HUMAN RESOURCES 201
Strategies for Success

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PART I

Best Practices for Recruitment & Selection for Government Staffing
Recruitment activities are designed to affect:

- The number of people who apply for vacancies
- The type of people who apply for them and/or
- The likelihood that those applying for vacancies will accept positions if offered

Central task

- Generate a sufficient pool of applicants to ensure there are enough people with necessary skills to fill positions as needed
- Government often has a poor track record of effective recruitment
- They tend to take “first available” who meets minimum qualifications

Small governments may have no Human Resource Management (HRM) systems

- Often lack task specific training in HRM
- Let’s discuss some of the various methods of recruitment in your organization
Recruitment Strategies

- Social Media
  - Twitter
  - Facebook
  - LinkedIn
  - Instagram, Vine
- Employment sites (Monster, Indeed, etc.)
- Word of mouth
- Very little newspaper advertising

Recruiting Problems

- Inadequate salaries
- Poor public image of the public service
- Non-competitive recruiting

Labor Pools

- Baby boomers not leaving the workforce
- Pending retirement of baby boomers
- Baby boomers losing their skills
- Baby boomers wanting increased salaries due to their skill levels
Selection

- Selection is the process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria
  - Job-relatedness is one of the most sacred principles of the merit system
- Employee selection can range from a simple process to a very complicated process depending on the firm hiring and the position
- Certain employment laws such as an antidiscrimination law must be obeyed during employee selection

Putting right person on the right job
- Procedure of matching organizational requirements with skills and qualifications of people. Effective selection can be done only when there is effective matching
- By selecting the best candidate for the required job, the organization will get quality performance of employees - less absenteeism and employee turnover problems
- By selecting the right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure
- Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job

Creating a work environment where generations can coexist is essential

- "Managing generational diversity is key for organizations to gain a competitive advantage and make a positive impact on employee morale"
Part II

Performance Management
Appraisal Systems

What is Human Capital?

• The skills, knowledge, and experience possessed by an individual viewed in terms of their value or cost to an organization
• How these individuals can create economic value to employers

ERAS OF PERFORMANCE REVIEWS

• 1940s - About 60% using PR
• 1960s - Led by GE – discussions on accountability
• 1970s – Merit pay awarded objectively
• 1980s – Jack Welch - vitality curve
• 2000 - Organizations got flatter
• 2011 - Kelly Services first to drop appraisals
• 2012 - Adobe ended performance appraisals
• 2016 - DeLoitte, PwC reinstated performance appraisals with emphasis on developmental feedback
A Manager's Approach

- Describe . . . Diagnose . . . Prescribe . . . Act
- Acknowledge the value of diversity in the workplace
- Know how personality differences affect a person's work
- Recognize the role values and attitudes play in job performance
- Help workers build effective careers
- Develop programs to help workers create work-life balance

Purpose of Appraisals

- Increase communication
- Establish clear expectations
- Evaluation system
  - Main goal is to identify the performance gap
  - Gap is shortfall that occurs when performance does not meet the standard set by the organization as acceptable
- Feedback system
  - Main goal is to inform the employee about the quality of his or her performance

5 Questions to Ask

- Why do we appraise?
- What do we appraise?
- Who does the appraising?
- When do we appraise?
- How do we appraise?
Why Do We Appraise?

- Performance Appraisal Grouped Into 2 Broad Categories
  - **Judgmental**
    - Follow the management systems, or command-and-control model of authority
    - Problems with merit pay
    - Evidence exists that merit pay does not in public sector
  - **Developmental**
    - Focuses on an individual's potential rather than on his or her current level of skill

Why Do We Appraise?

- Answer:
  - Performance appraisal – decision making tool
  - Builds on job-specific criteria
  - Goal-enhancement of organizational effectiveness
  - Allows manager to make rational decisions
  - Contributes to individual's effectiveness, retention, and validation of personnel techniques

What Do We Appraise?

- Used as a means of assessing ethical behavior
- Job-relatedness is chief standard for acceptability of a performance appraisal measurement is judged
  - 1978 Uniform Guidelines on Employee Selection Procedures
    - Guidelines incorporate a single set of principles designed to assist employers, labor organizations, employment agencies, and licensing and certification boards to comply with requirements of Federal law prohibiting employment practices which discriminate on grounds of race, color, religion, sex, and national origin.
- Performance measures must be
  - Reliable, practical, and controllable
  - Performance standards are heart of all effective appraisal systems
**Who Does the Appraising?**

- Normally - supervisor
- Alternatives to supervisor appraising
  - Use of agency insiders
    - Self-appraisal
    - Peer Review
    - Subordinate Appraisal
    - Multiple Raters
- Use of outsiders
  - Personnel officials, consultants, assessment centers

**When Do We Appraise?**

- Need to be based on time period sufficient for the accomplishment of job’s responsibilities
- Normally 6 months and one year
- Either anniversary date or focal point (everyone at once)

**How Do We Appraise?**

- Courts have led to the mandating of objective personnel practices
  - In Connecticut v. Teal the Court upheld Court of Appeals ruling that an employer could not require an examination unrelated to the job as requisite for promotion
  - Performance appraisals must be treated like any other test
  - Must be validated as job related
- Six legal criteria for constructing performance appraisals
Performance Appraisal Process

Setting Performance Standards

Communicating Standards

Measuring Standards

Comparing Standards

Discussing Results

Taking Corrective Action

Objectives of Performance Appraisal

<table>
<thead>
<tr>
<th>EMPLOYEE'S CONCERNS</th>
<th>ORGANIZATION'S CONCERNS</th>
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</thead>
<tbody>
<tr>
<td>Concrete and tangible particulars about their work</td>
<td>Measuring the efficiency</td>
</tr>
<tr>
<td>Assessment of Performance</td>
<td>Maintaining Organization Control</td>
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<td>EMPLOYEE'S DESIRE</td>
<td>ORGANIZATION'S DESIRE</td>
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<tr>
<td>Personal development</td>
<td>Mutual goals of the employees &amp; the organization</td>
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<td>Work satisfaction</td>
<td>Growth &amp; development</td>
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<tr>
<td>Involvement in the organization</td>
<td>Increase harmony &amp; enhance effectiveness</td>
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Job Analysis

- Foundation for performance appraisal
- Must be clearly understood by employer and employee
- Job analyses delineate job duties and responsibilities
One of the most important reasons for having a performance appraisal system is to establish and uphold the **principle of accountability**.

Purpose of performance is actually four-fold:
- Tell me what you want me to do
- Tell me how well I have done it
- Help me improve my performance
- Reward me for doing well

**Biggest limitation of annual reviews**
- With heavy emphasis on financial rewards and punishments and their end-of-year structure, they hold people accountable for past behavior at the expense of improving current performance and grooming talent for the future.
- Both of which are critical for organizations’ long-term survival.

**ANNUAL APPRAISALS**

**REGULAR CONVERSATIONS**
- In contrast, regular conversations about performance and development change the focus to building the workforce your organization needs to be competitive both today and years from now.
- Business researcher Josh Bersin estimates that about 70% of multinational companies are moving toward this model, even if they haven’t arrived quite yet.
EFFECTIVENESS

“Has strong critical thinking skills. Planning skills are excellent. Promotes a productive environment. Solves problems promptly and makes timely decisions.”

ACCOUNTABILITY

• “On several occasions when problems have occurred, when asked for an explanation, she has been quick to minimize ownership of the problem or mistake.

• Accepting responsibility and being held accountable for self-created errors is expected in a professional environment.”

EMPLOYEE DEVELOPMENT

• “Demonstrates commitment to employee development through training and educational opportunities.

• Recognizes individual employee potential and skills.

• Allows for employee autonomy.

• Handles employee discipline in a professional manner giving the employee opportunities to make corrections for improvement.”
TEAMWORK

- Hinders team performance and acts negatively when working with others.
- He does not value others' ideas and he fails to inform team members of critical information.
- He fails to recognize his negative attitude is a problem and he deflects responsibility to others in the department.

TRUE RATER ERRORS

- Job responsibility errors
- Substitution for accurate measure of incumbent's job performance
- Contrast errors – arise through interpersonal comparisons
- Uni-dimensional errors – one item dominates the evaluation process to such an extent that other critical factors are ignored
- Interpersonal errors - biases

GENERATIONS VS. APPRAISALS

- Does it matter how appraisals are done for the various generations in the workplace
- Millennials vs. Everyone Else
  - There's one clear takeaway from the poll: millennials don't like traditional performance reviews.
  - 24% of millennials fear going into their performance review, compared to 16% of Gen X and 14% of baby boomers.
  - Millennials are on average more stressed (4.43) about performance reviews compared to Gen X.
HOW DO WE COMMUNICATE?

Our four generation workforce provides challenges

- Seniors: b. 1920-1940
- Baby Boomers: b. 1946-1965
- Gen Xers: b. 1965-1979

PRIDE

- Professionalism: 20%
- Respect: 20%
- Integrity: 20%
- Dedication: 20%
- Excellence: 20%

Columbia County's new appraisal format!!!

Allow Two-Way Interaction

- Listen to your employee
- If there are areas that need improvement
  - Encourage the employee to come up with solutions
- If an employee disagrees with you
  - Allow him/her an opportunity to discuss his/her feelings
**Performance Systems Design**

- **Decision making tool**
  - Designs assessment process in a positive manner

- **Performance systems are designed to**
  - Serve company’s interests
  - Serve employee’s interests
  - Inventory the abilities and resources of employees
  - Lets employee know how well they are doing
  - Stimulates employee to improve performance

**Disparate Impact**

- Title VII prohibits employer from using a facially neutral employment practice that has unjustified adverse impact on members of a protected class

- Does employer use a particular employment practice that has a disparate impact on the basis of race, color, religion, sex, or national origins?

**Legal Standings**

- **Griggs Vs. Duke Power**
  - Case decided by US Supreme Court, 1971 – Justice Burger’s dissent
  - Legalities under Title VII of the Civil Rights Act of 1964
  - Case originated in lawsuit filed by Willie Griggs & 12 other African-American employees of Duke Power’s Dan River hydroelectric plant – Draper, NC
Knowledge, Skills, Abilities (KSAs)

- Personal traits or characteristics – job knowledge, physical strength, business knowledge
- Activities or work behaviors
- All serve as criteria for assessing performance
- Performance standards meant to anchor appraisal system
- Appraisal must be objective and legal

Gather Input from Various Sources

- Review performance notes (should be kept all year)
- Review goals to determine if performance expectations were met
- Be sure to review prior appraisals to evaluate progress

Written Position Descriptions

- Failure to align performance appraisal process with organization’s system of position descriptions
  - Introduces confusion
  - Leads to ineffectiveness
- Written performance standards help communicate to workers a clearer understanding of their jobs.
Criteria for Performance Appraisals

- Job analysis
- Job-specific work behaviors
- Communication - essential
- Supervisory training - mandatory
- Documentation

Management by Objectives

- **Management by objective**: This is an objective type of evaluation which falls under modern approach of performance appraisal.
- In the MBO method of performance appraisal, manager and the employee agree upon specific and obtainable goals with a set deadline. With this method, the appraiser can define success and failure easily.

360 – Degree Appraisal

- Combination of
  - Supervisor
  - Peer
  - Self-Ratings
- Provides more balanced form of appraisal
- Technique useful for developmental purposes
- Must be focused on job-related components
SHOW EMPLOYEES YOU CARE

• As a manager or supervisors – go the extra mile to show employees they are appreciated – even if they need to strengthen their work skills

• Show employees you care!

Importance of Position Descriptions

• Failure to align a performance appraisal system with organization’s position descriptions ---
  • Introduces confusion
  • Leads to ineffectiveness
  • Prevents communication to workers of a clear understanding of their jobs and how they will be evaluated

Supervisory Training

• Supervisor training mandatory
  • Need instruction on proper use of performance appraisal
  • Grievance and discipline appeal provisions
    • Builds in safeguards against managerial and supervisory abuse
Where Does Teamwork Fit In?

- Most jobs in public and nonprofit sector are judged by components of teamwork
- Managers need to factor the performance appraisal of subordinates into their own rating
- Ethical behavior is an important factor in appraisal process

Part III

- Employee Discipline and Discharge

Progressive Discipline

- Progressive Discipline Procedure:
  - Counseling and verbal warning – Creates opportunity to bring attention to existing performance
  - Written warning – Involves more formal documentation of performance
  - Suspension and final written warning – May be suspended with or without pay
  - Recommendation for termination of employment – Final step
Pros of Progressive Discipline

• Provides a clear explanation of the consequences of not following rules or meeting expectations
• Provides the opportunity for consistency and fairness in disciplinary procedures
• Gives the employer the chance to explain to the employee actions that can be taken
• Provides employers with an alternative to termination in minor infractions
• It can enhance employee morale
• Provides evidence employer provided opportunities for improvement

Cons

• Policies can seem inflexible
• If not followed consistently can be seen as discriminatory
• Some fear that such a policy implies that the steps must be followed before any termination, which could have the effect of an implied contract stating that an employee will never be terminated without these steps. The fear is that this might jeopardize the “at-will” status of the employment.

Risks of Termination

• Security Risks – need security procedures in place
• Discrimination Lawsuits – termination by discriminatory factors such as race, age, sex or disability are illegal and punishable by law
• Retaliation – employees feel hurt and angry
• Wrongful Termination Lawsuits – burden of proof falls on the employer
POOR PERFORMANCE

• Confront
  • Address problems immediately
  • Gather the facts
  • Gather your resources
• Correct
• Change

  • Document, document, document!

GOOD PERFORMANCE

• Recognize
  • Give credit where credit is due
• Reinforce
  • Base rewards on job performance
• Reward
  • Provide incentives where appropriate

Termination Mistakes

• Employer does not examine prior documentation
• Employer does not properly investigate the facts upon which the termination is based
• Employer doesn’t think through and/or provide the employee with a coherent, precise explanation for the termination
• Employer provides inconsistent explanations why the employee was terminated
• Employer mishandles the termination meeting by apologizing and/or providing too much information
Termination Mistakes

- Employer mishandles how to communicate the employee's departure internally and externally
- Employer mismanages the logistics of the termination meeting and the employee's retrieval of belongings
- Employer is penny-wise/pound-foolish in not paying severance pay
- Employer doesn't seek assistance prior to terminating employee
- Employer mismanages responding to employee's request for the "truthful reason for termination" and/or a request for employee's personnel file

Leaders

- "A challenge for leaders in the twenty-first century is attracting and retaining not just employees, but the best employees – and more important, how to motivate them so that they work with passion, energy, and enthusiasm."

Questions & Answers