
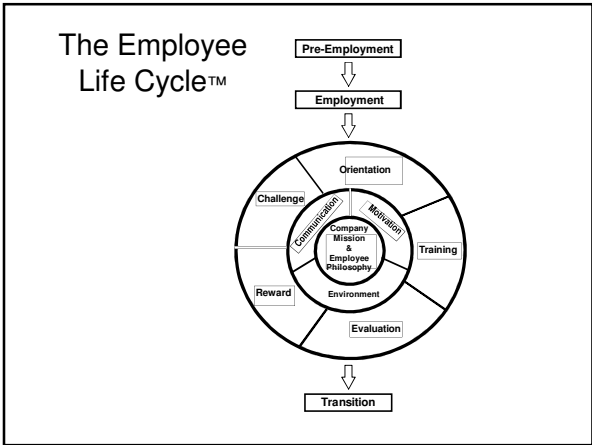


Managing the Employee Life Cycle




Arlene Vernon, PHR

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Key Leadership Questions

- Evaluate at each phase of the life cycle:
 - ✿ What is already working?
 - ✿ What results are needed?
 - ✿ What's next?



**Start at the Core:
Integrate Your Mission
From the Top Down**

- Organization vision and mission
- Human resource mission
- Supervisory mission
- Employee mission

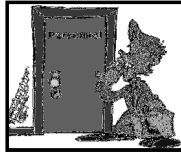
**Integrate Your Mission
From the Top Down**

- Know your mission
- Lead from the mission
- Integrate mission into every business decision
- Hold people accountable

**Mission, Values
and Culture**

- Integrate mission into each employee interaction
 - Communication
 - Define and clarify most effective methods
 - Motivation
 - Action plan
 - Environment
 - Look around...

Pre-Employment Phase



- Consistent
 - ✦ Processes and procedures
- Fantasy Candidate
 - ✦ Knowledge
 - ✦ Skills
 - ✦ Abilities
- Resume/Application Review
 - ✦ Match job specifications
 - ✦ Read between the lines

Pre-Employment Phase

- Pre-Screening Candidates
 - ✦ Telephone interviews / questionnaires
 - ✦ Who is responsible?
 - ✦ Assessments
- Interviewing
 - ✦ Organizational consistency
 - ✦ Structured written interviews
 - ✦ Sue-proof
 - ✦ Trained supervisors
- Reference Checking
 - ✦ Prepare ahead
 - ✦ Fill in missing data
 - ✦ Creative results



Employment Phase

- Making the Best Decision
 - ✦ Decision criteria
 - ✦ Comparing candidates
 - ✦ Whose decision is it?
- The Offer
 - ✦ Who, what, when, where and how
 - ✦ An offer they can't refuse
 - ✦ Be careful and complete
- One Step Beyond
 - ✦ No guarantees
 - ✦ Stay in touch



Orientation Phase

■ Advance Planning

- ✿ Orientation schedule
- ✿ Be thorough
- ✿ Who participates?
- ✿ Who shares what messages?



■ HR Stuff

- ✿ Culture
- ✿ Forms, forms, forms
- ✿ Handbook
- ✿ Benefits
- ✿ Organizational overview

Orientation Phase

■ Who are we as an organization?

- ✿ Overview – “sell” our services
- ✿ Key cross-department information
- ✿ Safety and compliance
- ✿ Systems and methods

■ Department level orientation

- ✿ Pre-defined department details
- ✿ Personal welcome
- ✿ Tour and introductions
- ✿ Avoid the lonely lunch
- ✿ “Just Right” information



Orientation Phase

■ Extras

- ✿ Success tips
- ✿ Mentors and buddies
- ✿ Follow up

■ Keep the momentum going



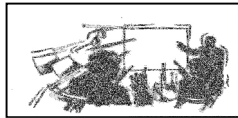
Training Phase



- Determine training objectives for new and existing employees
 - ◆ Whose responsibility is training assessment, development, implementation?
 - ◆ Assess individuals and teams of employees
 - ◆ What do your employees need to know?
 - ◆ Where are your performance gaps?
 - ◆ Assess operations v. job duties
 - ◆ Where are employee growth and development opportunities?

Training Phase

- Set training timelines
 - ◆ Realistic
 - ◆ Consider the individual
- Identify training methodology
 - ◆ Variety
 - ◆ Customize
 - ◆ Use all available resources
 - ◆ Evaluate effectiveness



Evaluation Phase

- Set expectations on feedback
 - ◆ No Surprise Theory™
 - ◆ Informal
 - ◆ Formal
- Trained supervisors
 - ◆ Timely and consistent practices
 - ◆ Unbiased
 - ◆ Determine and communicate management accountability
 - ◆ Well-written, thorough, examples



Evaluation Phase

■ Effective feedback

- ◆ Practical appraisal tools
 - Clearly defined and applied ratings
 - Competencies
 - Job responsibilities
 - Objectives
 - Self-appraisals
- ◆ Tied to mission and vision



Rewards and Recognition

- Compensation and benefits
 - ◆ Ensuring internal and external equity
- Recognition
 - ◆ Determine objectives
 - ◆ Performance based
 - ◆ Supervisors' roles
 - ◆ Authentic
 - ◆ Broad impact
- Creativity
 - ◆ Reward matches the objective
 - ◆ Beyond the traditional
 - ◆ Make it fun!



Challenge Phase

■ Effective empowerment

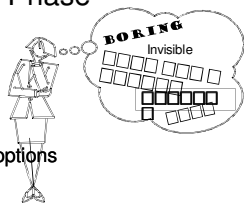
- ◆ Be selective
- ◆ Employee earned
- ◆ Traditional and alternative options

■ Do it right

- ◆ Establish realistic objectives
- ◆ Don't move beyond capability



■ Types of challenges

- ◆ Think creatively
- ◆ Do-it-yourself challenges




Transition Phase

- Responding right
 - Organization philosophy
 - Proper closure
 - HR procedures & practices
 - Professional and prepared managers
 - Think image
- Smooth transitioning
 - Exit interviews
 - Listen and learn
- Exit data
 - Track exit and turnover data
 - Report turnover results
 - Commit to action

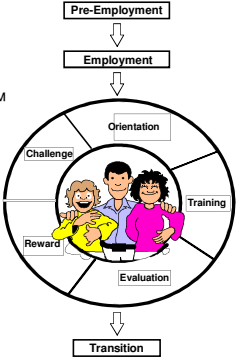



Implementing the Employee Life Cycle

- What's already working?
 - Celebrate
- What results are needed?
 - Brainstorm
- What's next?
 - Strategize



Let The Employee Life Cycle™ Work For You



Employee Life Cycle Wrap-Up Exercise

■ What are you going to do differently...

◆ After today's session?

◆ For the next 30 days?

◆ Long term?

