

Human Resources Management Toolkit

The Finn Group

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AGENDA

- Presenter Introductions
- Workshop Goals
- Why HR Management?
- Behavioral Interviewing
- Immigration Employment Law
- Employee Benefits
- Performance Reviews and SMART Goals
- Resources, Websites

PRESENTERS

- Dr. James Finn and Dr. Paula Finn of Finn Group
- Roaa Al-Heeti, attorney with Nally, Bauer, Feinen & Mann
- Tim Hoerr and Dennis Beard of Serra Ventures

WORKSHOP GOALS

- To equip participants with various HR management tools
- To better understand the HR management function and how it supports the overall organizational purpose

WHY HUMAN RESOURCES MANAGEMENT?

- Each organization has a unique mission, vision and strategy



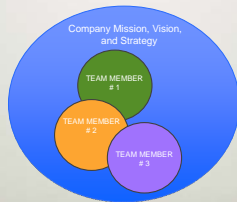
WHY HUMAN RESOURCES MANAGEMENT?

- Each team member plays an important role

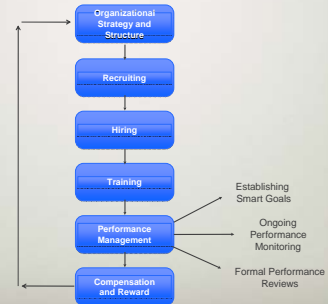


WHY HUMAN RESOURCES MANAGEMENT?

- Team members align to help company achieve its goals



THE HR MANAGEMENT PROCESS



BEHAVIORAL INTERVIEWING

Selecting the best person for the job

COMMON HIRING PROBLEMS

- New hire is a bad fit
- Didn't hire what we need
- Hired Dr. Jekyll/Mr. Hyde
- New hire was not entirely truthful about...

TAKE THE TIME – DO IT RIGHT

- Job-person fit is improved
- Increase your chances of success
- Process is defensible
- Process forms the basis for goal setting and performance reviews

HOW TO SELECT GREAT EMPLOYEES

- Define the job
- Develop a job description
- Recruit for the position
- Review resumes
- Interview candidates for the job
- Check references

HOW TO SELECT GREAT EMPLOYEES, CONT.

- Consider selection assessment
- Review all data on final candidates
- Select your final candidate
- Extend an offer
- Hire the best-fit candidate
- Send letters to unsuccessful candidates

CANDIDATE INTERVIEWS

- Two types of interviews:
 - Traditional
 - Behavioral

TRADITIONAL INTERVIEW

- Focuses on straightforward questions and answers
 - What are your strengths and weaknesses?
 - What challenges did you face and how did you handle them?
 - If you were in this type of a situation, how do you think you might handle yourself?
 - Describe a typical workweek

BEHAVIORAL INTERVIEW

- Employer decided/knows skills necessary for job
- Focuses on these skills
- Rather than, “how might you behave?”, “how did you behave?”

BEHAVIORAL INTERVIEW

- Major tenet of behavioral interviewing:

Past performance predicts future performance.

BEHAVIORAL INTERVIEW

- Behavioral interview questions are:
 - Specific job-related and more
 - Probing
 - Pointed
 - More specific than a traditional interview

EXAMPLES

- Give me an example of a goal you reached and what you did to achieve it.
- What do you do when your schedule is interrupted? Give me an example of how you handle it.
- Give me an example of how you worked effectively under pressure.

STAR/SOAR CONCEPT

- Situation
- Task/Objective
- Action
- Result

BEHAVIORAL INTERVIEWS SHOULD:

- Be grounded in job description
- Align with job-related competencies
- Be consistently administered to each applicant
- Provide information relevant to person-job fit

BEHAVIORAL INTERVIEWING

Exercise

IMMIGRATION EMPLOYMENT LAW

EMPLOYEE BENEFITS

- Many choices
- Costs can be very significant or inexpensive
- Look at your competitors to help determine what you should offer
- Seek assistance, especially on the more complex/regulated benefits
- “Big 3” - Health insurance, retirement, vacation/PTO

EMPLOYEE BENEFITS

- Health Insurance
 - Can take many forms
 - Landscape is changing - new rules coming
 - Costs are usually very high
 - Cash in lieu of health benefit
 - Comparison shop

EMPLOYEE BENEFITS

- Retirement Plans
 - Many options
 - 401k
 - Defined Benefit Pension
 - SEP
 - IRA's
 - Will likely need an advisor
 - Costs vary from inexpensive to very rich

EMPLOYEE BENEFITS

- Vacation/Paid Time Off
 - Work with your CPA
 - Compare to your competition
 - Beware of labor laws

EMPLOYEE BENEFITS

A Myriad of Other Benefits Companies May Offer:

Cafeteria Plan/Flex Spending	Stock Options/ISO's/SAR's
Dental Plan	Life Insurance
Optical Plan	Long-term Disability Insurance
Childcare on Site*	Matching Gifts Program
Child/Adult Daycare Assistance	Bonus and Profit Sharing
Sick Days/Personal Days	Severance Programs
Tuition Assistance	Loans
Group Legal Services	Employee Assistance Plans
Retirement Medical Plans	Moving Expenses
Discount Programs*	Co. Recreation Facilities
Clothing Allowances	Subsidized Eating Facility/Cafeteria
Other Fringes (Memberships, Tax and estate planning services)	Company Automobile

PERFORMANCE MANAGEMENT: COMMUNICATION IS KEY

- Company should intentionally communicate its mission, vision and strategy to all employees —
- Employees must understand their role in relation to the big picture —
- Employees establish goals that are appropriate for their role

PERFORMANCE MANAGEMENT: S.M.A.R.T. GOALS

- **S - Specific:** Goal must focus on specific result or accomplishment, rather than on general or vague actions.
- **M - Measurable:** A goal must be measured to be effectively managed. Measures might include quality, quantity, timeliness or cost.
- **A - Agreed upon:** Supervisors and employees should both agree up on the substance of the performance goal
- **R - Realistic:** Goals should not be so easy that individual can readily meet the accomplishment, but not so difficult they are de-motivating. The best goals are challenging, yet realistic.
- **T - Tied to the business/Time-bound:** Personal goals should be in sync with the department and company goals, and should have a definite time frame for achievement.

PERFORMANCE REVIEW

- A tool that supports the overall HR management
- An excellent opportunity for candid feedback
- Should not be full of surprises
- Should be used as an opportunity to affirm and encourage
- A great starting point for establishing next year's SMART goals

RESOURCES, WEBSITES

- See Handouts
- HR Management Websites:
 - <http://Hr.blr.com/>
 - www.shrm.org/
 - www.smallbusiness3.com
 - www.entrepreneurship.org

Questions?

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