

FIND **A**WAY ↗

Welcome

drsg  Monthly
Contribution
Supporting the development of the
community

gsd 
Supporting the development of the
community





- Talent Landscape
- Culture and Talent Management
- Talent Attraction
- Pre-Boarding / Onboarding
- Development
- Succession Planning
- Managing Performance (good or bad)
 - Setting Expectations
 - Performance Management
 - Coaching for Success
 - Progressive Discipline
 - Termination
- Tools & Resources
- Q&A

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Talent
Landscape –
The Modern
Furniture
Retail
Workforce
Challenges

- Industry perception
- Compensation
- Working conditions
- Industry awareness
- Competition for talent
- Changing workforce needs
- Economy & consumer spending habits
- Retention of talent



Talent Management



A systematic cycle of activities that attract, retain, and engage talented employees, underpinned by an organization's culture.

[Company Culture in a Nutshell](#)

FIND Your Talent



- 1. How are you currently attracting and hiring your team members?*
- 2. What challenges are you facing?*

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Improve Your Hiring Process

- Clear value proposition
- Streamlined hiring process
- Realistic job description
- Don't get hung up on experience
- Make timely decisions
- Employee referral program
- Offer hiring leaders training

Resources:

- *Hire Smart Coach Right*
- *Job Description template*



- *Welcome package*
- *Employment paperwork*
- *Leader welcome messages*
- *What to expect on your 1st day/week*

- *Welcome package*
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What are some of the key elements in your Onboarding process?



Onboarding Essentials

- First Day – Welcome & Orientation
- Product and Sales Training
- Technology and Tools Training
- Shadowing and Mentorship
- Ongoing Feedback and Development
- Cultural Integration
- Surveys/Check-ins



Developing Retail Team Members

- Onboarding & Training
- Ongoing Skills Development
- Career Pathways
- Performance Management
- Employee Engagement & Retention
- Adapting to Industry Changes
- Health & Safety Training
- Succession Planning



Succession Planning

- Identifying key roles in your company and creating a talent pipeline – by preparing the identified team members to fill vacancies in your company.
- Mitigate risk – help ensures business continuity and performance
- Help identify the knowledge, skills and training needed in a future external candidate





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Managing Performance

- Clear Expectations
- Performance Management
- Progressive Discipline
- Termination

Importance of Clear Expectations

1. Alignment with organizational goals
2. Enhanced employee motivation and engagement
3. Improved performance and productivity
4. Reduced confusion and miscommunication
5. Foundation for accountability
6. Support for employee development
7. Enhanced employee-manager relationships
8. Proactive conflict resolution
9. Empowerment and autonomy



What is Performance Management?

- An ongoing process of communicating & clarifying responsibilities, priorities, performance expectations, and development planning.
- Continuous Performance Management optimizes an individual's performance and aligns with organizational strategic goals.



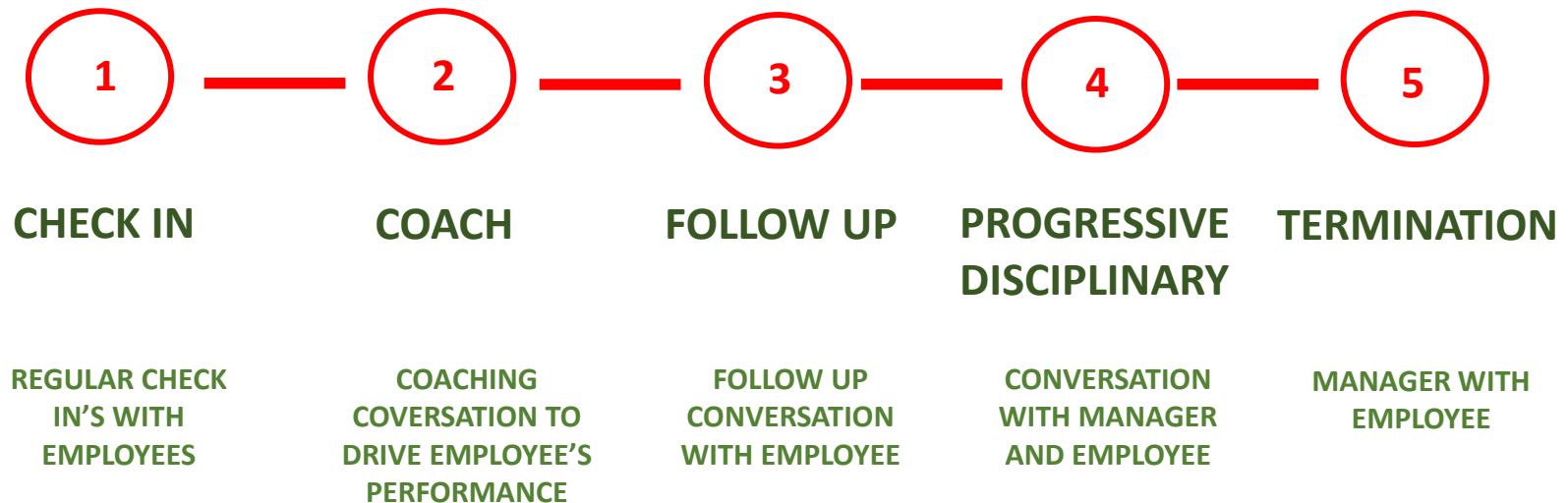
Why Performance Management?

- Mitigate small issues before they escalate
- Boosts morale
- Helps to level up team members
- Increases engagement and retention
- Improves accountability & productivity
- Promotes awareness & consistency in compensation/promotions

Performance management is a powerful tool to allow managers to get the most out of their team, and for each individual to thrive in the workplace.



Performance Management Process



Note: Some steps may be skipped depending on the severity of the performance issue OR if the individual is on probation.



Coaching for Success

Guiding team members
to achieve their full
potential by focusing
on their strengths,
addressing their
challenges for
improved performance

It involves:

- 1. Setting clear goals*
- 2. Providing regular feedback*
- 3. Fostering a culture of accountability*
- 4. Effective training*
- 5. Sharing best practices*
- 6. Collaborating on key deals*
- 7. Celebrating success*



How We Coach for Success?

- Minimum Criteria for Success (MCS)
 - Proactive approach
 - Focus on coaching
 - Philosophy – supportive verses punitive
- How it works?
 - Establish key monthly target/KPIs
 - If any, combination or all of the MCS metrics are not met for the prior month, the TM is placed on a Performance Coaching Plan (PCP)
 - Performance coaching letter is drafted highlighting area(s) of opportunity (recommend collaborative approach) and reviewed with TM
 - Coaching period is two weeks and is reviewed twice per week for coaching support and progress tracking
 - As long as progress is being made – coaching is working
 - If the team member is not investing/applying themselves, then we move to progressive discipline



PCP – Performance Coaching Plan



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performance coaching plan

Team Member Name:

Position Title:

Location:

Area(s) of Improvement: Choose an item.

Period from: Click or tap to enter a date. to Click or tap to enter a date.

Role Expectation (Objective)	Performance Opportunity	Example	Action Plan	Support Provided

I have read and understand the above performance coaching plan. I commit to working with my manager in improving and sustaining my performance and understand that failure to improve my performance may result in further action, up to and including possible termination.

Team Member Signature	Team Member Printed Name	Date
Manager Signature	Manager Printed Name	Date

performance coaching plan – check-in

Team Member Name:

Position Title:

Location:

Area(s) of Improvement: Choose an item.

Period from: Click or tap to enter a date. to Click or tap to enter a date.

Behaviours Worked On	Progress Update 1: Click or tap to enter a date.	Progress Update 2: Click or tap to enter a date.	Progress Update 3: Click or tap to enter a date.	Final Review: Click or tap to enter a date.
Note to managers: copy from the previous table.	Note to managers: this section should be completed after each check-in.	Note to managers: this section should be completed after each check-in.	Note to managers: this section should be completed after each check-in.	Note to managers: this section should be completed after each check-in.

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Manager Signature	Manager Printed Name	Date



Progressive Discipline

- Negative work-related behaviours, work performance issues or customer service concerns
- If coaching does not lead to positive change
- The discipline process would typically include:
 - Verbal Warning
 - Written Warning (1st, 2nd, Final)
 - Dismissal for Cause

Note: Depending on severity of the issue, the company can skip any of the above steps



*What are some examples that
may result in a **Verbal** or **First
Written Warning**?*



Examples – Verbal/First Written

- Tardiness/early quits, absenteeism
- Leaving the assigned work area or facility without the supervisor's permission
- Abusing lunch and break periods
- Lack of effort and efficiency on the job
- Dress code violation
- Unprofessional conduct
- Not meeting performance standards, sales metrics etc.
- Breaching of Company policies



*What are some examples that
may result in a **Second** or **Final**
Written Warning?*



Examples – Second / Final

- Driving citation
- Contributing to unsafe conditions/violating Company safety policies
- Smoking in non-smoking areas
- Using Company phones/cell phones for unauthorized purposes
- Time keeping violations



*What are some examples that
may result in **dismissal for
cause?***



Examples – Dismissal for Cause

- Fraud/Dishonesty
- Theft
- Gross insubordination
- Physical violence or threats in the workplace
- Harassment or discrimination
- Serious breach of company policies
- Job abandonment
- Poor attendance or excessive tardiness
- Unreported conflict of interest
- Release or disclosure of confidential information
- Possession or use of illicit drugs or alcohol in the workplace or attending work in an impaired state.



Performance Documentation



log

The Leaders Log is a simple and effective tool to note relevant aspects of employee performance throughout the year. There are no rules as to when or how frequently notes are made into the log. You follow the plan that works best for you. Each leader simply notes instances of performance in order to establish a valid record of performance activity during the year. For example, an observation or discussion about a positive contribution a team member made during a shift should get noted in the log; a conversation or coaching session about a team member's absenteeism or tardiness should get noted in the log; a formal discipline meeting should get noted in the log. Overtime, the log begins to paint a picture of each team member's performance.

[illegible]

Leaders will notice that the frequency of positive performance notes made may be higher than would occur if memory was relied on alone. On the other hand, performance issues tend to be remembered more, regardless of being written down. Keeping a more accurate record is a significant improvement in the process. This action enables us to provide team members with much more fair and specific feedback on the work they did during the year.

**corrective action form**

Team Member Name:		Position:	
Employee Number:		Department/Store:	
Manager:		Type of Warning:	Choose an item.
Date of Violation:	Click to enter a date.	Date of Conversation:	Click to enter a date.
Type of Violation:	Choose an item.		
Specific Violation Details:			
<ul style="list-style-type: none"> 			
Dates of Previous Warnings:		Type of Warning:	
Specific, expected change required by the Team Member:			
Timeline for Improvement:	Choose an item.		
Date of Follow-up Discussion:	Click or tap to enter a date.		
Further related violations will likely result in:	Choose an item.		
Manager/Supervisor Signature:	Date:		
Team Member's Acknowledgement & Signature:			
My signature below confirms that this corrective action has been reviewed with me and I understand the area(s) of which I require change and agree to work to achieve this/these change(s).			
Team Member Signature:	Date:		
-OR-			
<input type="checkbox"/> This corrective action has been reviewed with the Team Member, but they declined to sign because:			

CC: Team Member file
Human Resources



Termination – For Cause

Provincial
Legislation

- When an employer has a legally valid and serious reason to terminate an employee without providing notice or severance pay
- **High Standard of Proof** – must demonstrate serious misconduct or a fundamental breach of the employment contract and destroyed the employer's trust and confidence in the employee
- **No Notice or Severance** – if cause is established, no notice, pay in lieu of notice or severance pay is required



Termination – Without Cause

Provincial Legislation

- When an employer terminates an employee, reasons that are not related to employee's misconduct. (e.g. restructuring, downsizing, redundancy of the position, financial constraints, poor fit with company culture)
- **Notice or Severance Required** – in these cases, employer is required to provide the employee with notice of termination or pay in lieu of notice, as well as applicable severance pay (determined by the employment contract, provincial employment standards, and in some cases common law).
- **Common Law Notice** – beyond statutory minimums, employees are often entitled to “reasonable notice” under common law which considers factors such as age, length of service, position, and the availability of similar employment – can result in a significantly longer notice period or higher severance payment than statutory minimums.



Document...Document...Document



Cultivate Culture & Integrate Into Talent Management Practices



- Increases quality of hire and team member engagement
- Reduces turnover
- Increases productivity
- Produces high performing teams
- Supports succession planning
- Provides a competitive advantage



Tools/Resources

- Job description template
- Hire Smart Coach Right
- Performance Coaching Plans
- Leader Log
- Corrective Action Form





THANK YOU

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