance Survey](#).
9. Contact the [HR That Works Hotline](#) with any questions.

I C R A **Create a performance management process that works!**

According to our Members most of them are using a performance approach *invented in the dark ages*. Let's hope that not you! You can ditch the 1-5 annual review and greatly increase performance.

1. Begin by creating a workshop inviting all or some of your managers and employees to discuss and identify what works about the process you are currently using and what needs improvement.
2. Consider having your management team watch or listen to the **ROWE and Ownership Thinking Webinars**. Also take a look at the **Performance Management Training Module**. It's real easy to burn CDs for them to listen to in the car or send them files they can download into their media devices. If you need help doing that ask a twenty something.
3. Now it's time to take what you have and improve it. You can test one or more approaches on different groups of employees to find out which works best. Take a look at the **Performance Management Tools** in the Personnel Forms.
4. Set a goal for overall improvement. Maybe 5-10%. Then *identify the benchmarks* you will use in terms of quality, quantity and experience to tell you if you are on track. See the **Benchmark Worksheet**.
5. Consider the use of the **Goal Span** performance management tool.

L — R **Manage the poor performing employees.**

Ancient wisdom knows the importance of "culling the herd." If we want to have great companies we must have great employees on each seat of the bus. Now that we are clear about performance benchmarks *we must demand results!*

1. Take a look at how you currently manage poor performers. Are there people on the bus who *if they quit you would be relieved as opposed to upset?* If that is the case it is time to let them go. Get all the nonsense out of the way and terminate them! Make sure to use the **Pre-Termination Checklist**.
2. For those employees that you like but are not performing to expectation, put them on a 30-90 day improvement plan. Make sure to document the process. If they don't turn around you must let them go too. Consider the **Employee Correction Form**, so they get to own their problems.
3. Train your managers using the **Discipline and Termination Training Module**.
4. Consider the use of a **Severance and Release** for departing employees that have given it their best but just can't cut it for some reason. There is a sample on the website. The basic rule of thumb is one week per year for rank and file and two weeks per year for exempt employees. As always, we recommend you have it reviewed by an attorney for the particular circumstance. We don't recommend offering any payments to insubordinate employees or those who failed to make an effort.



Create a world class hiring process.

Now that you've let go of the poor performers it's time to replace them with great employees. Remember- what comes to you comes from you!

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1. Create a hiring process and put it in writing. See the [Hiring Checklist](#) and [Hiring Flowchart](#).
 2. Get your website hiring section to support your hiring efforts by positioning you as an Employer of Choice. While a larger company than most, here's an example of a great hiring page <http://careers.unitedhealthgroup.com/>. Then of course there is Google <http://www.google.com/about/jobs/> While you may not be able to afford such coolness you can certainly create your own cool hiring page. Make sure to add plenty of fun employee testimonial videos.
 3. Create an **employee referral system** that works. Put some real financial juice in it, spreading out the payments per benchmark (i.e. referral, hire, 3 mos., 6 mos. and one year). Prepare scripts for employees to use with prospective applicants and one page opportunity sheets.
 4. Make sure to do hiring tests with **SHL**, assessments with **ZeroRisk HR** and background checks with **Global HR Research**. Also consider creating a test using the [Quiz](#) function.
 5. Get the team involved in the hiring process. We like 3 on 3 group interviews. See the [Co-Employee Applicant Appraisal Form](#).
 6. Make sure to do **pre-hire physicals**. Last thing you want to do is hire a Work Comp claim. See the [Conditional Job Offer](#) and [Pre-Placement Medical Report](#).
 7. Lastly, have your managers watch the [Hiring Training Video](#).
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Create an Onboarding Process that Drives Engagement.

Are new hires nurtured and cared for or treated like a pinball dropped into a fast moving game? Do you *have turnover problems* with new hires? Are they *quick at getting up to speed* or does it feel like you brought somebody on the team going 45 MPH??

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1. *Survey your existing employees* to see how they would suggest you improve the company's orientation process.
 2. Find out what your *competition* does in terms of orientation or onboarding. Are there best practices you can borrow from?
 3. Create a written onboarding process. See the [Orientation Training Module](#) and the [Orientation Checklist](#).
 4. Introduce the [60-Day New Employee Survey](#) at the time of hire and make sure it gets filled out on the 60th day for you to discuss.
 5. Have employees "sign-off" on the orientation process. See [Employee Orientation Acknowledgement](#)
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Wellness Month.

Do you have a wellness program in place (you should by now) and if so, how is it working for you? Unfortunately, many *wellness programs fall flat* on their faces within a couple of months just like New Year's resolutions do.

1. Does leadership set *the wellness example*? Do they exhibit the balanced life? Do they act and look as if they have good nutritional behaviors and exercise? How can you inspire leadership to be healthier? Are you setting a good example?
2. Have you experimented with *various incentives* to find out which ones work best? Have you invited your employees into that conversation? Have you considered buying your employees a healthy lunch? For most companies the return on investment will far exceed the cost of those lunches. The added 10% of productivity in the afternoon will pay for it alone.
3. To what degree do you publicize success? The "Greatest Loser" contest is about getting public with your challenges. How can you make wellness a public game at your company? Lastly, make sure you or your broker educates your employees on how to best utilize employee benefits. For example, running to the ER every time there's a problem is not the best approach.
4. Looks at our [Webinars](#) on wellness and share the [Food Checklist](#).

Create a management training program.

Fact is, half the managers in your industry are above average and *half are below average*. You can take a guess at which group gets the most training. Don't let your company have below average managers—train them! Here are the subjects you should consider in your training. Remember HR That Works allows you to assign training through the *Learning Management System* which allows you to track status of completion.

1. Hiring great people
2. How to manage the performance of great people
3. Keeping great people
4. How to motivate great people
5. Dealing with poor performers and the termination process
6. Compliance basics
7. Effective leadership and management skills
8. Emotional intelligence
9. Business acumen
10. Creativity and innovation
11. Managing across generations
12. Time management

You're encouraged to do one of these trainings every month, preferably in a group setting as we learn better that way. Calendar an hour for watching the training and then a half hour for follow up dialogue around it. Also provide the manager with the related report.

It's time to get creative!

Today's company and HR executive must innovate and differentiate...or die. So, just how out of the box are you? Are you in a reactive mode or are you proactively creating your HR story?

1. Begin by being a *good observer* of your environment. Where are good and innovative things being done? What's generating those results? How can you tap into that energy?
2. Create an employee suggestion system that works. Watch the [I-Power Webinar](#) and then begin monthly best practice meetings.
3. Distribute the [Creativity Checklist](#) and the [Employee Suggestion Form](#). Reward all suggestions with a lottery ticket, raffle ticket, or free lunch.
4. Read [Orbiting the Giant Hairball](#) by Gordon MacKenzie.
5. Watch the [I-Power](#) Webinar.
6. See [Creating a Fun Workplace](#).

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Focus on your retention strategies.

Now that you've got trustworthy, productive, and innovative employees—you had better keep them! The last thing you want to do is grow them out of a job or lose them to the competition. The *cost of turnover* is enormous and the third greatest concern of the executives we've surveyed.

1. Use the [Turnover Cost Calculator](#) and get a handle on your true turnover costs.
2. If you haven't already done so, make sure to use [Exit Interviews](#). Have you identified the top three reasons why people are leaving your company? Is it pay, quality of work, their manager, their future opportunities, benefits, or something else?
3. Use [Retention Program Possibilities Spreadsheet](#) and examine the cost/benefit of current strategies. Then begin experimenting with others.
4. Make sure you *re-examine your compensation, benefit, and bonus structures* to make sure they are competitive. If they are, make sure to market them to both job applicants and employees alike.
5. Have your managers watch the [How to Keep Great Employees Training Video](#).

NOVEMBER

Brand the workforce.

This is where you get the opportunity to help take the work story to a whole new level. How would you like to describe the work experience at your company? Making a difference? Engaging? Exciting? Craftsmanship? Fun? Professionalism? Fact is, our work environment is *never not communicating*. What story would your workplace tell me if I walked into it today? Guess what?—that's what it's telling your employees every day! What story would you like to see it say?

1. Ask your employees what *words they would use to describe* the best part of their work experience. See which words weigh most heavily.
2. Given those words create a contest allowing employees to create an *internal marketing slogan* for their work experience. For all you know they may come up with the “kick ass do gooders.” If that’s the case, then run with it.
3. Once you get your brand personified, *show it off* all around the office. I want to be able to know what it is simply by walking into your company. It would be great to see pictures, client testimonials, employee testimonials about the difference your employees have made in their lives, artwork by children of your employees and so on.
4. Do not forget to bring this branding into your internet and social media presence as well. Make sure your employees have posted videos in your hiring section describing and branding the employment opportunity at your company. See the report on [Social Media](#).

DECEMBER

Spirit at work.

This is where we celebrate the past year, share our triumphs and discuss frustrations we hope to solve in the coming year. This is primarily a time for reflection and re-connection.

1. *Acknowledge all faiths* at this time. Go to www.interfaithcalendar.org and you will see sacred times for the various world religions.
2. Watch the [Spirit at Work Webinar](#) and ask how you can bring more spirit to the work you do every day. How can you allow other employees to do the same? Simply by repeatedly asking the question you will begin producing results. Trust me on this.
3. Make sure to have a great holiday party. Whether you all go to lunch or do something more extravagant, don’t let tight financial times or the burden of work to be an excuse not to get together.
4. Collectively *give a gift to your community*. Whether you give blood together, serve the homeless, fund a children’s program, help the elderly, build a house, or provide some other service, doing it as a group builds the collective spirit.
5. Complete a *stewardship report* summarizing the results you’ve produced over this wonderful year. You may wish to also *give a presentation*, ownership, management, and rank and file.
6. Lastly, allow yourself some time to reflect on the past year and examine your personal triumphs and frustrations. Do it over a fine glass of wine, a great cocktail, or hot cup of tea. You did it!

CONCLUSION

Of course there are a dozen more strategic objectives you could tackle, but these are a great head start. I guess you could say the above is *my challenge to you!* Are you up for it!? Remember, don't hesitate to contact me personally to share your excitement or express your frustration. We'll be here either way. And, don't forget at the end of the year to share the results you've made with us so we can *coax, encourage, and inspire* others to do the same.

Here's to a great 2013!

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