

# Critical Actions to Sustain Performance

## 1. RECRUITING & SELECTION

*Attract and select the best-qualified talent*

1. Clearly describe responsibilities tasks, expectations and performance standards.
2. Establish selection criteria.
3. System in place to capture, screen, & evaluate applicants.
4. Engage recruitment resources.
5. Ensure qualification & selection process is used by everyone candidate encounters.
6. Publish agenda for candidate visits and interviews.
7. Ensure interviewers are fluent in behavioral interviewing skills.
8. Involve all interviewers in candidate debriefing & evaluation/ process.
9. Use accepted and proven assessment tools to test and measure candidates' predictability for success.
10. Communicate with candidates during process to keep them informed of their status throughout the hiring process.

**OUTCOME**  
*A great match for the firm and the individual*

## 2. ON-BOARDING

*Ensure new employees feel valued*

1. Acculturation plan in place to enable new employee to easily learn culture and follow policies.
2. Ensure workspace and all equipment is ready for employee before their first day.
3. Determine new employee's goals and interests.
4. Provide policies and practices material for study & reference.
5. Supervisor briefs employee on core values & work processes.
6. Introduce employee to key contacts, customers and other constituents or partners.
7. Provide phone list and map showing important facilities and parking restrictions.
8. Explain purchasing and expense reporting procedures.
9. Prepare employee to achieve expected performance within first 30, 60 and 90 days.
10. Provide business cards and company logo items on first day.

**OUTCOME**  
*Committed performers who contribute early*

## 3. TRAINING & COACHING

*Provide knowledge, skills and information*

1. Describe/document job-required knowledge, skills and behaviors.
2. Assess and verify employee's current proficiency; identify gaps.
3. Plan training or developmental activities to close gaps.
4. Describe expected outcomes.
5. Use most suitable learning media
6. Post-training: Reassess employee's proficiency; observe on-the-job performance.
7. Coach Performers; Explain and demonstrate the task:
  - They observe/ask questions
  - They perform task and get balanced feedback:
    - Support strengths
    - Discuss gaps
  - Ask employee to suggest improvement ideas/steps
  - Recommend ideas and steps
  - Set deadline to revisit task
8. Provide additional training as job requirements change.

**OUTCOME**  
*Performers who execute duties fluently*

## 4. PERFORMANCE MANAGEMENT

*Measure and support performance*

1. Use your organization's mission and vision to plan and execute your performance strategy.
2. Outline the purposes and relationships of the organization's resources, functions & processes.
3. Adopt and follow documented, measurable standards for all expected performance outcomes.
4. Use function, team and individual performance plans and reviews to monitor & manage performance.
5. Use a visual dashboard or post charts and graphs to show team performance against goals.
6. Provide consistent, systemic feedback to improve and sustain performance.
7. Provide tools, job aids, materials, and safe work environment to support expected performance.
8. Recognize great performance by communicating and celebrating.
9. Reward performance with financial, non-financial and career incentives.

**OUTCOME**  
*Sustained Results and Goals Achieved*