

Vector Canada RA PC Guide

Tip For Every PC

Basic PC - Every Day they have a shift (review the last shift)

On the Fly PC - Any time you have an opportunity to give specific and measurable feedback to a call you just heard.

Houston We Have a Problem PC - More than 3 days in a row with no measurable improvement in a MAJOR area (Reach/Schedule/Show). Any behavioral issues- cell phone use, tardiness, too many schedule requests.

Exit PC - One week after emergency PC with no improvement. When having them on your team is hurting more than helping.

Development PC - After one full month of consistently hitting the minimum standard. Leadership qualities, reliable, excited about the job.

Basic PC

Objective:

1) **Recognize and Reinforce Positive Results**

What is recognized will be repeated- we must recognize and reinforce positive results so that our recruiting program can flourish!

2) **Address and Correct Below Standard Performance**

People would rather hear “I expected more from you” than “I didn’t expect it of you anyway”. If we are not correcting low standards immediately and offering help/training we might as well be telling our RA’s we don’t really expect them to hit the standard nor do we care if they do-that is where complacency is born and THAT will destroy your recruiting program.

Tips:

- 1) **Really Listen-** Make eye contact and pay attention don’t be looking at your cell phone or let anything interrupt you, this is 8 minutes with the most important person in your office
- 2) **Keep it Short**
- 3) **Show Measurable Stats**
- 4) **Ask their opinion-** People learn faster/retain more when they are actively participating in their learning. You become a team instead of you vs. her and it will also build the independence that we’re looking for in an experienced RA. Think of yourself as a Mentor not a manager.
- 5) **Make sure you role play whatever you taught/retaught**

1. **“How are you doing today?”** Take a minute to ask about them and build rapport with what’s happening in their life.

2. **“Let’s grab your stats from the last shift you had and make sure we get those on Facebook- I know Kristine would love to recognize your results!”** *Find their receptionist stats with them- print off and show what to put on Facebook.*

-Look for anything you can recognize that is positive.

“Hey _____, Did you know that _____? That is awesome and makes such a big difference for our team. Can I count on you to keep being a leader with that today?”

-Look at where they might have fallen short of the standards.

“Looks like your _____ was low yesterday. Why do you think that was? Let’s look at your Standards sheet in your RA Binder, It’s on page 4. So what does it say the KEY INFLUENCES in that area are? Out of those influences which do you think you’re struggling with the most? (If they say I don’t know, you decide) Let me see what I have to help with that:

Choose Workshop: a) 5 minute receptionist workshops
b) Review exactly from training
c) Roleplay that part of the script

“Awesome! You sound great! Can I count on you to stay focused and be a leader in that area today?”

3. *Share and tie them in to the team goal for the day (Dust off your business plan and figure out how many you need to hit your recruiting goal☺)- help them set a personal goal for the shift.*

“Today our goal is to schedule _____ people and _____ PRs. We’re only _____ behind _____ office. I know we can pass them today! How many can I count on you to schedule? Great! Make sure you put those stats we got on the FB page and let’s get on the phone!.”

On the Fly PC- Sandwich

****Best form of PC for RAPID improvement
Constant coaching!**

***Tip: Move your work into the RA room & work from there for the day.
This way you can constantly monitor & listen to their calls and give
feedback (positive & suggestions for improvements) as they happen!***

Positive Call- “_____, my favourite part of that call was when you
said _____. That’s going to really help because _____.

Negative- “ What do you think I would ask you to work on from that call?”
(9 times out of 10 they *know* what they need to work on- if you must point
out the mistake then do so)

Hold Accountable- Great then I know you won’t do that again then right?😊”

Positive- “ You’re doing a great job focusing on (focus for that day)
Thanks for your hard work!”

“Hey can I give you some feedback on that call?

I loved how you...

I would love to see you... OR Did you see how...?

I feel like that will really help your...

Keep it up!”

Problem PC- Standards

(DEAL- Describe Explain Ask Love)

Objective:

Be clear about expectations and standards

Identify a deadline for consequences

Tips:

Has to be done 1 on 1 never in a group

Make sure they understand it's not about them, it's about the behaviour

Make sure they know you still believe in them and you want them to do well

1. **Describe the Problem-** "I just want you to know that it's really hard for me to have this conversation because you're doing so great here in so many areas you are ____ ____ ____ (Pick three things- reliable, easy to get along with, you work hard, you make lots of calls, you're tone is great, -at least 3 positive things they are doing really well.) At the same time I'm really concerned that it's been a few days now where we've been working on this one MAJOR area and we don't seem to be making progress.

2. **Explain why this is a Problem and what's going to happen if it continues-** The reason it concerns me is because it has a huge impact on my business. Let me show you:

1) Number of people RA talked to in a week x .9 x .45= # of people RA *should* have gotten in for the week.

2) Now compare to number she actually had in for the week

** You can do the same for PR's just different numbers bc of different standards**

Do you see how much of a difference that would make on our team?

So I am going to continue working with you to the best of my ability and I'm here to help if there's anything I can do for you but I need to let you know that if over the next week we don't make an improvement I'll have to consider letting you go.

3. **Ask for understanding-** “Do you see where I’m coming from here? You understand why we have minimum standards and how important they are right? Not hitting them is like not doing your job.”
4. **Love up on em-**(Name)I wouldn’t have hired you if I didn’t really like you and think that you could do really great at the job. I wouldn’t be having this conversation if I didn’t think you were capable of more- I told you that I was going to give you skills to take with you and I’m just making sure I follow through on that promise. I want you to do well and I want you to succeed. You’re doing so great with _____ and _____. **(Reiterate 3 things again)** I’m really excited to see you overcome this one challenge and become a great leader on our team! I know you can do this!

Problem PC- Behavioral

(verbal warnings have been given and problem has persisted)

1. **Describe-** I just want you to know that it's hard for me to have this conversation because you're doing so well here in so many ways. You've kept up with your numbers and _____
_____ (pick 3 things going well). However I have noticed that you've had an issue with _____ office rule.
2. **Explain-** The reason we have that rule is _____
_____ (explain the rule). You did sign the agreement saying you understood the rule and I've given you verbal warnings so unfortunately I have to give you a written warning, if it happens again I will be forced to cut you hours for the week and a fourth time I will have to let you go.
3. **Ask if they understand-** Do you understand why we have that rule in place and how it affects the team? Great please sign here.
(Written warning sheet)
4. **Love Up on em-** Name I wouldn't have hired you if I didn't think you could be a big asset to the team. I really appreciate how great you've been with _____
_____ (reiterate 3 things going well) I just have a very few specific rules for a reason and I know you are capable of following them! Thanks for your understanding and I know we won't need to have this conversation again! You're going to be a great leader on the team (name) and I'm excited to keep working with you!!

****Formal Write Up Forms are in Jake Coons RA Handout Appendix 4**

Exit PC

- Appreciate
 - Let them know they've added value to the team
- Let Go
 - Be Straightforward
 - Reference all previous warnings (this should never be a surprise)
- Tie up loose ends
 - Make sure they've gotten ALL their hours in for work that they've done.
 - If cutting down on hours is only reason they're being let go inquire about interest in casual work
 - Ask how they'd like their last pay cheque
 - Pick Up
 - They need to pick it up not friend mom partner
 - Mail
 - Make sure you have the correct address on file
 - Thank you note

Development PC- 3 R's

- Recognize
 - Reliability
 - Consistency
 - Work Ethic
 - Continual Improvement
- Review
 - Opportunities in your office
 - Lead RA
 - Office Recruiting Manager
 - District Recruiting Manager
 - Opportunities in the Division
 - VIP Program
 - Events you'd like them to attend
 - SSC1/SSC2/ SSC3/ YEB/ Open House
- Reinforce
 - Introduce/Nominate into the VIP program
 - Benefits and How to Get in
 - More Time with DRM
 - Consistency!