HR TIPS FOR THE NON-HR MANAGER

Introductions

Please share:

    Your name

    Your role

    How many people you manage

    What you are most interested in learning today

Important Note

Information discussed today should be used as high-level guidance/current best practice suggestions

Always defer to your organizations specific policies and obtain legal guidance when needed!

Interview Process

- All those involved with the hiring process need basic knowledge of EEO legislation

Equal Employment Opportunity (EEO) is fair treatment in employment, promotion, training, and other personnel actions without regard to race, color, religion, sex, age, national origin, and physical or mental disability.

Interview Process

Avoid non job-related questions!

Specific categories to absolutely avoid asking about on either the employment application or during the employment interview:

- Children
- Health
- Marital Status
- National Origin
- Physical Attributes
- Race and Color
- Religion
- Sex

Make sure anyone who is doing interviewing has training on what to ask and not ask

Interview Process

Citizenship:

Ask:
If offered a position, would you be able to provide documentation verifying that you may lawfully be employed in the United States?

Will you be able to provide proof of citizenship or immigration status upon employment

Instead of:
Are you a US citizen? Where were you born?
Of what country are you a citizen?
Are vou a naturalized or native-born citizen?
What kind of name is ?

Age:
Ask - Are you above the age of 18?

Instead of:
How old are you?
What is your date of birth?

Interview Process

The Interview

- Utilize Effective Questioning
    Competency based
    Open Ended
    Probing
    Closed Ended
    Hypothetical

    Be Consistent

    Have a scorecard for interviewers to make the process
    of decision-making less ambiguous

    Consider panel interviews

Interview Process

Competency-Based Questions (Behavioral Questions)

A competency is a skill, trait, quality, or characteristic that contributes to a person's ability to perform the duties and responsibilities of a job. While every job requires different competencies, there are four primary categories:

• Tangible or technical skill
• Knowledge
• Behavior
• Interpersonal skills

Most jobs will emphasize the need for one category over the others, but you'll want an employee who can demonstrate some degree of competency in all four areas.

Interview Process

These focus on relating past job performance to probable future on-the-job behavior. The questions are based on information relevant to specific job-related skills, abilities, and traits; the answers reveal the likelihood of similar, future performance.

Past behavior is the best indicator of future behavior.

These questions seek specific examples that allow you to project how a candidate is likely to perform in a given job. These questions should represent about 45% of an interview.

Competency-based questions begin with lead-in phrases, such as:
- Describe a time when you…(had a difficult decision to make).
- Give me an example of a situation in which you…(had to meet multiple deadlines).
- Tell me about a specific job experience when you…(had to put in much more time than you'd originally anticipated)

Interview Process

Open-Ended Questions

By definition, open-ended questions require full, multiple-word responses. The answers usually lend themselves to discussion and result in information upon which the interviewer can ask additional questions.

Open-ended questions encourage applicants to talk, thereby allowing the interviewer an opportunity to actively listen to responses, assess verbal communication skills, and observe patterns of body language.

These questions are most helpful when used to form a foundation for competency-based questions that direct a candidate to provide specific responses supplemented by examples.

Interview Process

Examples of open-ended questions include:

- What are the three main aspects of your leadership style?
- How would you describe yourself as an employee?
- What kind of people do you find it difficult/easy to work with?
- Open-ended questions should represent about 45 percent of an interview.

Identify one or two additional open-ended questions.

Interview Process

Probing Questions

Enables interviewers to delve more deeply for additional information.
They are usually short and simply worded.
Examples of probing questions include:
•Why (did you leave that job)?
•How?
•What caused that to happen?
Probing questions should represent about 5% of an interview.

Identify one additional probing question.

Interview Process

Closed-Ended Questions

Closed-ended questions may be answered with a single or limited number of words. They are sometimes used when seeking clarification. These should not be used as substitutes for competency-based or open-ended questions.

Examples of closed-ended questions include:
- How often do you travel in your current job?
- What did you major in while in college?

Closed-ended questions should represent about 5 percent of an interview

Identify one additional closed-ended question.

Interview Process

Hypothetical Questions

Hypothetical questions are based on anticipated or known iob-related tasks, phrased in the form of problems and presented to the applicant for solutions.
The questions are generally introduced with words and phrases like:

• What would you do if... (an employee went over your head)?

• How would you avoid... (a conflict between two employees who clearly do not like each other)?

Hypothetical questions allow for the evaluation of reasoning abilities, thought processes, values, attitudes, creativity, work style, and how one approaches different tasks.

Interview Process

Consider Preemployment tests

Typically used to:
- Identify how one operates in a team.
- Identify critical thinking skills.
- Identify communication skills.

Enables employers to properly match an candidate's abilities with the requirements of the role in a fair and equitable manner. However, tests and other selection procedures must be validated. The keys to proving validity are job-relatedness and evidence that the test is a proven indicator of job success.

Performance Management/Team Building

Utilizing Predictive Index as a tool for performance management and building stronger teams

www.predictiveindex.com

The PI Behavioral Assessment
By understanding how employee behaviors manifest day to day, you can take steps to improve your team as a whole.

Performance Management/Team Building

The WHAT

Performance Management is the process used to ensure the maximum utilization of employee's skills, knowledge, and interests to benefit both employer and employees.

Consider formal performing evaluations twice a year (June/Dec), but at a minimum should be done once per year. However, feed back should be ongoing - No Surprises!

Evaluations should consist of both positive and constructive feedback that is:

- Job-Specific
- Performance Focused
- Factual
- Measurable
- Achievable
- Realistic

Performance Management/Team Building

The WHY

- Clarification of job requirements.

- Setting performance expectations, goals, and measurement criteria.

- Improving upon poor behaviors and reinforcing positive behavior.

- Strengthening the working relationship between managers and employees.

- Identifying an organization's strongest performers and those with the most potential for growth

Performance Management/Team Building

The HOW

- Face-to-face meetings between and employee and their manager(s)

- Summarize the employee's on-the-job performance from the time of the last review

- Address how the employee has been in meeting the goals or job expectations.

- Mutually establish new goals.

- Discuss the employee's interests and career goals.

- Encourage employees to openly communicate

Performance Management/Team Building

The HOW NOT

Things to Avoid...

- Address the issue, not the personality

- Comparing the employee with others or yourself.

- Dwelling on faults or shortcomings

- Focusing on isolated incidents

- Focusing on past deficiencies

- Opinions, impressions, or feelings – stick to the facts

- Solving the employee's problems

Performance Management/Team Building

Performance Improvement Plan

Employee name	[Employee name]	Manager name	[Manager name]
Job title	[Job title]	Start date	[Start date]
Department	[Department]	Agreed end date	[Agreed end date]

Role expectations What is the acceptable performance expected of the employee in this role?	

Areas of concern In what areas has the employee not met expectations, and what are the root causes of the issues?	Improvement goals Define concrete goals that address the areas of concern.	Action plan Outline activities that are going to help achieve the improvement goals.	Progress tracking How is the employee doing in achieving their improvement goals?	Resources What are the resources available to complete the activities outlined in the action plan?	Start date	Deadline
					1/1/24	3/31/24

Employee signature		Manager signature	

Disciplinary Process

Document, document, document!   Consistency is important!

The primary goal of progressive discipline is to help an employee improve job-related performance. Steps can consist of: counseling, verbal warning, written warning, suspension and termination. Any written procedures should clearly stipulate that, depending on the severity of the infraction (such as theft, acts of physical violence, etc.) progressive steps can be bypassed and the employer can proceed directly to termination.

Key steps for performance-related terminations include:
• Progressive discipline.
• Assessing if you and leaders did everything in your power to help the employee.
• Contacting an employment lawyer to get counsel on the situation.

Voluntary Separations

Complete exit interviews to assess the overall employee experience within your organization and identify opportunities to improve retention and engagement.

• Allows the employee to provide constructive feedback and leave on a positive note

• Provides a candid assessment of your organization's environment and culture

• Feedback assists to identify areas that can help improve staff retention

Voluntary Separations

Sample Questions:

What did you like best & least about your job?

Did we give you what you needed to succeed?

What is something the organization does really well?

Where can we improve?

Questions ?

Personal Takeaways

What's one thing you learned today?