PROVIDING SOLUTIONS FOR PEAK PERFORMANCE

Focus on People to Prevent Pitfalls

Talent Management is the career development, training, counseling, tracking, and organizing of the people who make up the fabric of an organization. When people notice the company's focus is on them, they tend to work harder, stress less, produce more, and have positive outlooks on their jobs. It is only when symptoms arise such as poor performance, low morale, absenteeism, and turnover that start to negatively affect the financials is when the company typically starts to look for a change.

Strategically designing policies and procedures then clearly communicating, properly tracking, and documenting them prevents stumbling blocks. While some policies and procedures are being governed by federal, state, and local laws that can result in fines and lawsuits, others are more nebulous or difficult to measure. Ex: employees that experience a culture of poor communication tend to show negative symptoms and eventually leave the organization.

A proven way to assess organizational performance is an annual performance review. Employees find the traditional annual review process outdated and require a more meaningful approach. Current evaluations do not have to be diminished – just tweaked. Important keys to success in this area are:

- Assign the correct evaluator is assigned to each employee
- Train evaluators on both hard and soft skills
- Ensure feedback and communication is a key component
- Consistently check-in throughout year with employees
- Allow self, peer, manager, and outside contributor evaluation: a total 360-degree snapshot
- Structure learning opportunities around weaknesses in evaluated skills

Today's software programs are assisting businesses to view evaluations differently by ensuring the required transfer of communication take place and the learning opportunity is present. The process becomes intuitive when timely check-ins occur, and logical timeframes are given; while the use of technology and social media can make the experience more enjoyable for all parties.

Case Study: Managing Performance

Situation Analysis: Racca Solutions Group assisted a 2,000-employee oilfield services company on selecting a performance management system focused on employee evaluations with their recent IPO. Their existing annual evaluation process received low participation and interest from managers. RSG was tasked to discover, evaluate, and select a software solution to improve their processes and capabilities.

Improvements Identified: RSG identified and prioritized a list of software needs:

- User friendly, easy and efficient interface
- Goal setting and tracking at multiple org. levels
- Ability to track multiple competencies for different jobs
- Reporting of results (i.e. tracking, trending, progression)
- Integration with current payroll software
- Ongoing training and support
- Flexibility (i.e. monthly, quarterly, and annual reviews)
- Rewards for participation, integrated compensation

The selection process included:

- Initial search and discovery
- Preliminary demos
- QFD scoring against prioritized needs list
- Data-driven decision with qualitative discussion

Overall Results: A vendor was selected by consensus and supported by data. The company now has the tool needed to measure goals and competencies for evaluations and coaching. HR and leadership are successfully able to track employee success over time while linking company goals, training, and compensation to performance.

During selection, RSG collected pricing proposals while negotiating savings. With the selected vendor being the highest priced, RSG negotiated $20k in savings on the total software suite, a waiver of $10k in data-feed fees to integrate with existing payroll system, and 3-year agreement to add modules over time. RSG's efforts resulted in nearly $100k in savings for the company.