



Presented By:

*Margaret Porter, MS of
Millennium Associates, LLC*


*Mary Lou Drake, SPHR of
DRAKE & Associates, Ltd.*

On Best Practices: Hiring. Retention. Termination.

Moving Leadership Concepts Into Management

*Sponsored by the Southern Regional, Greensboro
and Wake AHEC Groups*

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Objectives

- Overview of a Beneficial Employment Process
- Coaching for Employee Retention
- Outline of an Appropriate Termination Process
- Discussion of The Negative Affects of Inadvertent Comments and Actions In All Phases of the Employment Relationship
- Questions & Answers

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Employment Practices Governed by Federal Discrimination Laws

- Recruitment / Advertisements
- Pre-Employment Testing
- Selection and Hiring
- Training
- Promotions / Transfers
- Retirement Plans
- Use of Company Facilities
- Employee Classification
- Compensation
- Benefits
- Disability Leave
- Termination
- Discipline
- Discharge




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Common Law Tort Theories

- Employment-At-Will
- Negligent Hiring
- Negligent Retention
- Negligent Referral
- Invasion of Privacy
- Constructive Discharge
- Defamation



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Staffing

Goals

- Begin not with applicants, but with the goals of the organization
- Attract qualified candidates
- Identify people who can advance the goals of the organization
- Develop appropriate applicant pool
- Find good matches for the job and for the corporate culture
- Meet EEO and diversity goals


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Staffing

Main Features of the Employment Interview

- Employment interviews are not an exact science.
- The interview should comply with all Fair Employment Practices.
- Before the interview, review information on the job application form along with resume, letters of recommendation, references, test scores.



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Job Descriptions

The Importance of Up-To-Date Job Descriptions

- Outline major duties and responsibilities of the position
- Describe job requirements –
 - Education, experience, knowledge, skills, abilities, mental and physical effort required
 - Behavioral factors for success (**FIT**)
- Define how this position adds "value" to the company
- Help the recruiting process to design specific job advertisements and postings, and focus the interviewer to collect appropriate information from applicants

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Staffing


Main Features of the Employment Interview

Before the interview, review information on the job application form along with the resume, letters of recommendation, references and test scores.

Initial screening

- Importance of **employment applications** versus resumes
- Does the applicant demonstrate a **sense of achievement** and accomplishment in each of his/her previous positions?
- Is the applicant a good **fit** within your corporate culture?
- Has the applicant demonstrated **stability** in his/her employment record?
- Does the applicant possess a solid **work ethic**?

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Staffing

Main Features of the Employment Interview

Initial screening (Continued)

- Does the applicant use such **vague phrases** as, "assisted with", "is familiar with", and "has knowledge of"? These phrases attempt to beef-up an application but do not demonstrate that the applicant has crucial work experience.
- Does the resume look too "slick"? Look into the **actual accomplishments**, not just the look or feel of the resume.
- Is the applicant goal-oriented? Have they had previous leadership experience?

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Staffing

Main Features of the Employment Interview

Initial screening (Continued)

- Evaluate the applications in comparison to the **essential job requirements** listed in the job description.
- Check the application, cover letter and resume for **neatness, spelling errors, incomplete information and did they follow directions.**
- Create three stacks once you have reviewed this information:
 - Yes -- Set up interviews with the top 3 – 5 candidates
 - No -- Send out "No, thank you" letters
 - Maybe -- Place in a pending file to be used as a backup

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Staffing

Main Features of the Employment Interview

Develop interview questions based on job requirements stated in the job description.

- Focus on all of the information critical to making a good hiring decision
- What key knowledge, skills, abilities, and "attitudes" must **successful** candidates possess?
- Additionally, focus on "**fit**," getting a **view of the total person** in order to discover the person's internal motivation.


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Staffing

Main Features of the Employment Interview

How do you avoid landing in legal hot water when chatting with applicants?



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Staffing


Main Features of the Employment Interview

Plan the Interview

- Use a consistent planning format that is used with all applicants you are interviewing for the same job.
- Collect the same information about all applicants.



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Staffing


Main Features of the Employment Interview

Conduct the Interview

- Write down your questions
- TAKE NOTES! – But not on the application!
- PROBE for clarifying information.
- Seek contrary information for a complete picture.
- Avoid biases.



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Staffing


Main Features of the Employment Interview

Check References

- Avoid Negligent Hiring
- Contact previous supervisors for specific details on past work performance
- Always ask the following question, **"If given the chance, would you rehire this person?"**
- Include background checks on driving record, criminal history and/or credit history, if appropriate for your position
- Verify applicant **completed** educational requirements
- Consider drug testing for a final-stage applicant

Essential!!!

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Staffing


Main Features of the Employment Interview

Make a selection based on having a total picture of the job applicant's qualifications.

- Develop a **post interview report/grid**
- Compare the qualifications of all candidates against the position's requirements



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Staffing


Main Features of the Employment Interview

Offer and Acceptance

- Written
- State job specifics



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Staffing

Getting Started: Interview Pre-Work

Permissible to Ask or Not?


Exercise: Put a ✓ by questions that can be asked job applicants.

- How old are you?
- Are you over 18 years of age?
- Have you ever been arrested?
- What ages are your children?
- Would you be willing and able to work overtime if necessary?
- What does your spouse do? Where does he/she work?
- Of what country are you a citizen?
- Is your current name all that we need to check your work history?
- May I see your driver's license?
- Are you authorized to work in the US?
- What is your native language?

Practice

- Which civic clubs, societies, or lodges do you belong to?
- How long have you been a resident of North Carolina?
- Can I please have the name and address of the person we would notify in case of an accident or emergency?
- Are you currently using or addicted to any illegal drug?
- Do you wish to be addressed as Miss? Mrs.? Ms.?
- What languages do you read/speak/write fluently?
- Have you ever filed a claim for Workers' Compensation?

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Coaching for Retention

Exercise

- What are the attributes of best leaders you want to emulate?
- In your small group, make a list of attributes.
- Discussion

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Common Leadership Attributes

- Shares the organizational vision
- Provides clear goals/objectives and each individual's role
- Holds employees accountable
- Communicates regularly
- Builds great teams
- Recognizes accomplishments
- Coaches for everyone's success




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Coaching for Retention- Characteristics

- Day-by-day
- Informal and formal feedback
- Consistent and constructive
- Tied to success in the job
- Recognize accomplishments
- Support success of individuals and teams!
- Indicative of the best leadership styles


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Benefits of Coaching

- Easier to coach than replace (economics)
- Easier to coach than correct (less stress)
- More motivation for individuals and teams
- Presents caring and vested interest in employee/team success
- There are NO surprises!

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Corrective Action and Termination

Purpose of Corrective Action and Disciplinary Process

- Required to maintain good morale and high levels of productivity
- Protect against complaints from good performers who work with poor performers
- Correct undesirable conduct and improve performance, not to punish
- Manager who chooses not to act, communicates acceptance of behavior, and situation escalates

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Corrective Action and Termination

Methods to Handle – May be Progressive

- Use your organization's performance management process
- Consult your HR department for assistance
- Get legal advice when needed

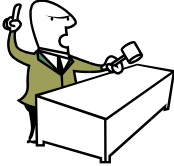
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Corrective Action and Termination

Legal Issues

- Employment-At-Will
- Constructive Discharge
- Alternative Dispute Resolution
- Retaliation
- Defamation
- Due Process



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Corrective Action and Termination

Corrective Action Meeting

- Conduct in quiet, private location with no interruptions
- Clarify specific work rule or performance problem and significance
- Give employee opportunity to explain
- If discipline is still warranted, explain that conduct/performance must change

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Corrective Action and Termination

Corrective Action Meeting (Continued)

- Discuss specific negative consequences if no change is made
- Develop action plan with timelines and feedback loops
- Employee and supervisor should sign a copy of the documentation outlining the plan
- File documentation in personnel file; give a copy to employee

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Corrective Action and Termination

Termination


- Follow your organization's performance management process
- Have **employment** attorney review and advise **before** you begin the termination process
- Ask that all company property be returned immediately
- Provide termination letter to employee
- Handle the leaving in a very *discreet and respectful manner to avoid defamation claim by the employee*
- Communication to others: employee is no longer employed with the company. The reasons why the employee is no longer employed are confidential.

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Debriefing

What key learning points do you want to remember from today's session?



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We are happy to answer your questions!

For more information, please contact:

Mary Lou Drake, SPHR DRAKE & Associates, Ltd. (919) 969-9901 marylou@drakehr.com www.drakehr.com	Margaret Porter, MS Millennium Associates, LLC (919) 469-8927 mightymlp@aol.com
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Presenter Biographies:

Margaret Porter, MS

Margaret (Margy) Porter is the founder of Millennium Associates, LLC and is a recognized Organizational Development and HR Professional with many years of experience. Most of her work is in leadership development and change management. In practical terms, her services include organizational assessment, facilitation of strategic planning and team building initiatives (senior level and below), executive coaching and collaboration with senior management to develop customized leadership and employee training.



Contact Information

Millennium Associates, LLC
(919) 469-8927
mightympl@aol.com

Mary Lou Drake, SPHR

Mary Lou Drake, SPHR, founded DRAKE & Associates, Ltd. in 1992 to provide clients the full range of professional human resources ideas and **solutions** to meet current needs and long-range goals. She and her team specialize in partnering with clients to improve and enhance employee productivity through sound human resource policies and procedures.



With over 26 years of experience in human resource administration and management, Mary Lou knows first-hand the concerns employers face with such issues as productive organizational design, effective recruitment strategies, uniform job classifications, competitive wage and salary structures, fair employee relations practices, consistent and clear communications, and motivational and incentive plans to encourage employees to stretch and grow in their capabilities. Clients served span the private and public sectors, governmental agencies, entrepreneurial technology-focused companies in biotechnology development, pharmaceutical research, telecommunications, information and data management, flagship universities, and prominent medical centers, as well as retail, manufacturing, financial, non-profit and service operations.

Mary Lou has received the Society of Human Resources highest designation – Senior Professional in Human Resources and actively participates in training/mentoring human resource staff members who are new to the profession.

Contact Information

DRAKE & Associates, Ltd.
(919) 969-9901
marylou@drakehr.com
www.drakehr.com