

Hire Performance:

Eight Steps to “Right-Fitting” Your Workforce

A high functioning workforce pays off in performance you can take to the bank. But how do you know if you've engineered the right fit for each position across the board? Follow this eight-step roadmap to determine if your staff has the right stuff.

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Are Your People Paying Off? How to Get the Right Staff With the Right Stuff

Your organization is only as good as its people, and it takes assessment and action to make the most of what ... and who ... you've got.

Putting together the perfect team is a delicate balance of art and science, intuition and evidence. And when done well, it can have significant payoffs on the bottom line. This eight-step roadmap will help assess whether you have the right people in the right positions.

Step 1 – Know Where You Are & Where You're Going

Take some time to tune into the big picture. Come together with your board and key management to define, review and agree upon your organizational goals, philosophy and measures of success.

Step 2 – Determine If Your Workforce Will Get You There

Now that you've agreed upon where you're going, take a hard look to determine if you have the people, processes and technology to get you there. Approach this step holistically by:

- a) Evaluating productivity cycles of dependent employee teams, revenue and budget targets as well as resource and support needs.
- b) Defining the core competencies required to meet your goals and generating job descriptions to match.
- c) Creating an organizational chart with boxes mapped to function, not person or title.
- d) Ensuring your infrastructure and processes are prepared to support your goals.

Step 4 – Assess Current Staff Assets

It's time to compare who and what you have as it relates to the future vision for your organization. Approach cautiously and utilize internal employment law expertise to assist in avoiding landmines. A thorough assessment of your workforce, both people and function, should include:

- a) Conducting a skills inventory of the workforce via a questionnaire that managers and employees can complete through self-assessment.
- b) Gathering performance management histories/ratings (assuming they exist).
- c) Defining each individual's job/function.
- d) Using all of the collected data regarding individuals to create a matrix plotting skills and performance against the ideal job description.

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Step 5 – Analyze Current vs. Ideal State

Now that you’ve assessed your staff assets, compare your needs to reveal an ideal state vs. your current state. This will allow you to isolate the appropriate conclusion and resulting action:

- a) Identify skill enhancement and training needs for current staff
- b) Consider rotating high-performing employees to support organizational goals
- c) Identify staff who are not a fit for the organization’s future needs

Step 6 – Prepare Your Workforce for Change

In the wake of internal changes (including an off-boarding event), focus on empowering your highest performers while creating an environment of employee appreciation through individual career path-building opportunities.

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Step 7 – Evaluate Hiring Needs & Create a Recruitment Plan

By this time, you will have identified positions for which you need to recruit. Create a recruitment plan to bring new talent on-board and revamp your processes and tools if necessary for them to align with your new state.

Step 8 – Repeat Annually

Or even bi-annually. By conducting a regular skills inventory of your entire workforce, you don’t have to start from scratch every time. An additional benefit is decreased employee anxiety, as they will view an assessment as a standard event – one that can result in rewards for good performers.

The Bottom Line: The Quality of Your Workforce is Up to You

In a time of having to do more with less, one misplaced position or underperforming employee is a big deal. And while you can steer the course of your organization through smart workforce evaluation and augmentation, you also have the power to drive employee performance by creating an environment of respect and appreciation. Set the tone for success and your workforce will follow!

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