Performance Profile
The Degree of Difference for attracting Stronger Candidates

Based on Lou Adler’s “Hire with your Head: Using Performance-Based Hiring to Build Great Teams”

Roma Thorlakson, BA, CHRP
Ian Martin Executive  Ian Martin Engineering
thorlakson@ianmartin.com or (204) 475-5600 ext 3
Goal

Stronger support and partner to your hiring managers
Agenda

• Your Recruitment Challenges

• Performance Profile
  – Benefits
  – Define it
  – Explain the elements
  – Prepare a performance profile
  – Share it

• Participate and have fun!
Challenges

• What are your recruitment challenges?

• What are your challenging positions?
Benefits

- Attracts qualified candidates not actively looking for work
- Assess candidates on related achievements versus education and experience
- Creates wider candidate pool
- Increases your professionalism and value in conversations with managers
- Increases understanding of leadership/management challenges within your organization
- Performance management tool
What is a Performance Profile?

A compelling message
What is a Performance Profile?

- What people will actually **do** and will need to accomplish, versus skills they need to **have**
- Focuses on individual success and achievement
- Emphasizes careers versus jobs
- Has a Employee Value Proposition (EVP) - what’s in it for them - what will they learn, do and become.
- Ties into a bigger picture/strategy/initiative.
What people will actually do and will need to accomplish, VS skills they need to have

<table>
<thead>
<tr>
<th>HAVE</th>
<th>DO</th>
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<tbody>
<tr>
<td>• 5 years relevant project management experience</td>
<td>• Bring projects in on time and budget meeting high quality and safety standards</td>
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<tr>
<td>• Minimum 3 years’ experience in civil construction, working with major projects</td>
<td>• Develop relationship with our most important client increasing business by 30%</td>
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<tr>
<td>• Experience in working effectively with customers</td>
<td>• Find opportunities to capitalize on existing work increasing profitability by at least 20%.</td>
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<td>• Knowledge of contract law and terms</td>
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Focuses on individual success & achievement

• Bring projects in on time and budget meeting high quality and safety standards
• Develop relationship with our most important client increasing business by 30%
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Emphasizes careers versus jobs

Example:

As Project Manager, you are a key player in helping this organization reach its goals while you develop an impressive career. No one is going to hold you back if you have the initiative and drive to take on responsibility that will develop your technical as well as leadership skills, making you highly promotable and mobile.
Employee Value Proposition – what will they learn, do and become

Example:

• Gain exposure to a wide range of business operations and senior management decisions and strategies

• Apply directly your engineering education and grow your project management skills. Learn more in one year than you will in any other organization

• Be part of a passionate project management team and organization that dares to charter new ground with the most challenging and high profile projects
Ties into a bigger picture

Example:

• Be part of building Canadian history – from the ground up!

• A leading, dynamic heavy construction company, boasting national, multi-million dollar projects, is breaking new ground with their largest project to date. As **Project Manager**, you are a key player in helping this organization reach its goals while you develop an impressive career.
Project Manager: Be part of building Canadian history – from the ground up!

A leading, dynamic heavy construction company, boasting national, multi-million dollar projects, is breaking new ground with their largest project to date. Spending for 2012 is forecasted at approximately $2 Billion with similar spending projected each year for the next 5 years.

As Project Manager, you are a key player in helping this organization reach its goals while you develop an impressive career handling projects valued at approx. $40 million. No one is going to hold you back if you have the initiative and drive to take on responsibility that will develop your technical as well as leadership skills, making you highly promotable and mobile.

Your opportunity to:

- Gain exposure to a wide range of business operations and senior management decisions and strategies.
- Apply directly your engineering education and grow your project management skills. Learn more in one year than you will in any other organization.
- Be part of a passionate project management team and organization that dares to charter new ground with the most challenging and high profile projects.

Your mandate, reporting to the Senior Project Manager, is to:

Bring in major $40 million project on time and budget, meeting high quality and safety standards; develop relationship with our most important client that will result in increasing business by 30% and find opportunities to increase profitability by at least 20% in the first year.

Your qualifications:

3-5 years' project management experience preferably in heavy civil construction with proven success delivering challenging projects on time and on budget.

Please call Roma Thorlakson at 204.475.5600 ext 3 to discuss this exciting opportunity in more detail.
Career Stages

Semi Active

- Stage 1: Focused
  - New job, project and challenges
  - Significant career move

- Stage 2: Occasional Explorers
  - Engaged - mastering the job - looking for new challenges
  - Better job

- Stage 3: Regular Explorers
  - Engaged, but exploring interesting opportunities
  - Good job

Active

- Stage 4: Networkers
  - Disengaging - because of lack of opportunity. Lateral move

- Stage 5: Job Hunters
  - Full-time Job Searching
  - Less Selective
**Project Manager**

This position is responsible for the administration and oversight of all projects and the project management team, including financial control, scheduling, contract and subcontract management, liaison with project personnel, as well as the owners and their representatives. The senior project manager would act as a mentor and leader for all direct reports and as a liaison to the management team.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Support the project managers in coordinating company resources between all projects.
- Negotiate job terms and conditions with owners.
- Ensure project is complete within project specifications and in compliance with all quality-control requirements. Develop written site work procedures to ensure quality objectives are met.
- Develop and update project schedules, communicate these schedules and resource requirements to Operations Manager and Asset Manager for planning purposes. Coordinate staffing, both supervisory and hourly, with Operations Manager for allocation of personnel.
- Negotiate all major material purchases and prepare purchase requisitions.
- Procure all major subcontractors required to execute project. Negotiate scope of work, costs, payment terms and complete subcontractor agreements.
- Develop project budget and cost codes. Communicate this information to accounting and purchasing for appropriate costing.
- Develop daily tracking costs sheets for field superintendents and field foremen and ensure that information is provided in a complete and timely fashion for entering into cost accounting system.
- Track quantities of work produced on the project for entering into cost accounting system.
- Perform all contract administration with the owner or owner's representative, which may include: monthly progress claims, change orders, extra work, and claims.
- This person is expected to initiate coaching/disciplinary procedures when required.
- Provide input and direction into bid strategy, including completion of bid reviews, approval and sign-off.
- Review and approve time cards and expense sheets for processing.
- Oversee safety in all phases of project execution. Ensure development of project specific safety documents, training of personnel, documentation and record keeping.
- Develop and recommend department policies and procedures.
- Follow all requirements of Health and Safety Program, and support a safe work environment.

**EDUCATION AND/OR EXPERIENCE**

- 5 years relevant project management experience
- Minimum 3 years’ experience in civil construction, working with major projects
- Knowledge of contract law
- Experience acting as lead sub or lead role model for others
- Post secondary education (Engineering degree or technical diploma) or equivalent project management experience
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The City of Winnipeg wants to thank you for doing a remarkable job in helping restore our lives and give us hope. In the past five years you've led to the raising of $10 million to accomplish the following:

- Led to the building of an inner city facility used for after school programs for all of our children.
- Helped our working mothers have a place to ensure the safety of their children.
- Created an anti-gang program prevent that has gotten national recognition.
- Developed an apprentice program for teenagers.
- Fostered a culture of hope rather than despair.

Now Back to Today
- If you’d like this story to be yours, please send a resume with a brief write-up of a major accomplishment you believe is most comparable. One of our Board members will be back to you shortly.
OGSKS (aka Optics Geeks Seeing Kindred Spirits)

Seeking: Low maintenance, high performing, mellow optics geek to join our existing team of beloved and self-proclaimed optics geeks with a knack for solving freakishly difficult EOIR stabilization puzzles, a positive customer service mentality, desiring continual learning and crazy wicked growth opportunities.

Explore some truly weird openings for Optics Geeks for freakishly difficult EOIR stabilization puzzles -

Versus:

Optics Engineer

- Willing to author technical writings
- Adhere to strict confidentiality and proprietary practices and policies
- Must have proven optical design and algorithm skills
- Programming experience using Matlab, C++ or equivalent
- Leans Design experience using Zemaz or equivalent lens designing software
- Strong aptitude in the following:
  1. Physical optics
  2. Optical system modeling
  3. Signal processing
What attracts strong candidates?

A list of job duties and qualifications or a compelling recruiting message that states specific goals to achieve and challenges to meet?
If you want to hire better people, you’ll need to offer better jobs.

If you want to hire passive candidates, you’ll also need to offer better careers.

Source: Lou Adler’s “Hire with your Head”
Performance Profile Elements

1. Title – Attention Getter
2. Employee Value Proposition
3. Performance Objectives
4. Qualification Requirements
5. Offer to apply/talk
Logistics

• Form groups of six
• Introductions: My name is Barb Smith, I’m with Travel Fun and our most challenging position is recruiting for bungee jumpers
• Decide which position/company you’re going to work on as a team
• Select scribe and speaker
• 5 minutes
Employee Value Proposition

1. Consider your company:
   – What’s the mission, strategy, new initiative, unique story? *Our company is doing or about to do.......*

2. Consider your candidate:
   – What motivates them? *Growth, making a difference, advancement, new technology, leadership, projects....*

3. Link candidate motivator to the mission, strategy, project etc. using:
   – What impact will they have? *If you want to ....*
   – What will they learn, do, become or contribute? *If you are excited by the opportunity to.....*
Title + Attention Getter

Production Efficiency - Leader, Problem Solver, Expert, Champion, Guru, Turn Around Artist, Wizard, Fast Forward

- Join the excitement
- The choice is yours
- The future is now
- Time is your most critical asset. Invest it wisely
- Careers, not jobs
- Challenge the status quo
- Where personal growth happens
- Are you ready?
- Make a difference - Make an impact
- Be part of the “production efficiency improvement” project
- More than a job - a career
- It’s about your leadership!
Employee Value Proposition Samples:

**Industrial Engineer Pioneer – Make a Difference**
Our Industrial Engineering department is the driving force behind our strategy to bring in new manufacturing programs – and we are about to take off with our most ambitious program yet. If you want to make an impact the field of industrial engineering and enjoy working on process and production improvements, then consider becoming our Industrial Engineer and work with the smartest and largest industrial engineering team in the city. You’ll be leading a team of ten on a difficult program that will be the trial project to prove we can handle more work. This will provide huge exposure to the senior management team. You will get two years’ experience in less than a year, as you working on some the biggest challenges that you can add to your resume.

**Contract Subject Matter Expert - It's about your leadership!**
If would like the opportunity to influence strategy and give leadership in procurement practices for an expanding, international company, then join our supply management team of over 15 professionals and take your career to the next level. Become the subject matter expert for contract preparation and administration, contract law and risks as well as the primary point of contact for contract disputes.
Performance Objectives

“If you want to hire stronger performers, first define strong performance”.

Source: Lou Adler’s “Hire with your Head”
First Break all the Rules

Top People Want

- Job expectations clarified
- Appropriate materials, tools
- To do work they're best at
- Managers who support and develop them

Clarifying expectations is the #1 objective for all managers and the #1 key to increasing employee satisfaction.

Authors: Marcus Buckingham, Curt Coffman
Engaging with Hiring Managers

- Ask them to define superior performance: What would the person need to \textbf{DO} to be successful?
- What are the big projects, initiatives and tasks?
- Ask the manager to define the employee value proposition. Ask: why would a top person want this job? What is the person going to learn, do and become? What kind of impact could the person make?
- Benchmark people who manager wants to clone. What does the person do differently?
SMARTe Performance Objectives

S: Specific Tasks
M: Measureable
A: Action Verb
R: Result defined
T: Timeframe
e: Environment
Performance Objectives:

- S:: Specific Tasks
- M:: Measureable
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- T:: Timeframe
- E:: Environment

- Work with marketing to develop product requirements

Better

- Work with marketing and key customer groups to complete product specs document within 60 days.

Best

- Work with marketing and key customer groups to complete product specs document within 60 days. Lead effort to ensure requirements are approved within design and budget constraints.
Examples – Which are SMARTe?

• Develop, direct and implement global media, public relations and internal communication programs to support corporate and sales objectives.

• Gain positive media coverage in conjunction with launch of company’s first product for new product segment.

• In 2 months, plan and conduct media events in 8 countries resulting in positive stories in 15 major publications as well as positive TV coverage in US and Europe. Highly competitive environment – a first for the company.
Performance Objectives

• What does the person need to DO to be successful?
• What’s the biggest team project/task? Define the 1-2 big tasks/projects.
  (Consider also Department objectives - Changes or improvements to implement - Key deliverables - Team issue or challenges - Technical challenges - Strategic or big picture issues)
• List secondary objectives that support primary - identify the top 2-3 things the person need to do to accomplish the above.
• Use a time line - in six months, one year, 2 years
Customs Manager Example

Performance Objectives

• In first 3 months, review current processes and systems for efficiency.
  — Meet with 15 department managers, leaders and staff to understand their role
  — Develop relationships, communicate that your role is to make their job easier. Note their concerns and questions. Follow up with answers within 3 weeks.
  — Meet with IT to understand system capabilities

• In 6 months, identify at least 3 improvement and process efficiencies and recommend to management. Goal is to achieve 30% improvement in time processing.
  — Detail steps required on excel, who is impacted and what investment is required
  — Develop communication around changes working with marketing

• In one year, develop and implement new processes, procedures and new systems identified completing 50% of improvements.

• Train employees and 15 cross functional departments on new processes taking the complexity out of customs. Receive feedback at end of one year that states this is so much easier to understand. Engage 40% in first year and 60% in second year.
Customer Service Ad Example

Performance Objectives

• You’ll attend a highly interactive 3-week training course on state-of-the-art CRM systems. (You’ll also probably meet and make some life long friends)

• You’ll need to juggle lots of tasks, track down orders, & solve tough-scheduling problems in order to keep our discriminating customers happy.

• Attention to detail is critical. We take great pride in making sure every order is 100% correct. Hopefully, you’ll help us get better.

Source: Lou Adler’s “Hire with your Head”
Customer Service Ad
Performance Objectives

• Our customers and your teammates are counting on you to be here, every day. If you ever worked in this type of environment, you know how important teamwork and commitment are to personal success.

• We’d like a year or so in a call center or customer service position. More important though is a commitment to yourself to be as good as you possibly can. We’ll help you achieve this goal.

Source: Lou Adler’s “Hire with your Head”
Industrial Engineer--Be-the-Continuous-Improvement-Champion

Reporting functionally to the Industrial Engineering Manager and depending on the assignment, daily to a product line support manager, you will:

Within 6 months:
- Proactively meet, build trust and relationships with your team members, other department employees, production and senior manufacturing managers. Figure out the informal and formal communication network so you know who to go to for what information for your projects.
- Get up to speed on learning organizational's manufacturing; process and production system. Determine status of 5 projects and where you fit into the overall scope. Give a brief report to manager.
- Start working on projects such as:
  - Supporting a product-line in production recovery planning, rate; study and cost-benefit analysis.
  - Quarterly rate production studies and plant layouts for 2 key programs to be completed by end of this year.

In 12 months, you’ll:
Be highly independently and require minimum direction, working on activities such as:
- Identifying opportunities to maximize flow on the XYZ program in order to increased efficiency by 10%.
  This high profile program will require regular updates in weekly management meetings.
- Participating and facilitating in factory department reorganizations and rate-readiness assessments. You will have completed ten assessments.
- Maintaining manpower projections for the factory product line assigned. You will have improved our system for manpower projections by 20%.

In two years, you’ll:
- Be the production managers’ go-to person for industrial engineering advice. You will know this because he will be consulting with you daily/weekly.
- Have established strong relationships cross-functionally with every department in the division. You will know them by-name and have developed a clear understanding of their challenges and what they do well.
- Identify, propose and implement flow/lead time improvement initiatives for specific processes/product lines—particularly those one of greatest strategic value to the organization.
Roma Thorlakson, BA, CHRP
Ian Martin Executive  Ian Martin Engineering
thorlakson@ianmartin.com or (204) 475-5600 ext 3
Plant Equipment Expert -- Make a Difference

Our client, a world leader and premier manufacturer is moving into new production technologies. As a result, they are poised to grow at an unprecedented rate with the highest demand for their expertise yet. If you are looking for work that has real impact, then you have come to the right place. Ready?

The Challenge: As the Plant Equipment Expert, you have the challenge of not only creating the right environment for optimum and new production but also the challenge of assisting our client go forward with a proactive maintenance plan. We need your technical expertise, initiative, problem-solving and highly-organized abilities to:

Join the excitement! As a Project Manager, lead a unique initiative, vital to the continued growth of a world-class organization.

The 21st century faces the most complex economic, environmental and social challenges. As a global, industry leader, our client plays a significant role in meeting these challenges. Through its innovative, leading-edge and custom technical products, they help research, academic and industrial markets work on initiatives such as increasing the world supply of food thus creating a more positive future for next generations throughout the world.

As a result of their success, they require a Project Manager to bring their expertise in working with clients from identifying work scope to commissioning for their latest and most exciting product that will be key to their growth.

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