

# How to work<sub>with</sub> people



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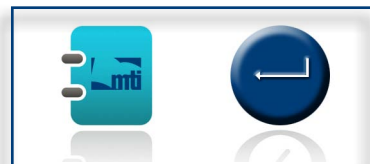


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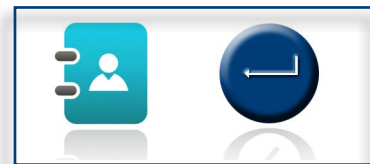
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# How to Work with People

Written by Kent Wilson and Dave Wilson

“How to Work with People” is a unit in the “Managing the Magazine with Confidence and Skill” manual. The entire manual may be purchased at [www.magazinetraining.com](http://www.magazinetraining.com).



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### Kent Wilson

**K**ent Wilson is chair and executive director of Vistage International and president of Nonprofit Leadership Exchange, a position he took after serving for 13 years as executive publisher of NavPress. At NavPress Kent oversaw the overall operation of the Christian publisher with its three divisions: NavPress books, the Bible division, and the Periodicals Group. Before accepting the position as executive publisher, he served as circulation director for the *Discipleship Journal* and then as associate publisher for the magazine group, which included *Discipleship Journal* and *Pray!* A graduate of Stanford University with degrees in electrical engineering design and psychology, he later studied for the ministry at Denver Seminary, pastoring a church in the Denver, Colorado, area for seven years. He is also a member of the board of the Colorado Rockies Bible Camp and Conference and is chairman of the board of Magazine Training International. He has taught MTI publishing business courses in Russia, Ukraine, Hungary, Slovakia, Bulgaria, Hong Kong, and the United States.



## Dave Wilson

**D**ave Wilson is former director of operations for NavPress Periodicals in Colorado Springs, Colorado, where he worked in all aspects of circulation development and advertising sales/management. His responsibilities included managing all phases of the production process—from prepress to printing—for *Discipleship Journal* and *Pray!* magazines, developing directly-related spin-off products for the Periodicals Group and overseeing business relationships with distributors. He was also involved in the Web development and marketing strategy for the NavPress Books and Periodicals divisions. Dave is a graduate of John Brown University with a degree in business administration and a minor in biblical studies. He has taught MTI publishing business courses in Hungary, Ukraine, and Slovakia. He is currently working in China with a microenterprise and economic development team.



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## CHAPTER 1

People  
are your  
most important  
asset





People are your most important asset

If your mission is to change people's lives, it's important to start with yourself and your own staff.

## WHAT DOES THE BIBLE SAY ABOUT WORKING WITH PEOPLE?

### 1 Corinthians 12:12, 15, 22, 26-27

Our bodies have many parts, but the many parts make up only one body when they are all put together. So it is with the “body” of Christ. If the foot says, “I am not a part of the body because I am not a hand,” that does not make it any less a part of the body. And some of the parts that seem weakest and least important are really the most necessary. If one part suffers, all parts suffer with it, and if one part is honored, all the parts are glad. Now here is what I am trying to say: All of you together are the one body of Christ and each one of you is a separate and necessary part of it.







People are your most important asset

# Serve them as you would Christ.

## Ephesians 6:5-9

Slaves [employees], obey your leaders [employers]; be eager to give them your very best. Serve them as you would Christ. Don't work hard only when your leader [employer] is watching and then shirk when he isn't looking; work hard and with gladness all the time, as though working for Christ, doing the will of God with all your hearts. Remember, the Lord will pay you for each good thing you do, whether you are an employee or free. And you leaders [employers] must treat your employees right, just as I have told them to treat you. Don't keep threatening them; remember, you yourselves are slaves to Christ; you have the same Master they do, and he has no favorites.

(Excerpts from *The Message*)



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## CHAPTER 2

# Basic staff functions and qualifications





## Basic staff functions and qualifications

# STAFF FUNCTIONS AND QUALIFICATIONS

**Y**our organization may be large, with multiple employees handling each of the magazine's necessary functions. Or one or two employees may have to take responsibility for all aspects of the magazine.

Whether your publication is large or small, there are key duties that must be fulfilled. Here is a breakdown of the areas that must be covered and the functions to be carried out by those who take responsibility for them, as well as their necessary qualifications.





## Basic staff functions and qualifications

### Publisher

#### Functions:

- Maintain the purpose, vision, and focus of the publication.
- Oversee staff and office facility.
- Ensure that all parts of the publication (articles, graphics, advertising, distribution, etc.) work together and accomplish the publication's purpose.
- Responsible for financial performance and accountability.

#### Qualifications:

- Experience in supervising people.
- Proven leadership ability.
- Knowledge of all aspects of the publishing process.
- Maturity of character.
- Knowledge of financial systems and reports.





## Basic staff functions and qualifications

### Editorial Staff

#### Functions:

- Plan editorial direction and content of the publication.
- Develop and work with writers.
- Edit manuscripts.

#### Qualifications:

- Understanding and commitment to the purpose or mission of the publication.
- Clear understanding of the audience needs and interests.
- Written communication and editing skills.





## Basic staff functions and qualifications

### Design staff

#### Functions:

- Work with editors to determine the overall look and feel of the publication.
- Develop and work with artists, photographers, and printers.
- Design publication pages and approve quality of printing.

#### Qualifications:

- Understanding and commitment to the purpose or mission of the publication.
- Experience with computers and design software.
- Creative skills with an overall sense of visual appeal and balance.





## Basic staff functions and qualifications

### Circulation/distribution staff

#### Functions:

- Plan and implement promotional efforts to find readers.
- Maintain customer names and address files.
- Maintain and develop means of getting the publication to the readers.
- Determine the size of the print order.

#### Qualifications:

- Self-starting problem solver with creative and analytical abilities.
- Experience in promotions and print processes.
- Detail-oriented with the ability to manage multiple projects simultaneously.



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## Basic staff functions and qualifications

### Business/advertising staff

#### Functions:

- Plan and implement financial budgets, reports, and processes for the publication.
- Identify advertising prospects and build long-term advertising relationships.
- Find higher quality and lower-cost ways of doing business.
- Negotiate the printer contract and costs.

#### Qualifications:

- Honesty and integrity of character.
- Excellent people skills and customer focus.
- Experience in finance and sales.







## KEY QUESTIONS EVERY EMPLOYEE WANTS ANSWERED

1 “What do you want me to do?” (Job Description)

2 “Will you give me what I need to do the job?” (Resources and Training)

3 “Will you tell me how I am doing?” (Evaluation)

Revise  
and update  
job descriptions  
at least yearly,  
and review them  
with each  
staff member.





# THE VALUE OF JOB DESCRIPTIONS

**W**hy does each employee (or volunteer) need a job description? Here's why you should make sure each has a clearly understood role in making your periodical successful. A job description:

- 1** Clearly defines what you expect from employees.
- 2** Helps you manage people realistically and know what to delegate.
- 3** Helps employees know what their job is, how much time they should spend on each part of their job and how their performance will be evaluated.
- 4** Helps match the right person to the right job.





# ELEMENTS OF A JOB DESCRIPTION

A job description has six key parts. (see an example on page 20):

1 Title

2 Supervisor

3 Qualifications

4 General description

5 Responsibilities

6 Performance criteria



## Basic staff functions and qualifications

### SAMPLE JOB DESCRIPTION

**Title:** Circulation Manager

**Supervisor:** Publisher

**Date Written:** May 24, 2008

#### Qualifications

1. Maturity of character and Christian spirituality.
2. At least two to four years experience in marketing, preferably with experience in direct marketing and magazine circulation.
3. Full agreement with our statement of faith and enthusiastic support of our mission, vision and values.
4. Good writing and communication skills as demonstrated by previous marketing copy writing. A good communicator.
5. Analytical skills as demonstrated in marketing or sales data analysis and project management.
6. A strategic planner and implementer of that strategy. A market-sensitive strategist.
7. Demonstrated administrative skills with a high degree of personal organization and follow-through.
8. Strong computer skills.

#### General Description

The circulation manager manages the process of acquiring new subscribers and readers of the magazine as well as renewing them. He/she develops the overall circulation strategy, develops the marketing pieces and programs, and analyzes their results for maximum effectiveness.

#### Responsibilities

- |   |     |
|---|-----|
| 1. Oversee, direct and develop the circulation strategy and programs.   | 25% |
| 2. Develop copy, graphic design and printing of all promotional elements.   | 25% |
| 3. Manage and maintain analysis and interpretation for all circulation campaigns, maximizing their effectiveness. | 25% |
| 4. Manage the budgets and administrative affairs of the circulation department.                                   | 10% |
| 5. Contribute as a member of the magazine publishing leadership team.   | 15% |

#### Performance Criteria

1. On at least a semi-annual basis, produce a satisfactory management report that demonstrates the profitability of all marketing campaigns.
2. At least 90% of all deadlines are met.
3. Meet all annual department budget goals.





## Basic staff functions and qualifications

### JOB DESCRIPTION EXERCISE

Title: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Date Written: \_\_\_\_\_

#### Qualifications

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_
7. \_\_\_\_\_  
\_\_\_\_\_

#### General Description

---

---

---

---

#### Responsibilities

- |          |         |
|----------|---------|
| 1. _____ | _____ % |
| 2. _____ | _____ % |
| 3. _____ | _____ % |
| 4. _____ | _____ % |
| 5. _____ | _____ % |

#### Performance Criteria

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_





# Organize your team according to your needs.

## STAFF ORGANIZATION

1 There is no one right way to organize your staff.  
Organize your team according to your needs.

2 Every publishing group needs a top manager with a team  
comprised of peers.

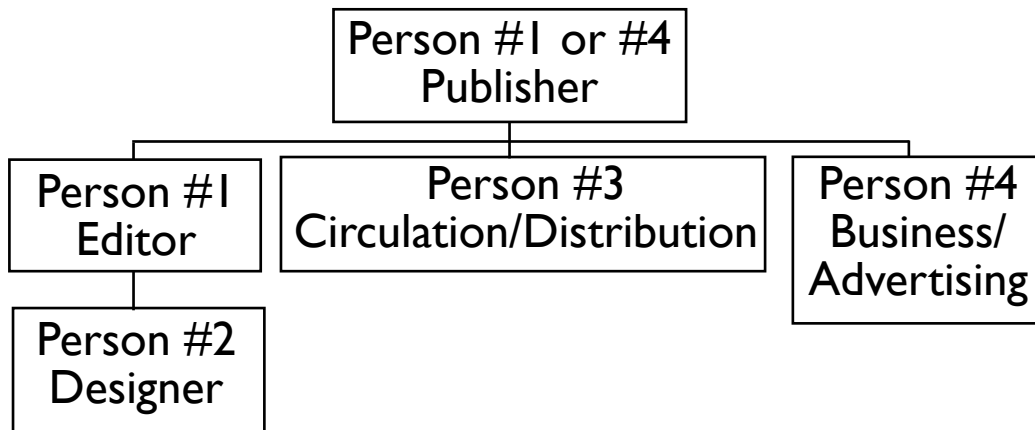
- Every person is critical to the overall success of the publication.
- Respect team members and give everyone an opportunity to contribute according to their gifting and skills.
- Always look for ways to develop people's gifts and help them grow.



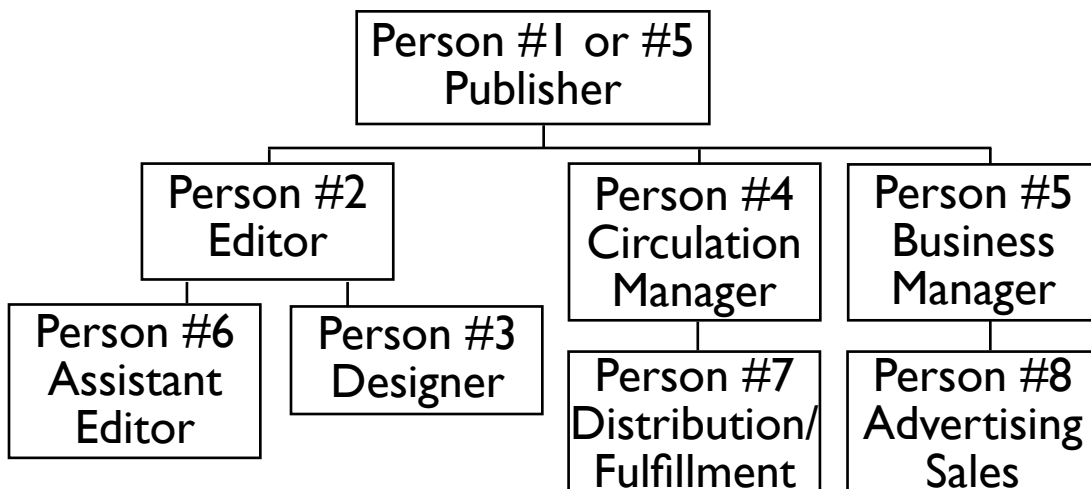


## Basic staff functions and qualifications

### Sample Organization Chart - Publishing Company

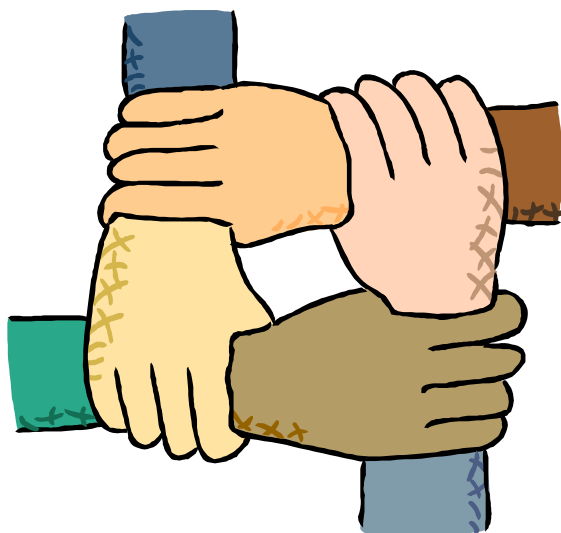


### Sample Organization Chart - Larger Publishing Company



## CHAPTER 3

# Finding the right staff







## Finding the right staff

**1 Start with the right editor.** Since the editor selects the content of the publication, this is your most important decision.

**2 Avoid adding too many staff members too quickly.**

**3 Carefully interview potential employees, even if you already know them.** Get interviewees to talk more about what they have already done in previous jobs (past experience) than what they want to do (future hopes).

There are any number of ways to evaluate potential staff. The evaluation form on page 26 - 27 is used by the Christian company which wants to ensure that new employees will reflect their core values.

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It's better  
to be small  
and efficient  
than big  
and broke.





## Finding the right staff

### SAMPLE INTERVIEW EVALUATION

Name of Applicant: \_\_\_\_\_ Date: \_\_\_\_\_

Job interviewing for: \_\_\_\_\_

This is: ☐ phone interview ☐ interview in our office

Interviewer: \_\_\_\_\_

rating scale: 5 - outstanding: applicant is exceptional, far superior to others  
 4 - very good: applicant clearly exceeds standards  
 3 - good: applicant is competent and dependable, meets standards  
 2 - improvement needed: applicant is deficient or below standards  
 1 - unsatisfactory: applicant is generally unacceptable  
 N/A - not applicable

General Factor	Score	Supportive details or comments
1. SERVANTHOOD: extent applicant appears to work with a spirit of servanthood (Exemplary service and stewardship).		
2. QUALITY: extent applicant appears to deliver excellence. Demonstrated a good "enough" is simply not good enough attitude at a previous job.		
3. INNOVATION: extent applicant appears to be innovative, inventive and creative.		
4. AUTHENTIC LEARNING: extent applicant demonstrates the ability to be a life long learner.		
5. PEOPLE FRIENDLINESS: extent applicant appears to be friendly, fun, fair, and forgiving. Demonstrated ability to share concerns with those who can best affect a situation and communicate directly. Demonstrated ability to handle differences with tact.		
6. EXPERIENCE: extent background and experience are consistent with essential functions of the job.		
7. EDUCATION: extent schooling is relevant and sufficient for essential job functions.		
8. JOB KNOWLEDGE: extent applicant possesses the practical/technical knowledge essential to perform job functions.		





## Finding the right staff

### General Factor

### Score Supportive details or comments

9. COMMUNICATION SKILLS: extent applicant effectively expressed or conveyed ideas (good eye contact, active listener, appropriate questions).		
10. INTEREST LEVEL: extent applicant appears to have a true desire and interest in our organization and in the position.		
11. INITIATIVE: extent applicant appears to be willing to seek out new assignments and readily assume additional duties.		
12. COMPOSURE: extent applicant appears to be in control. Ability to handle stress.		
13. OVERALL IMPRESSION: extent overall appearance, manner and responsiveness are consistent with job requirements.		
14. SPECIFIC FACTOR:		
15. SPECIFIC FACTOR:		
16. SPECIFIC FACTOR:		
<b>TOTAL SCORE:</b>		

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### COMMENTS:

1. Did the applicant arrive/call for the interview on time?
2. Was the applicant appropriately dressed, well-groomed and neat?
3. Were the applicant's responses complete or evasive?
4. Were the applicant's remarks about past employers neutral/positive/negative?





# Hire for character and train for experience.

**4** To find good employees, look for people everywhere you go who are hard workers, want to learn, have a servant's heart and a positive attitude.

**5** Hire for character and train for experience.

**6** Factors involved in deciding when to add a staff position:

- If the function becomes critical to your purpose and publication.
- When you can provide enough work to keep them busy.
- When you can financially afford the position.
- When you need better control over that function.



## CHAPTER 4

# How to treat your staff





## How to treat your staff

- 1 Recognize that people are your greatest asset and the key to your future.
- 2 Do not manage by fear or by making demands. It doesn't work in the long term.
- 3 Be a team-builder, not an authoritarian dictator.

Take note  
of your  
weakest and  
strongest  
points in your  
management style.





## How to treat your staff

**4** Show that you care about people by taking a personal interest in each person with whom you work.

**5** Spend more time finding the good in people instead of finding fault. Compliment often.

**6** Learn to listen.

**7** Let people be part of the decision-making process.

**8** Direct communication; communicate concerns immediately. Don't wait until an issue grows beyond manageable proportions.



## CHAPTER 5

# Creating effective performance goals







**P**erformance goals are critical in order to ensure that both employee and employer are on the same page. Performance goals should state:

- What do you want the employee to do?
- When should it be done?

Performance goals must be specific.

- You may wish to break down goals by week, quarter, or year. (see pages 34-38)
- You may even decide to make a success map. (see page 39)

Most of us  
can live  
on a compliment  
for a month.  
~Mark Twain





## HOW TO WRITE EFFECTIVE EMPLOYEE PERFORMANCE GOALS

When writing goals, keep the following criteria in mind for more definitive, effective statements. Well-written goals are:

- Stated in terms of end results to be achieved.
- Measurable; i.e., stated in terms of quantity, quality, cost and time.
- Clear, concise, and unambiguous.
- Realistic, practical, and in conformity with overall organizational goals. Objectives could include such areas as expense control, turnover, absenteeism, service, affirmative action, employee development or productivity enhancements.
- Ambitious enough to pose a reasonable challenge to the individual.

Each goal statement generally begins with an action verb that can be observed and measured, followed by a measurable end result and a time frame. A sample list of action verbs follows. Finally, the goals may be prioritized by listing them in the order of their importance.





## Examples of Goals

Complete Statement			Vague Statement
Action Verb	Measurable End Result	Time Indicator	
Reduce	new account hold over from 20% to 15%	by year end 20__	Reduce new account holdover.
Increase	sales by 10%	by June 20__	Increase sales.
Reduce	production costs by 20%	by Dec. 20__	Reduce production costs.
Achieve	write-off run rate of 10%	by year end 20__	Achieve a reasonable write-off run rate.
Control	turnover holding to 30%	annual rate	Control turnover.
Answer	92% of all authorization calls	within 30 seconds	Answer a majority of authorization calls within 30 seconds.
Process	new account applications	within 15 days	Process new account applications.





## WRITING EFFECTIVE PERFORMANCE GOALS - AS AN EMPLOYEE

### Exercise:

This is an exercise designed to give you practice in writing performance goals.

### Instructions:

- 1 Consider your key job duties and responsibilities.
- 2 Develop one job-related performance goal. Identify whether this is a business or personal development goal.





### Performance Goal:

The goal statement should begin with an action verb, include the measurement and time frame in which it is to be accomplished.

Action Verb	Measure	Time Frame

Does the goal meet the criteria for effective performance expectations?

- Challenging and Attainable
- Observable
- Measurable: Quantity? Quality? Time? Cost?

What ideas do you have for the action plan to achieve this goal?





## Action Verbs

accepts	checks	dedicates	facilitates	negotiates	requires
accomplishes	circulates	delegates	finds	notifies	researches
achieves	classifies	demonstrates	focuses	obtains	resolves
acquaints	clears	delivers	follows-up	operates	responds
acquires	collaborates	designs	formulates	organizes	reviews
acts	collects	determines	fosters	oversees	revises
adapts	commands	devises	fulfills	paces	schedules
adheres	communicates	develops	furnishes	participates	secures
adjusts	compares	devotes	gains	perceives	seeks
administers	completes	directs	generates	performs	selects
advances	complies	discusses	gives	places	serves
advises	comprehends	displays	grasps	plans	sets up
analyzes	computes	disposes	handles	practices	shows
applies	concentrates	disseminates	helps	prepares	signs
appraises	concurs	distinguishes	hires	prevents	solves
appropriates	conducts	distributes	identifies	proceeds	specifies
approves	confers	drafts	implements	processes	speaks
arranges	conforms	effects	improves	produces	stimulates
ascertains	connects	emphasizes	informs	programs	studies
assembles	considers	employs	initiates	projects	submits
asserts	consolidates	encompasses	inspects	promotes	summarizes
assigns	constructs	encourages	installs	proposes	supervises
assists	consults	enforces	insures	provides	supplies
assumes	contemplates	enhances	instructs	pursues	supports
assures	continues	enlightens	interacts	receives	takes
attains	contributes	establishes	interprets	recognizes	terminates
attends	controls	evaluates	interviews	recommends	traces
authorizes	conveys	examines	investigates	records	trains
audits	coordinates	executes	issues	regulates	transcribes
builds	corrects	exercises	maintains	reinforces	treats
calculates	correlates	expedites	makes	relates	uses
capitalizes	corresponds	explores	manages	releases	utilizes
carries out	creates	expresses	meets	reports	verifies
challenges	decides	faces	monitors	represents	weighs
					writes





# SAMPLE SUCCESS MAP (PUPPET-MAKER SUPERVISOR)

### ONE YEAR GOALS (by 11/1/08).

Within the next year I will accomplish the following:

1. Increase departmental production to 500 units per month.
2. Reduce defects to 2% of total units per month.
3. Anticipate and meet seasonable demands so puppets never go out of stock.
4. Reduce unit costs by 10%.
5. Improve my 180-degree ratings to at least company averages.

### QUARTER 1 OBJECTIVES (by 2/1/08).

1. Increase staff to 8 full-time puppet-makers.
2. Create and institute inspection program to screen for defects.
3. Create day-by-day historical record of demand by SKU.

### QUARTER 2 OBJECTIVES (by 5/1/08).

1. Increase production to 400 units per month.
2. Establish at least one alternate supplier for each part.
3. Order raw materials in time to have needed stock on hand, and avoid rush shipping charges.
4. Reduce fur waste by 30% per unit.
5. Determine staff perceptions of my leadership style, strengths, and weaknesses.

### QUARTER 3 OBJECTIVES (by 8/1/08).

1. Increase production to 450 units per month.
2. Find material and supplier to reduce stuffing cost by 20%.
3. Install robotic stitcher within budget.

### QUARTER 4 OBJECTIVES (by 11/1/08).

1. Develop trained cadre of at-home workers to cover peak times.
2. Get training in relational skills.

### THIS WEEK'S TOP 5 PRIORITIES to be accomplished by 6/10/08

Yes

- |       |    |   |
|-------|----|---|
| _____ | 1. | Complete staff training for zero-defect hemming procedure.  |
| _____ | 2. | Obtain written commitment from Acme Eye as alternate supplier for mouse eyeballs.   |
| _____ | 3. | Order all materials now for projected September unit demand. In-house due date of August 20. All vendor agreements signed with vendor penalty of 2% of invoice for each day late. |
| _____ | 4. | Using new patterns, increase yield to 4 mice per yard of gray fur.  |
| _____ | 5. | Introduce, get buy-in, and get sign-offs from our 3 fur cutters for new productivity standards  |

Signed: \_\_\_\_\_ Coach: \_\_\_\_\_



## CHAPTER 6

# Evaluating staff performance







## Evaluating staff performance

### 1 Corinthians 4:2

“Now the most important thing about a servant is that he does just what his master tells him to.”

#### **The purpose and value of evaluating staff performance is to:**

- Evaluate the quality of their work.
- Identify areas where they need to improve.
- Set goals for future performance and growth opportunities.

#### **2 Notice the key parts of two different evaluation forms. (see pages 41-46)**

- Strengths of the employee.
- Areas for improvement.
- Goals for the future.





# Evaluate staff members at least once a year.

## 3 How to conduct an evaluation:

- Praise strengths first.
- Be honest about areas of weakness.
- Evaluate staff members at least once a year.
- Conduct the staff evaluation in a relaxed and private setting.
- Use an evaluation form and give the staff member a copy of the completed form when done.





# SELF-APPRAISAL QUESTIONNAIRE

Name: \_\_\_\_\_

Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

1. Please identify and rank the three key functions you perform in your current job.
  - a.
  - b.
  - c.
2. What specific skills are required for each of the three key functions?
  - a.
  - b.
  - c.
3. Which of these skills would you consider your strength?
4. Which of these skills need some improvement?
5. What steps are you taking to make these improvements? How could our business help you?
6. Were any new duties added to your job this past year?
7. If yes, what were they, and how would you rate your performance of them?
8. List your specific accomplishments during the past year. Please rank them.





## Evaluating staff performance

9. Is there any task in your job that you consider useless or busy work? Please explain.

10. What improvements would you like to make to your job?

11. Do you feel your level of responsibility is (circle one):

Too much

Too little

About right

Please explain:

12. Would you describe your job satisfaction as (circle one):

High

Pretty good

Okay

So-so

Low

Please explain:

13. What goals do you feel we should set for the coming year?

14. If you could do any job, what job or jobs do you think you might like to have in the future?

15. What additional skills would you need? How do you propose to acquire them?

16. Do you have skills that are not presently being utilized? If so, what are they?





## SAMPLE SIMPLE ANNUAL REVIEW REPORT

Name \_\_\_\_\_

Title \_\_\_\_\_

Supervisor \_\_\_\_\_

Date of Review \_\_\_\_\_

1. Area of Responsibility \_\_\_\_\_  
Significant strengths:

Improvement opportunities:

Goals:

2. Area of Responsibility \_\_\_\_\_  
Significant strengths:

Improvement opportunities:

Goals:

3. Area of Responsibility \_\_\_\_\_  
Significant strengths:

Improvement opportunities:

Goals:

4. Area of Responsibility \_\_\_\_\_  
Significant strengths:

Improvement opportunities:

Goals:

5. Area of Responsibility \_\_\_\_\_

Significant strengths:

Improvement opportunities:

Goals:





## Evaluating staff performance

# GROUP PUBLISHING ANNUAL REVIEW

for \_\_\_\_\_ Anniversary Date (\_\_\_\_\_)

	Achvd	Not Achvd	5 Key Annual Goals (listed in order of importance with 1 being most important) by _____
1.			
2.			
3.			
4.			
5.			
			Staff Member consistently meets or exceeds job description (if <u>not achieved must have reason</u> ) Provide Reason: _____

Achvd	Not Achvd	Post-poned	N/A	1st Quarter Objectives to be accomplished by _____ (3 months from annual review date)
				Staff Member consistently meets or exceeds job description (if <u>not achieved must have reason</u> ) Provide reason: _____





## Evaluating staff performance

Achvd	Not Achvd	Post-poned	N/A	2nd Quarter Objectives to be accomplished by _____ (6 months from annual review date)
				Staff Member consistently meets or exceeds job description (if <u>not achieved must have reason</u> ) Provide Reason: _____

Achvd	Not Achvd	Post-poned	N/A	3rd Quarter Objectives to be accomplished by _____ (9 months from annual review date)
				Staff Member consistently meets or exceeds job description (if <u>not achieved must have reason</u> ) Provide Reason: _____

Achvd	Not Achvd	Post-poned	N/A	4th Quarter Objectives to be accomplished by _____ (1 year from annual review date)
				Staff Member consistently meets or exceeds job description (if <u>not achieved must have reason</u> ) Provide Reason: _____





## Evaluating staff performance

HAS JOB DESCRIPTION CHANGED, OR IS JOB DESCRIPTION MORE THAN 2 YEARS OLD?  
IF YES, PLEASE ATTACH NEW JOB DESCRIPTION.

JOB DESCRIPTIONS MUST BE UPDATED A MINIMUM OF EVERY 2 YEARS!

**To be signed at the time of the goal/objective setting:**

It is agreed that the above written goals/objectives have been set to be accomplished in the time frame above and a copy of the Supervisor's 5 Key Annual Goals has been reviewed by the staff member.

\_\_\_\_\_  
Staff member's signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's signature

\_\_\_\_\_  
Date

Business Unit/Dept. Leader Initial \_\_\_\_\_

**To be signed at the time of the goal/objective evaluation:**

Staff member and supervisor indicate by signature that the previously agreed upon goals/objectives have been evaluated.

\_\_\_\_\_  
Staff member's signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's signature

\_\_\_\_\_  
Date

Business Unit/Dept. Leader Initial \_\_\_\_\_

**To be completed at goal objective evaluation**

**Comments or Additional Accomplishments:**





## CHAPTER 7

# Working with volunteers





**M**any organizations use volunteers to accomplish critical tasks. How do you handle volunteers? Not very differently than you treat employees. Here are some tips for retaining your volunteers as happy and successful members of your staff:

- Treat volunteers with the same respect as staff members.
- Show appreciation to volunteers in practical ways.
- Offer them opportunities to learn and grow in the job skills.
- Conduct an informal performance evaluation with volunteers at least once a year.

Show  
appreciation  
in practical  
ways.





## Publishing resources available from Magazine Training International

**Manuals (available in print or in PDF format on CD):**

- **Managing the Magazine with Confidence and Skill**

English Bulgarian  
Chinese (simplified) Chinese (traditional)  
Korean Romanian  
Russian Spanish

- **Advanced Business of Magazine Publishing**

English Russian

- **Editing the Magazine**

English Bulgarian  
Romanian

- **Design for Magazines**

English Bulgarian  
Chinese (simplified) Chinese (traditional)  
Croatian Romanian  
Russian Spanish

- **Writing Effective Magazine Articles**

English French  
Polish Romanian  
Russian

**Audio/Visual resources:**

- **DVD course: Managing the Magazine with Confidence and Skill**

Subtitles available in:  
Chinese (simplified) Chinese (traditional)  
Russian Spanish

- **DVD course: Design for Magazines**

Subtitles available in:  
Chinese (simplified) Chinese (traditional)  
Russian Spanish

- **MP3 audio course: Writing Effective Magazine Articles**



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