



# grow great people

*HR Tips / Book Two*



A more human resource.™



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## Introduction

Your business is only as strong as its people. When you invest in the professional development and engagement of your employees, you set your business up for growth and long-term success. With the right support, new hires can quickly become some of your most trusted and high-performing assets. These HR Tips and techniques can help you position your employees for future advancement within your business.

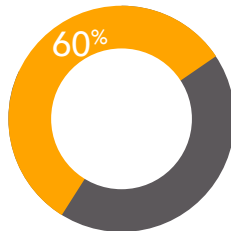




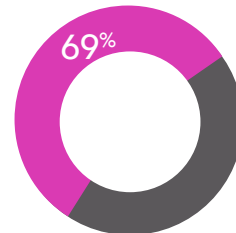
## How to make it work... remotely

Job flexibility and remote access are highly valued in today's workplace, with 60% of college graduates expecting to be able to work remotely and 69% believing they don't have to be in an office to be productive.<sup>1</sup>

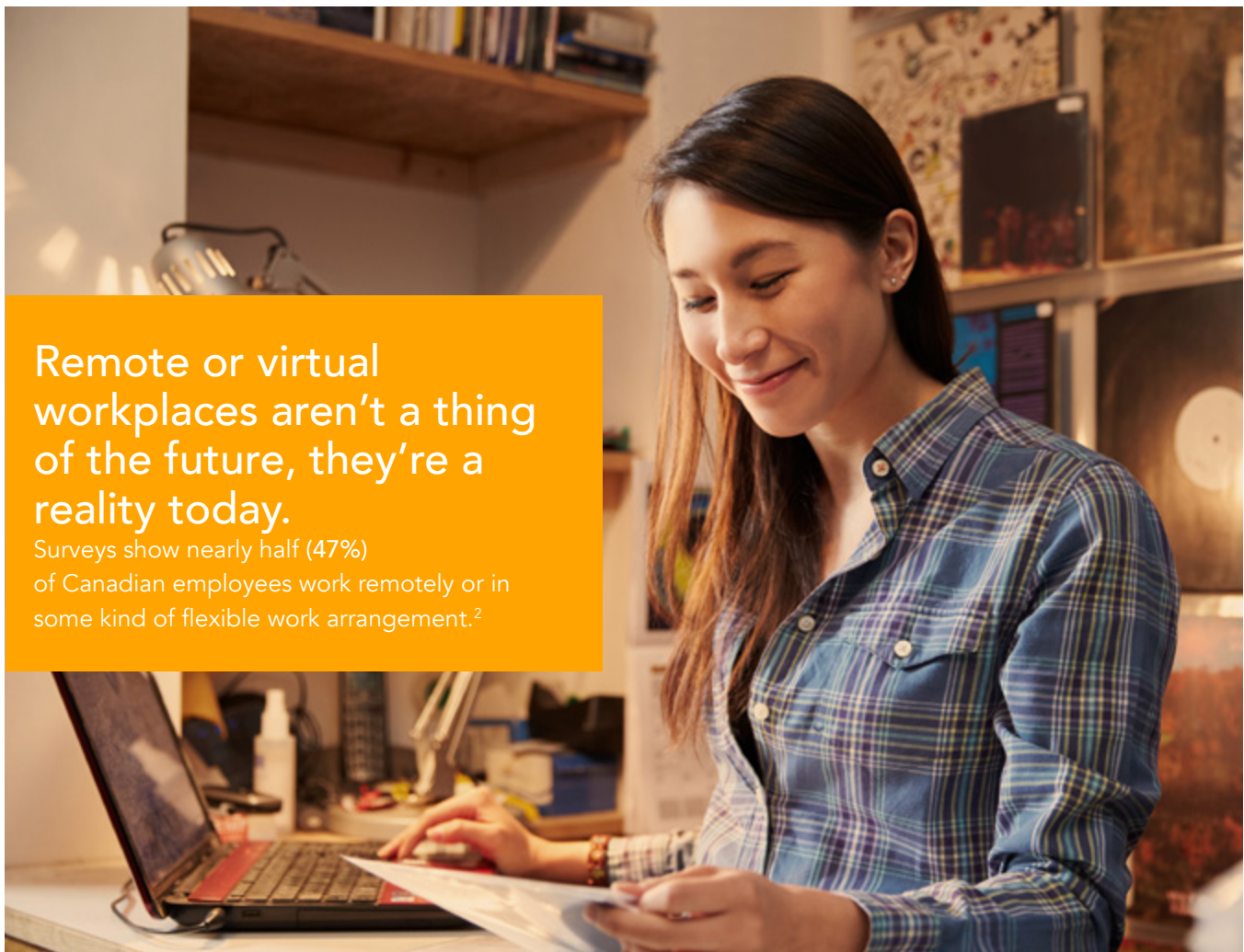
Remote work environments present challenges for managers tasked with keeping their team engaged, motivated, and effective. So how do you handle that?



**60%** of college graduates  
expecting to work remotely.



**69%** believing they can be  
productive outside the office.



Remote or virtual workplaces aren't a thing of the future, they're a reality today.

Surveys show nearly half (47%) of Canadian employees work remotely or in some kind of flexible work arrangement.<sup>2</sup>

- **Virtual face-to-face:** Web-based video services such as Skype or Facetime help us feel more connected. Use them for casual conversations, coaching, and group meetings.
- **Instant message:** Encourage quick “chats.” Instant messaging is easy to use and can replace casual break room conversations, helping people feel closer to colleagues.
- **Tailored approaches:** Some workers like the phone, some prefer e-mail, and some like both. Use the approach that each person prefers.
- **Set goals and track them:** One threat to remote work is the perception of a lack of control. If staff knows what is needed, by what time, and have clear objectives, you can easily track performance.
- **Leverage technology:** There are many collaboration and project management tools (both installed as software and online) so you can see at-a-glance the status of a project or progress on tasks you’ve assigned.
- **Don’t ignore security:** 80% of corporate desktops contain sensitive information<sup>3</sup> so you need to establish security processes to protect privacy and confidentiality (we’ll talk more about security in a future article).
- **Communicate more, not less:** Occasional e-mails won’t cut it – you need to be in regular contact so your remote workers don’t feel isolated and disengaged. Check in at least once a day. Avoid vague questions like: “How’s it going?” and opt for more meaningful discussions about challenges being faced and resolution options to empower informed decision-making.
- **Bring everyone in:** Even the most effective remote teams need to spend time together. Budget time and money to get everyone together a couple of times each year. Remote workplaces can be a boon for productivity and employee flexibility. Open lines of communication, clear expectations, and strong management will help you successfully guide your virtual team.



Web-based video services such as Skype or Facetime help us feel more connected.



80% of corporate desktops contain sensitive information<sup>3</sup> so you need to establish security processes to protect privacy and confidentiality.

Sources:

1. Cisco, *Cisco Connected World Technology Report*, 2010.
2. Towers Perrin, *2012 Global Workforce Study*, 2012.
3. Shred-It, *Our Services*, 2014.

## How to set goals to enhance engagement and productivity

Some business owners dread the annual “performance review,” but reviews are an important first step in a performance management process that can help engage and motivate employees, while improving performance and productivity.

Watson Wyatt surveyed employees and found this scary reality: 65% of employees aren’t engaged in their job or their workplace.<sup>1</sup>



**65%** of employees aren't engaged in **their job or their workplace.**<sup>1</sup>

Goal-setting can help employees understand what activities are important to you and what's expected of them.

As well, they should know what's needed from them to progress in their career. But if employees aren't engaged in the goal, or think it can't be achieved, the process will fail.

Involving employees in goal-setting is a good way to boost engagement. Use review meetings to continue the discussion about business objectives, the employee's role in helping to realize those objectives, and career development opportunities.



Here are some more tips:

## Focus on business and employees.

Set goals that support your corporate objectives and help develop skills for future advancement.

## Write it down.

No one can achieve a goal that isn't documented in black and white.

## Be specific.

Employees need tangible and measurable targets (such as decrease delivery time by 1 day, respond to customers ½ an hour faster or sell 5% more products).

## Make it achievable.

Lofty goals (sometimes called stretch goals) can demoralize your team – so keep them realistic.

## Provide a timeframe.

The realities of day-to-day activities will get in the way if there's no deadline for completing goals.

## Break down large goals.

Employees are more likely to tackle projects broken into manageable tasks, each one with its own measurement and completion timeframe.

## Reconnect regularly.

Check-in with your employees periodically to help them stay on task, ask questions, or get help. Feedback during the annual review shouldn't be a surprise, and even employees who are struggling should already know what's expected so they can enlist help from supervisors.

## As a final note:

When setting performance goals, don't forget about new employees. As we mentioned in our article about "onboarding," establishing goals for all new hires helps bring new employees up to speed faster, and gives them a clear path for success.<sup>2</sup>

Sources:

1. Towers Watson, *Global Workforce Study*, 2012. 2. Inc. Magazine, *How to Set Goals for New Employees*, 2010.

## How to get the most out of your seasonal workforce

There are about 2.3 million temporary workers in Canada and another 2.7 million part-time workers<sup>1</sup>, with the tourism industry expecting to increase employees by 20%<sup>2</sup>.

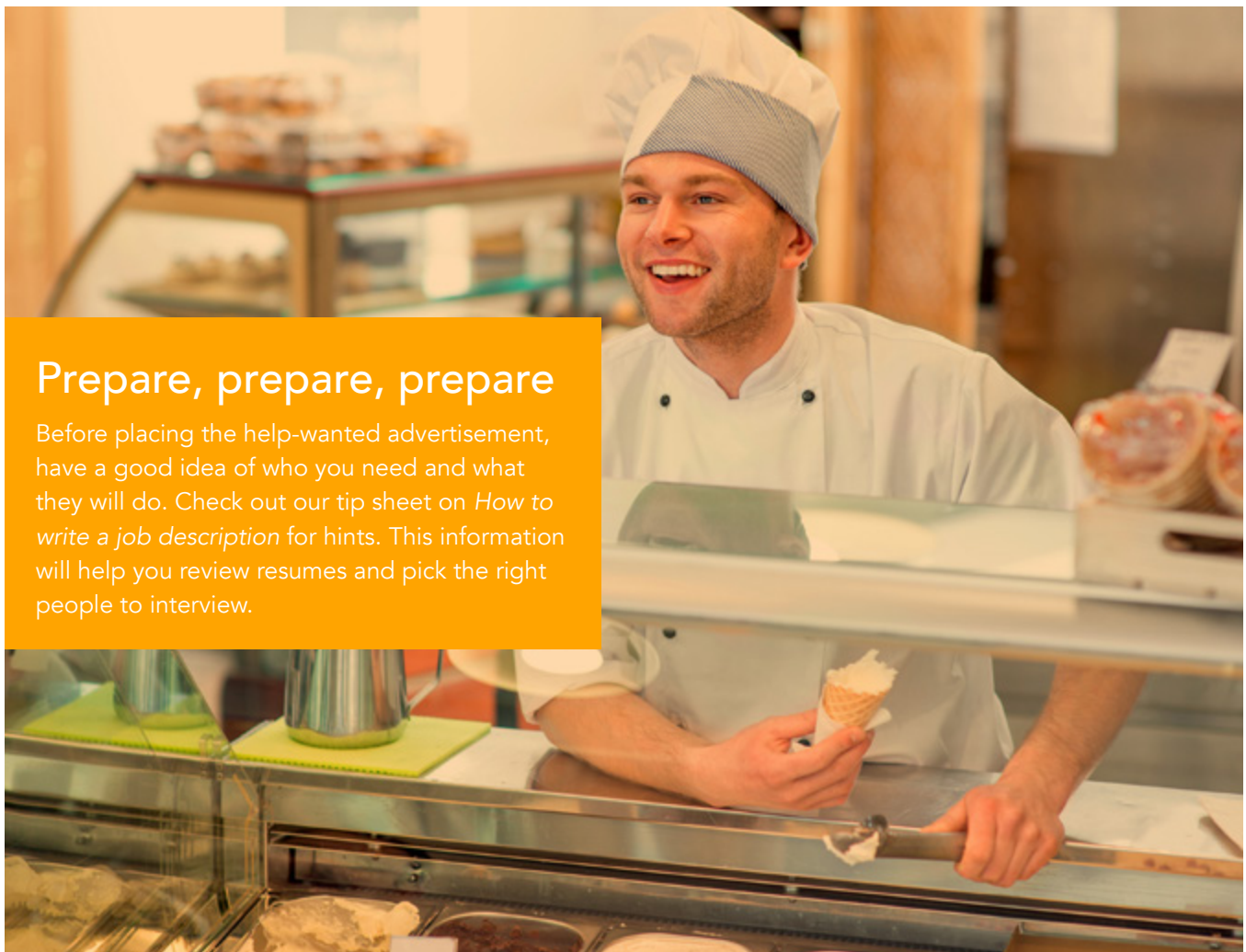
These casual or part-time workers can boost productivity, so it's key to plan ahead.



**2.7 million**  
part-time workers.



**2.3 million**  
temporary workers.



### Prepare, prepare, prepare

Before placing the help-wanted advertisement, have a good idea of who you need and what they will do. Check out our tip sheet on *How to write a job description* for hints. This information will help you review resumes and pick the right people to interview.



## Documentation: it is all about the details

One of the first steps when hiring a new worker is getting the right information on day one, including:

- Full, legal name
- Social insurance number
- Mailing address
- Alternate address (particularly important for students or foreign workers)
- Phone number and cell phone number
- Email address
- Emergency contacts
- Bank account information, if you are paying by direct deposit

For every person you employ, you must remit taxes, prepare T4s and deduct employment insurance (EI) premiums. Canadian Pension Plan (CPP)<sup>3</sup> also requires you deduct premiums for anyone over 18 years of age. Check to see if your province/territory has additional requirements.

## Get off on the right foot

Many seasonal or part-time workers are given little training. Taking extra time to explain what you want them to do, how you want it done, and even a little bit of information about your company and its customers can go a long way in making that person more effective in the job. Remember, anyone can be approached by a customer or potential customer, so they should know what to say and how to act. Remember to cover worker safety. No one wants an accident!

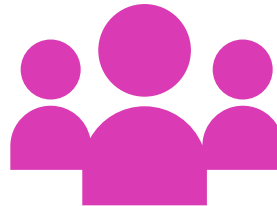
## The end is near

When the season is nearing its close, you need to be ready to prepare a record of employment (ROE) within five days of the last day of work<sup>4</sup>. Remember all that information you gathered at the beginning of the season? You need it now for the ROE.

And, although the worker may be gone, his or her paperwork must remain, generally, for 6 years<sup>5</sup>. So file all the employee information in a safe place.



One of the first steps when hiring a new worker is getting the right information on day one.



Many seasonal or part-time workers are given little training. Taking a little extra time to explain what you want them to do can go a long way.

Sources:

1. Statistics Canada, *Average hourly wages of employees by selected characteristics and occupation, unadjusted data, by province (monthly)*, 2013.
2. Canadian Tourism Human Resource Council, *The 2013 Tourism Human Resource Outlook*, 2013.
3. Canada Revenue Agency, *Canada Pension Plan*, 2013.
4. Government of Canada, *Employment Insurance Regulations (SOR/96-332)*, 2013.
5. Government of Canada, *Employment Insurance Act (S.C. 1996, c.23)*, 2013.

## How to start new employees out on the right foot

Onboarding is the process of bringing a new employee into a company and getting them up to speed in their role.

You've found the perfect person for that open position and your new hire is starting work this week, but getting ready for a new employee involves more than a spare desk and computer.

“ Starting a new job can be stressful. Make the first few weeks a little easier by planning an effective onboarding program. ”

### Welcome

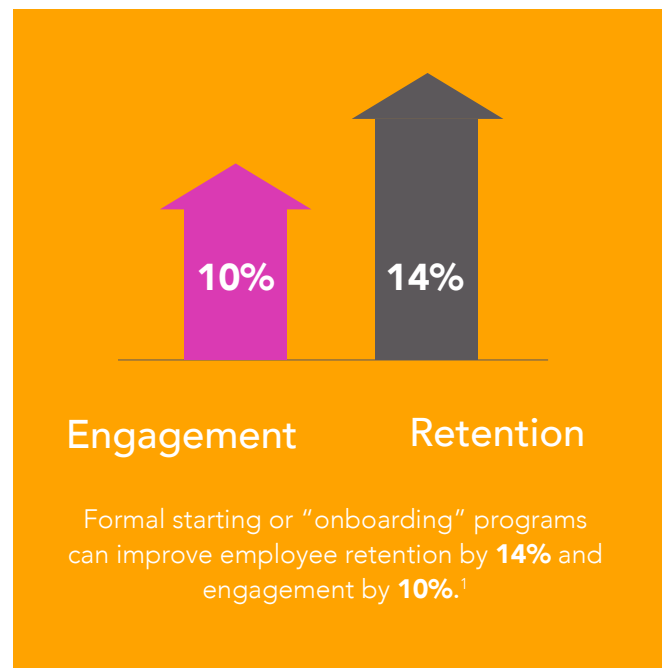
Get someone to greet new hires and help them settle in. Consider partnering new hires with a seasoned staff member to help them learn the ropes. If possible, take them out for lunch on their first day, or arrange for someone to eat with them in your lunchroom.



Effective onboarding starts when an offer is accepted and includes:

- **Welcome email:** (Or physical package) sent shortly after an offer is accepted and includes start date, location (with a map indicating public transit and/or parking), company background, policies, procedures, and items needed on their first day (such as a void cheque for payroll and any safety equipment).
- **Workspace ready:** Set up office and tell onsite supervisors who is coming, when, and what their job will be.
- **Electronics online:** Have the computer, phone, email and company-owned social media accounts set up for the employee (make sure you have a social media policy on hand!).
- **Welcome:** Get someone to greet new hires and help them settle in. Consider partnering new hires with a seasoned staff member to help them learn the ropes. If possible, take them out for lunch on their first day, or arrange for someone to eat with them in your lunchroom.
- **Schedule training:** From a simple introduction to comprehensive on-the-job training, every new employee needs help to make sure they do things the way you want. Don't forget worker safety and other training is required by law.
- **Set dates for reviews:** It's never too soon to set performance goals and reviews and it helps boost effectiveness. Check in with new hires daily, weekly, and monthly to see how they are settling in.
- **Prepare paperwork:** Collect applications for benefits programs, tax, and payroll information (including banking details), and make sure the new hire has business cards, security cards, and access codes. Having a package ready with all the forms to get this paperwork completed on day one will save time and minimize mistakes. All employment contracts, non-compete, and confidentiality agreements should be signed before the first day of work.

Starting a new job can be stressful. Make the first few weeks a little easier by planning an effective onboarding program.



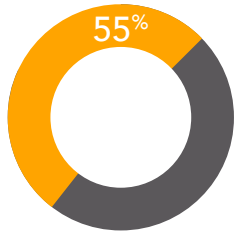
Sources:

1. Aberdeen Group, *Offboarding Talent Management*, 2013; ADP, *Shaping the New Hire Onboarding Process for Maximum Competitive Advantage*, 2009; ADP Virtual Edge, *The Onboarding Process: A Best Practice Series*, 2006.

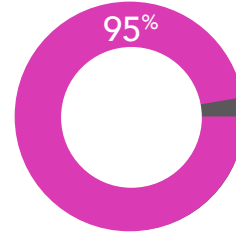
## How to help employees get ready for annual reviews

The best annual reviews are a dialogue between a supervisor and a staff member and the key to making the meeting productive, for both you and your employee, is preparation.

How do you make those review meetings effective (especially since only 55% of employees say reviews are accurate<sup>1</sup>)?



**55%** of employees says reviews are accurate.



**95%** of companies agreeing that performance management is an important challenge.

“I know what is expected of me at work” tops the list of 12 core elements that best predict employee engagement and performance<sup>1</sup>.

So if you're looking to boost performance and engage your employees, goal setting and annual performance reviews are good places to start.





Encourage your employees to prepare for their annual review meeting by providing them with these tips:

- **Look back:** Review notes and goals from the last review, and highlight areas of improvement. Identify which goals were and were not completed and why.
- **List achievements:** What have you done well, where have you gone above and beyond, what were the times you have made a difference to the company's bottom line or sales, and any positive client or customer feedback.
- **Take note of challenges:** Were there things that prevented you from achieving your goals, or from doing your job at optimal levels? Be specific and constructive.
- **Be objective:** No one is perfect. Be honest about where you may have struggled or made mistakes. Make the meeting productive by talking about what you would do differently or what measures you've taken to make sure struggles and mistakes won't be repeated.
- **Keep an open mind:** You might not always like what you're being told in a review meeting. Try not to take it personally. Use the feedback to help you improve your performance and realize future success.
- **Look ahead:** What do you think you can achieve in the coming review period and how will you do it?
- **Identify gaps:** What training could help you to do your job better and what skills do you need to develop?

Taking the time to help employees prepare for reviews are positive steps that can help improve employee engagement and performance in the long run. With 95% of companies<sup>2</sup> agreeing that performance management is an important challenge, conducting effective reviews can boost your team's effectiveness and employee success.



**Identify**  
which goals were  
**and were not**  
**completed and**  
**why.**



**The best** annual  
reviews are a dialogue  
**between a**  
**supervisor and a**  
**staff member.**

Sources:

1. Gallup. Q12® *Meta-Analysis: The Relationship Between Engagement at Work and Organizational Outcomes*, 2012. 2. SHRM / GLOBOFORCE, *Employee Recognition Survey*, 2012.

## How to deliver a bad review

One of the hardest jobs facing supervisors is delivering a performance appraisal that is more negative than positive. Since performance reviews are an employee's most important feedback tool, you need to make sure employee evaluations are delivered clearly and constructively<sup>1</sup> so that your staff member can take steps to improve and succeed.

“ No one likes to deliver a bad review, but if you view it as an opportunity to improve, both you and your employee will benefit in the long run. ”

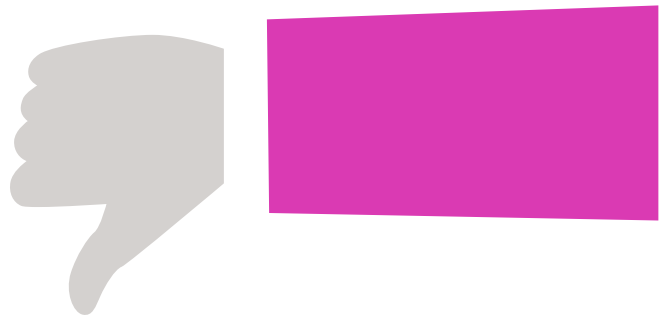


Here are some pointers for delivering constructive criticism:

- **Do meet face to face.** Come out from behind the desk and sit face to face with the employee. Encourage a dialogue about specific incidents of concern and how to handle it better.
- **Don't use email.** Messages can be too easily misconstrued, misunderstood, or forwarded.
- **Do focus on something positive.** While identifying specific areas for further growth and improvement be organized, concise, and have specific examples.
- **Don't surprise staff.** Employees should know when performance has been below par. Review meetings aren't the place to present performance concerns you've never previously discussed.
- **Do listen.** Give the employee a chance to speak and address the concerns that you raise. Work together on a plan of action for improvement.
- **Don't vent.** A string of criticisms seldom produce improved behaviour and can cause resentment. Keep your comments focused on specific performance issues and not a general commentary about the person.
- **Do put it in writing.** Keep your paperwork in order and document incidents as they happen to avoid any legal issues or discrimination complaints if a termination is mishandled.
- **Don't get angry.** Deliver the employee evaluation in a neutral tone. If the meeting is getting heated, take a break, and take a breath. The goal is to change outcomes so focus on the behaviour that needs to change.
- **Do ask questions.** Encourage employee self-analysis and come up with ideas on how they could better handle a situation you've identified. Make it an opportunity to help coach employees.

- **Don't sugar coat it or dilute the message.** You risk the employee leaving the meeting having missed the point.
- **Do follow through.** Provide action plans that give employees the help they need to succeed.

No one likes to deliver a bad review, but if you view it as an opportunity to improve, both you and your employee will benefit in the long run.



**Encourage employee self-analysis** and let them come up with ideas on how they could better handle a situation you've identified. **Make it an opportunity to help coach employees.**

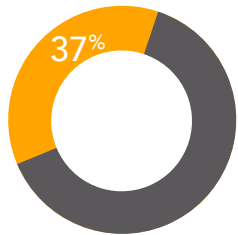
Sources:

1. Psychology Today, *How NOT to Conduct a Performance Review*, May 10, 2012; Inc. *10 Smart Rules for Giving Negative Feedback*, August 21, 2012; Entrepreneur, *How to Make a Poor Performance Review More Effective*, October 10, 2012; Forbes, *The 10 Commandments for Delivering Bad News*, May 30, 2012.

## How to train on a budget

Is training really important? Training has been shown to boost productivity with a revenue return on investment of 407%.<sup>1</sup>

A formal professional development program might seem intimidating for small and medium-sized companies with limited finances, but it doesn't need to break the bank. Here are some ideas to get you started on a shoestring budget.



**37%** of companies with a strong learning culture are more productive than their peers.<sup>2</sup>



There's a wide gap between expectations and reality when it comes to employee training and development.

77% of graduates say they expect their first employer to provide formal training, yet only 48% said they received training in their first job.<sup>3</sup>



## Lunch and learn

Invite suppliers or industry contacts to share their expertise during the lunch hour. Your IT support representative could talk about web safety or avoiding viruses, while a PR pro could give a primer on social media, or a group benefits company can talk about wellness or retirement planning. Many suppliers are happy to come in to share their knowledge (and often at no cost to you).

## Train the trainer

Seminars and luncheons can be great sources of information, but sending everyone can get expensive. Send one person (rotating around the office) and when they return, have them present what they learned to the team.

## Sharing skills

Is someone in your office a star at creating presentations or has a real skill for defusing frustrated clients? Tap into that expertise by having them present a 'How-To' session.

## Book club/corporate library

Stock your office with a resource library of business or educational books. You could kick it up a notch by having an office book club meet regularly to discuss a book and how the concepts could be applied to your workplace.

## Online courses & webinars

Associations and vendors often host webinars at low or no cost to you. Whether your staff watch from their desks, or a group meets in the boardroom, webinars are a cost-effective source of training on a wide range of topics.

Companies with a strong learning culture are 37% more productive than their peers<sup>3</sup> so the investment in training and development is worthwhile, and with a little creativity, you can boost productivity, moral, and professional development opportunities without spending a fortune.



Invite suppliers or industry contacts to share their expertise during the lunch hour.



Training has been shown to boost productivity with a revenue return on investment of 407%.

Sources:

1. Infosys Technologies, *Assessing Return on Investment (ROI) in corporate training program*, July 2014. 2. Bersin & Associates, *Building the Borderless and Agile Workplace*, 2012. 3. Accenture, *Accenture 2013 College Graduate Employment Survey*, 2013.

## How to identify workplace leaders

To build a sustainable company poised for success over the long term, you need new leaders to be ready to step up to the plate, yet only 36% of organizations have leadership programs in place.<sup>1</sup>

To know which skillset will be most valuable to your business, it's important to know the differences and the key traits that define each role.

“ Leaders are company visionaries who deliver on long-term objectives. Leadership can exist in any level of an organization. ”



Leaders, coaches, mentors, managers and supervisors ... these words are often used interchangeably, but each one has a distinct place in building a productive workplace that trains the leaders of tomorrow.

- **Leaders:** Are company visionaries who deliver on long-term objectives. Leadership can exist in any level of an organization.

**Traits:** Look for employees who are driven, inspire others and have an ability to rally people around them to execute on common goals.

- **Managers/Supervisors:** Are responsible for planning and directing the work of employees, monitoring their tasks, and taking corrective action when necessary to reach established goals.

**Traits:** Organization, delegation, and prioritization are critical skills for these employees. It's important to realize that managers don't need to be able to do all the tasks they're assigning, but they need to know if the job is done right.

- **Coaches:** Focus on teaching specific skills and correcting behaviour to improve performance with immediate feedback and direction. A coach could be a senior staff member or a colleague who has mastered the skills in question.

**Traits:** Look for someone who is engaged and interested in helping others, is a strong communicator and has the skills to teach others. Not everyone can be a coach, or is coachable, so choose carefully.

- **Mentors:** Enter into a long-term relationship with an employee designed to help more junior staff members move forward in their careers, whether up or across the business. It's a career development role that looks at where an employee wants to go, not the tasks they are doing today. This could also include tech-savvy newer workforce members who mentor colleagues on technology (called reverse mentoring).

**Traits:** This is not a tactical role. Look for experienced or skilled individuals who have "been there and done that", with the ability and desire to help another employee.

With effective talent management, the leaders of tomorrow will be ready when you need them.

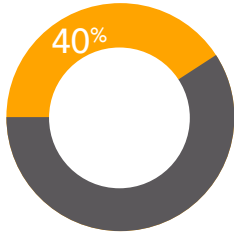


Sources:

1. Aberdeen Group. *Newbies to New Leaders, Closing Critical Skill Gaps with Learning*. October 2013.

## How to coach your team to victory

40% of organizations<sup>1</sup> say college hires will require additional training and coaching to become effective members of the workforce, so companies need to find ways of making sure their coaching efforts yield winning results.



**40%** of organizations say college hires will require **additional training**.<sup>1</sup>





So, what does it take? Here are some tips to make your coaching efforts more effective:

## Buy-in to the process.

Recognize the people who are willing to improve and invest time coaching these staff members. Not everyone is coachable and not everyone will make a good coach. To identify strong coaching candidates, look for people who are willing to share their expertise and won't feel threatened by helping others develop their skills.

## Focus on specifics.

Each coaching assignment should look to hone one skill at a time. Set definitive timeframes for realizing each assignment and achieving improvements.

## Practice makes perfect.

There's a reason professional athletes train between games; practicing skills improves performance.

## Tailor training.

Everyone learns in different ways, so a good coach needs to figure out how to communicate in the way that resonates with the employee. This can be hit and miss to start but once coaches figure out a formula, it won't matter if they are teaching phone etiquette or closing the sale, the employee will get it.

## Temper authoritarianism.

The image of coaches shouting and pushing peak performance in star athletes is well known but a militant coaching style can be counter-productive in the workplace, stifling creativity and bringing morale down.

## Coach motivation.

Instead of relentlessly driving a team, see coaching as a motivator to achieve higher levels of success. Balance direction with encouragement. An employee has to feel capable of success to achieve it.

## Link plan to goals.

Include coaching objectives as part of goal setting and performance appraisals so that individual team members have greater incentive to improve their skills.

## Celebrate the wins.

When specific milestones are reached, celebrate the success to help motivate ongoing improvement.

Coaching is an important training technique for building strong teams, enhancing performance, and developing individual employees. Adopting the appropriate coaching style and putting the right coaches in place can help make your team a winning one.

Sources:

1. Aberdeen Group, *Newbies to New Leaders, Closing Critical Skill Gaps with Learning*, October 2013.



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We hope you found these HR tips helpful.

If you would like to learn more about what ADP can do for your business, do not hesitate to get in touch.

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