



*The old saying, “If you always do what you always did, you will get the same results,” has been updated to include the phrase “or less.” This is certainly true in wholesale distribution. Industry consolidation, more powerful competitors, and multiple sources of information and products have raised customer expectations while reducing net profits.*

Companies that live long and prosper quickly adapt to the changing market environment with new strategies, new systems and better tools—all of which are well-executed by an efficient and effective staff. On the other hand, companies that always do what they always did often become irrelevant to the marketplace. Developing efficient and effective staff demands an organized and thoughtful approach to employee performance improvement.

**Employee Performance Improvement Tool Kit** was developed to help distributors find, hire, develop and retain the type of staff they need to continuously improve their performance in line with their business goals. It provides distributors with a structured approach to the five integrated areas of performance improvement: job descriptions, performance evaluation, training, recruitment and retention, and new employee orientation.

The section on **Job Descriptions** explains the benefits and uses of good job descriptions, how to analyze a job and develop the descriptions and job requirements. There are 21 sample job descriptions included. The CD offers a master template and all 21 descriptions in a format that can be used to construct new descriptions or customize the sample descriptions.

The **Performance Evaluations** section helps employers develop an evaluation structure that consists of a planning phase, appraisal phase, feedback monitoring, and formal evaluation. Guidelines on developing forms, determining the

interview style, and making the system legally defensible are discussed. A sample evaluation performance template is provided, which illustrates how the evaluation links to the job description. The template on the CD can be used to develop customized evaluation forms for every position.

The **How to Start a Training Program** section provides guidelines to help employers assess their training needs, design and develop a training program, and measure and evaluate employee performance after the training. A sample training planner template is provided on the CD.

The **Recruitment and Retention Guide** helps employers to meet their short- and long-term goals by recruiting and retaining talented employees. A sample recruitment checklist and employment application, sample interview questions, and other sample forms related to employment are provided. Templates with these forms are also provided on the CD.

The section on **New Employee Orientation Program** helps ensure that the enthusiasm new employees bring to the job is nurtured. New employee orientation programs increase productivity, reduce absenteeism and turnover, improve morale and reduce necessary disciplinary actions. A sample new employee orientation checklist, sample evaluation questionnaire, sample performance evaluation and other sample templates are provided. These templates are also provided on the CD.