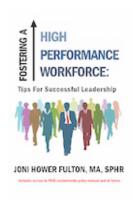
HIGH PERFORMANCE WORKFORCE:

Tips For Successful Leadership



JONI HOWER FULTON, MA, SPHR

includes access to FREE customizable policy manual and all forms.



FOSTERING A HIGH PERFORMANCE WORKFORCE is a compilation of Human Resources essentials. It is a perfect reference guide for all managers. Written in plain English, it is easily applied to any situation in the workplace immediately. The tools provided are clearly explained, and are customizable to any company.

This book is intended to guide managers in their efforts of bringing employees in, through, and out of the organization with integrity and dignity for both the manager and the employee. There are many tips

and ideas for motivating people, rewarding their efforts, and making sure that you are The Employer of Choice in your area. You will be able to measure the results of the Human Resources efforts, and show the stockholders and stakeholders the value of implementing great policies and practices. This book

will use terms such as: he and she, him and he, practices and procedures and employees and associates interchangeably.

Fostering a High Performance Workforce: Tips for Successful Leadership

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Endorsements

- "Joni Hower Fulton brings us a truly "Human" HR book that managers in small and large companies desperately need. She takes us from the strategic reasons to the practical processes of great people management. This is an easy read, filled with rich resources from top leaders and "TIPS" that are immediately applicable. Every business owner and Human Resource executive now has a resource to put in the hands of their managers that will make their company a great place to work!" Kim A. Seebach Former Vice President and COO Goodwill of Orange County
- "Joni Hower Fulton has compiled a practical, informative, and comprehensive human resource management reference guide useful for new and seasoned managers. Fulton covers the traditional topics to the current, giving readers a hands-on, specific "how-to" and "what's what" guide with web-based tools customizable to fit their own organizational needs. Read this book, then buy others for your team. I recommend this text is kept nearby, it is not the kind you put on a shelf and forget about, but rather the book that becomes your "go-to" regularly resource to build good practices and systems in your organization." Dr. Felicia Alley English, Ph.D. Human and Organizational Development.
- "The information in this book is easy to read, understand and use regularly to tackle everyday HR issues. Ms. Fulton's understanding of today's HR challenges and her ability to clearly communicate procedures, forms, and tips has enabled me to navigate difficult situations encountered on a daily basis in the Human Resources world of today. I'm grateful to have access to this clear, accurate information to help guide our Human Resources department." Diane Clements – Human Resources Manager.
- "This book gives key insights on proper business procedures and is a useful and valuable tool for any type of business. Extremely valuable are the sections on recruitment (which is a solid key for business success), behavioral based interviewing to build the best possible team and documentation to help prevent future litigation. Synergy Workforce Group is implementing the processes recommended in this book in our

- company standards to help our growing business flow in a proactive and productive way." Fred Fuentes and Rachelle Dancause, Owners Synergy Workforce Group.
- businesses. It is loaded with examples, does and don'ts, and more importantly helps the reader understand the key legal issues surrounding employees and employee relations. In my opinion, the book is an essential read for small business owners to get an overview of the complexity of employee relations and to learn about techniques that will allow them to be "The Employer of Choice". The book is a must read for the person "stuck" with handling human resources (HR) as part of additional duties or when the company needs a dedicated HR person but cannot justify the cost of a fully trained professional. A reasonable understanding of the topics addressed in the book many well reduce the likelihood of employee legal challenges. It will also make the life of the person handling HR easier while allowing them to maximize the human resource function with both professionalism and competency." Bill Demmin CEO/CFO Community Bank, Retired
- "Excellent Reference for both military and civilian organizations alike.". Capt. George E. McCarthy, USNR (ret.), CEO-Cormac Maritime LLC

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ISBN: 978-1-63491-664-6

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Published by BookLocker.com, Inc., Bradenton, Florida.

Printed on acid-free paper.

BookLocker.com, Inc. 2016

First Edition

Chapter

1

Become the Employer of Choice: Creating a Dynamic Corporate Culture

"Becoming an employer of choice pays off. Taking action to create a culture where people are on a mission, impacting the world and being coached is the ultimate pursuit of happiness.

- Zappos, Lim & Bey

Overview

Creating a positive, dynamic corporate culture is a must if you want to be the Employer of Choice in your industry or geographical location. "Employer of Choice" are not just buzz words. If you are an Employer of Choice people will choose to work for you, people will choose to dedicate themselves to your success, people will choose to stay with you and employees' families will support them working for you. Did you notice how choice is the main concept here? Do you want your employees to say, "I need this job" or "I want this job"? The goal in this chapter is to help you become an employer who offers a work culture and workplace environment that attracts and retains superior employees. Zappos understand this concept. The following is their fantastic mission statement:

"Deliver WOW through service. Embrace and drive change. Create fun and a little weirdness. Be adventurous, creative, and openminded. Pursue growth and learning. Build open and honest relationships with communication. Build a positive team and family spirit. Do more with less. Be passionate and determined. Be humble."

When Employee and employer values and visions align, companies increase retention of employees and customers, profitability, and innovation. The most effective method of improving revenue and profit is by improving or changing company culture. This chapter is intended to help companies find their own inner voice or "corporate culture" by identifying their mission, vision and values and to inspire creativity through employee engagement and FUN! As Mary Poppins would say, to accomplish this" you must start at the very beginning..." Ask yourselves and your team: What do we do? How do we do it? For whom do we do it? And most importantly how do we do it better or more uniquely than anyone else? These questions will set you on your quest to designing a mission statement, a vision statement, a values statement and a business philosophy. This book will touch lightly on these subjects, but is in no way considered an exhaustive discussion of what these invaluable tools are or how to effectively create them. I have studied the works of Stephen Covey and used his book, The 7 Habits of Highly Effective People. I recommend it for any business, family or individual seeking to achieve their goals and fulfill their passions. It will guide you through the process in a fun and disarming way. There are also many good articles and videos online available at no cost. You really are the captain of your own ship as you develop your company's corporate culture.

What is a Mission Statement?

A mission statement communicates the heart and soul of a company in an engaging, memorable sentence or two. Your mission statement is your chance to create a compelling picture of your company for the rest of the world to see.

mis·sion state·ment/'mɪʃən 'steɪtmənt/ - noun

1. a formal summary of the aims and values of a company, organization, or individual Oxford Dictionary

Sample Mission Statement – Starbucks Coffee Company (http://www.starbucks.com/aboutus/company-information/mission-statement)

"To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time."

What is a Vision Statement?

A vision statement is sometimes called a picture of your company in the future but it is so much more than that. Your vision statement is your inspiration, the framework for your strategic planning. While a vision statement doesn't tell you how you are going to get there, it gives you a framework from which to plan the trip. In other words, it is the destination, not the roadmap. Whether for all or part of an organization, the vision statement answers the question, "Where do we want to go?" It's important when crafting a vision statement to let your imagination go and dare to dream. It's important that a vision statement captures your passion. Don't just think about it in terms of a year or two out, like the next family vacation, this is your "bucket list" trip of a lifetime. It is a long term perspective.

In contrast to the mission statement which is focused on your external customers, the vision statement is a tool for your internal customers (employees). It is the thing that guides their decisions and gives them the confidence to take action. It empowers all of your staff with the authority to make decisions regarding customer service and other aspects of the business for which they are responsible, thereby, helping you accomplish the vision. And they will know what that goal is because of your clearly defined vision statement.

Sample Vision Statement: General Electric

www.lifehack.org/articles/work/20-sample-vision-statement.

"Become number one or two in every market we serve and revolutionize this company to have the strengths of a big company combined with the leanness and agility of a small company."

What are Core Values?

The core values of an organization are those values we hold which determine how we perform work and conduct ourselves. They are the foundation on which we stand firm when everything else in our world is changing; the political climate, the economy, our personal lives and technology. In an ever-changing world, core values remain constant.

Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission. The core values are the basic elements of how we go about our work. They are the practices we use (or should be using) every day in everything we do because "how you do anything is how you do everything".

Sample Values Statement – Starbucks Coffee Company (http://www.starbucks.com/aboutus/company-information/mission-statement

"With our partners, our coffee and our customers at our core, we live these values:

- Creating a culture of warmth and belonging, where everyone is welcome
- Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
- Being present, connecting with transparency, dignity and respect.

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• Delivering our very best in all we do, holding ourselves accountable for results.

We are performance driven, through the lens of humanity."

Corporate Culture...What is it?

dictionary.cambridge.org/us/dictionary/english/corporateculture

"The beliefs and ideas that a company has and the way in which they affect how it does business and how its employees behave."

Creating a phenomenal corporate culture is very much like raising phenomenal kids. You have to choose to step up and invest your time, money and energy into the process. After all, kids are going to have values, morals and a philosophy of life one way or another whether they learn it from you or someone else. In the same light, your company is going to have a culture, brand and reputation regardless of your involvement and intention unless you determine what that culture will be and, largely, how you invest into the growth and development of the people who make up the company. By intentionally creating a distinct culture, employers are able to attract the right employees for their company; those who will help them achieve their mission every day. How do you get people to wholeheartedly buy into your values? You live them out in your actions; you lead by example, not just with words.

How do you want people to describe your company?

List of adjectives:

- Trust based
- Valued
- Creative
- Fun
- Encouraging
- Developmental

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- Dynamic
- Service oriented
- Pleasure to Serve
- Uncompromised Personal Service
- Empowered, individual authority

A great company culture is one that best aligns to your values and ambitions. So, how do you create a phenomenal corporate culture? First you need to know that every person will describe "their" perfect corporate culture differently. That is because "great" for me will be different than "great" for someone else.

The outsider's perspective will be entirely different from someone who has been in the company for years. A new hire may also see things differently. An employer of choice creates a culture that inspires, challenges, respects, acknowledges and rewards employees. When those things are not present and viable in the organization, great employees walk away.

One employee may not care at all about the office refrigerator being stocked with goodies. What matters more to her is her ability to communicate freely with her boss. If that communication is absent, she will not care a bit about the spread available in the kitchenette, the workout room downstairs, or any other new perk dreamed up to improve the culture. However, another employee may perceive he is cared for and that he is part of a "family" has a sense of belonging as a result of that very same breakroom hospitality.

One hotel company was really struggling with finding good housekeepers. Their turnover rate was through the roof. They researched incentive programs and benefits costs and devised a plan to roll out a "newer", "better" healthcare initiative so more of our employees could have medical insurance for their families. The cost was going to be significant, but they wanted to be the employer of choice for housekeepers in their area. After spending all of the time and money to give this added benefit to their staff, they found out that they already had health insurance from the state and what they really wanted was a twenty-five cent an hour increase in their pay.

Unfortunately, they forgot to ask the housekeepers what mattered most and because of that oversight made assumptions that were incorrect and much more costly. Some key points to remember as you decide how you want to be viewed are:

1. Know what matters most

Because all people are wired differently, we all have different standards of what matters most to us. Provide an avenue or means for open dialogue and communication for all employee levels and departments. Identify what matters most to you collectively, and let that be the standard that guides you. Keep the main thing, the main thing. As Dr. Covey says, "WIFM": What's In It For Me? The answer to that question will vary among individuals and it will require communication to identify the answer and then to address the wants and needs of your team.

2. Align with your values

Each employee or prospective employee's values are personal, and are a result of their unique upbringing and set of experiences. They have to feel a certain kinship with your company's values. Act in a way that is attractive to the kind of people you want working for you. If you build your team with this in mind, you will have the right set of individuals representing your company to the public.

3. Hire people who are headed your way

The culture of the workplace also must line up with the personal and professional goals of its employees. If the vision of the company is to expand and go global, don't hire people who value working in a small, intimate setting and don't want to grow with you. If you are a company focused on personal and professional development that facilitates creativity and innovation, hire people who want to "think outside the box' and be courageous and take risks. If you hire people who want to grow and have opportunities for advancement, but your organization is committed to being a "mom and pop", small town business, they will feel like they are on the road to

nowhere and will be frustrated. A great company culture is one that best marries the goals and desires of the company with those of its employees.

Make it a fun workplace

Best Companies really understand how to create a fun and celebratory work environment that's meaningful to their own employees. Every company has its own personality. People are the nucleus of the organization, so find out what your employees value! Is it: Time off, Recognition, Money, Parties, Educational Assistance, Benefits, Team Spirit – working closely with co-workers, "What I do matters", or Family inclusion and in what order of importance do they value these things?

For additional ideas refer to suggestions to celebrate employees in Chapter 9

Employee Development and Leadership

You can only be a leader if someone is willing to follow you. The best companies are figuring out creative ways to help employees with their career paths to engage and retain top performers. This is accomplished through executive coaching, professional development classes, "teach to learn" programs, and specific training for managers to help employees identify leaders, facilitate and embrace company growth.

In small and medium sized companies there is a strong sense of inclusion and togetherness throughout the organization. Executives and senior level managers make it a point to participate in the onboarding, training, recognition and celebrations for their employees. They seek out input and ideas from all levels of employees and do their best to implement them whenever possible. They look for opportunities to say "yes" as much as possible, so when

they have to say "no" it's not a big de-motivator to the team. Either way, they respond to the employees promptly which makes the employee more invested in the company personally and professionally.

Characteristics of an Employer of Choice

A. Pay

Compensation in dollars or in other met needs (passion, purpose, sense of belonging).

An employer of choice strives to pay employees compensation that may include a salary and benefits that are equal to or above market rates.

B. Job Security

Employees are reasonably certain that their employer is financially solvent. With freedom from concern about losing their jobs, employees are able to concentrate on their goals and core functions without worry.

C. Respect

Employees are regarded as subject matter experts where appropriate and empowered to make decisions about primary duties and take responsibility for how they do their jobs in alignment with the company's mission, vision, and values.

D. Opportunity for growth

Find their passion and fuel it: Financial, positional, increased responsibility, creatively. Offer different ways of advancing so that becoming a manager is not the only route to a pay raise. Often technical people are not best suited for management and need to have a dual ladder format for advancement available to them. A pay increase should not just be given for time served or tenure, it should be aligned with an increase in responsibility, however that may be manifested. In addition, does the employee want to join a professional association, go

back to school or continue their education through online classes or workshops, are there certification programs they can participate in to add to their resume? How can you help each individual grow and succeed in their own career?

E. Access to Information.

Employers of choice share information with employees that range from the company financial progress and results to the successes and failures of efforts made. Employees feel they are regarded as important because they are being informed and engaged in the communications loop.

F. Fairness

Perceptions of unfair treatment or a workplace that favors certain individuals over others for unknown, undefined reasons is a curse to an employer of choice. Employers need to fairly develop and apply policies, treat employees with the same regard and consideration, and make the workplace guidelines clear and enforceable across the board.

G. Commitment

Loyalty is a shared experience between the employer and employee. It is a two-way street. Employers of choice are committed to their employees and to their customers. In return the employees and customers are loyal to the company even in the face of great job offers or better prices at the competitor's store.

H. Recognition

Employers of choice provide feedback to employees about their performance, growth prospects, accomplishments, and areas needing improvement regularly. One of the most powerful forms of feedback is employee recognition. Employers of choice, regularly use recognition targeted to real, tangible, measurable successes, and reinforce positive, desired behavior

I. Involvement from all levels

Employees of employers of choice feel as if they have the opportunity to be involved. They can make suggestions, think up new products or service innovations, serve on employee committees to plan events and work processes, and attend appropriate meetings and have input on work processes that affect their jobs. They see their supervisors participating as well and it inspires and motivates them, according to their level of readiness

J. Empowerment

Authority equals responsibility in a company considered to be an employer of choice. Give employees the authority to make decisions and take action in relation to the responsibilities given to them.

K. Positive relationships with co-workers

Gallup research finds that engaged employees are likely to have a best friend at work. On a larger scale, at an employer of choice, because you are recruiting for cultural fit, coworkers generally like and enjoy working with each other.

L. Tie interests to performance – Find their passion and fuel it!

This is not an exhaustive or complete list of the characteristics of an employer of choice, but if you implement a significant number of these factors in your company, you are well on your way to becoming an employer that attracts and retains superior employees. Your reputation will precede you and employees will seek you out as a desirable place to work. That's the first goal of any effective recruitment strategy. Be the employer that superior employees choose.

Intergenerational Workforce, a Synergistic Affect

There are four distinct generations in the workforce right now: Traditionalists or the World War II Generation, Baby Boomers,

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Generation X, and Millennials. While each brings their own wealth of knowledge and experiences, it is important for employers to understand the differences between them. This rich mix in the workforce can be attributed mainly to labor shortages and the older average age of retirement. Many companies have redesigned their recruiting strategies to include these a-typical sources which have so much to offer.

Although there are challenges training such a diverse group to work side by side, the benefits far outweigh the cost. Employers of choice will recognize and capitalize on the valuable attributes each generation brings to their company. When a corporate culture embraces this, their applicant pool grows infinitely. Once you have invested in your employee's training and development and they have acquired company/industry specific knowledge, and are loyal, long term employees, a wise employer will want to keep that knowledge "in-house".

If you don't value your older, more experienced employees, your competitors will. Utilizing different employee groups in partnership can create a synergistic affect which can prove positive in your bottom line.

Older workers can teach younger workers about:

- Challenge, sacrifice, discipline, respect for authority
- Experience, competitive, long work hours
- Interpersonal skills, verbal communication
- Lessons learned, regrets
- Independence, living within their means

Younger workers can teach older workers about:

- New technology, cyber-literacy, social media
- Diversity, community service, tolerance
- Eclecticism, self-reliance,
- Risk taking, confidence
- Balancing "Work Life" issues
- Fulfilling dreams
- Self-reliance, free agents

CHAPTER 1: BECOME THE EMPLOYER OF CHOICE

What are the benefits of becoming an Employer of Choice? As the company becomes more widely known as a good place to work, an employer of choice will find that recruiting will be significantly easier. People will even approach the company directly to inquire about employment opportunities. This attraction will save the organization considerable expense in marketing and recruiting to appeal to the people you want and need in your workplace.

Once you've made being an Employer of Choice part of your company's mission and vision, it's time to look more specifically, more concretely, at how to go about initiating the process of change in your company. This book is about making that happen one employee at a time. Valuing your human resources and getting them engaged in your daily operations will ignite a passion that will spread to your internal and external customers. In the following chapters you will find many tools to effect this change in a positive way. Treating people fairly, honestly and legally is a great start to becoming the employer of choice in your industry and geographical location.

▶ ▶ ► Tips

In his book <u>Getting Employees to Fall in Love with Your Company</u>, Jim Harris suggests four key strategies to inspire employees to act.

Allow the freedom to fail and try again.
Create freedom from bureaucracy.
Encourage challenges to the status quo.
Give everyone input into firing troublesome customers.

When conducting interviews, make up some creative, "off-the-wall" questions that will challenge the applicant to "think outside the box." For example, "When you were a child, what kinds of activities did you like to participate in and why?" These questions could give insight as to whether the person is a team player or an individual performer.

Chapter

2

The "Bare" Essentials for Hiring

"If you think hiring professionals is expensive, try hiring amateurs"

- Anonymous
- "Great vision without great people is irrelevant."
- <u>Jim Collins</u>, Good to Great

Overview

This chapter will walk you through the hiring process from application to offer letter. Each section has valuable information that will help you recruit, hire and retain high performing employees who will be satisfied and motivated to stay with your organization. Why should we put so much emphasis on hiring? Hiring the best-qualified individual for any single position will enable you, as a manager, to be more effective in running your business. It will reduce the instability of the turnover cycle and the drain on your own energy, allowing you to do the things that only you, as the manager, can do. After all, if a task doesn't require your specific education, position, skills or abilities, someone else can do it. Your goal is to hire people who will take initiative, work with minimal supervision to accomplish the goals of your organization, and exceed the expectations of your executive management or owner/s. Finding associates who have enthusiasm,

drive, and value pride in a job well done will be a valuable reward for your efforts. It takes an initial investment of time to hire and train individuals who will become long-term, key associates with the confidence to take ownership of their respective areas of responsibility. The most successful employers will be those who legitimately inspire highly talented workers to join them and stay with them. The information in this chapter will enable you to become that successful employer.

Identifying Key Criteria for the Job

The Application

A sample employment application is included on the link at blms.info and is ready for you to customize to your organization. (Before using the application, have your legal counsel read through it to ensure that is complies with all of your state and local laws.)

The application is your first opportunity to determine whether the individual seeking employment with your organization is acting with integrity and has traits you believe are important. You should look for the following indicators:

- Is the application neat and clean or messy? Does it have erasures and misspellings?
- Did the applicant follow instructions?
- Is the handwriting acceptable for the job in question? Writing that goes above and below the lines may indicate poor dexterity, faulty vision, or laziness.
- Are there any omissions? These may indicate that an applicant is trying to hide something, and should be explored in depth.
- Is the application filled out completely?
- Does the signature match the handwriting? People who read and write poorly, or not at all, sometimes obtain an application, take it home, and have someone else fill it out for him or her.

- How long was the person employed in each previous job? If the length of employment gets shorter with each job, the applicant may have an intensifying problem.
- Do job responsibilities or pay rates indicate a career that is going up, staying at the same level, or going down?
- Do job choices indicate strong preferences for certain types of work?
- Reduce your risk of being accused of "negligent hiring" by checking the following: Is there a criminal history? If so, what was the crime, and does it pose a threat to the position for which you are interviewing this candidate? (For example, theft or rape would directly correlate to a position in a hotel in which the associate has access to all of the guest rooms.)

There are many pitfalls to careless review of the application. For example, if an applicant honestly states that he was incarcerated for theft in the workplace and the interviewer does not investigate what occurred, that business can be held liable for lack of "due diligence" in hiring if the applicant is placed in a position where he/she is responsible for handling company funds and commits the same or similar crime again.

As you review the application, make a note of the questions you'd like to ask during the interview for clarification or additional information you might need:

- Always compare the application to the résumé (if one is provided) for consistency and honesty.
- Do not allow the applicant to skip any part of the application, stating "refer to résumé," because the only place they sign indicating that all of their statements are true is on the application.
- Always have a place on the application for the applicant to sign indicating that all of the statements made are true.
- Check with your local or state Employment Security Department for guidelines as to how long you must retain applications in your files, (usually one year).

- Organize the applications in files alphabetically and according to dates received to make finding applications easier and to make the elimination process easier as well.
- Do not write on the application or resume. Indicate hiring decision and all comments on the Hiring Grid and attach it to the application prior to filing. This will give you the supporting documentation for your fair hiring practices in case your decisions are questioned in the future.

Job Descriptions

Creating job descriptions is one of the first and most important tasks to be done before seeking to fill any position. There are some key factors to consider when creating a job description:

- Are the requirements you are asking for in an applicant really essential to the job for which he or she is applying? The job requirements must be *essential* for performing the actual daily duties of the job so that no individual is discriminated against.
- Define *essential* and *marginal* functions of the job to help you decide where you can make reasonable accommodations.
 (Marginal functions may be done by someone else or may be necessary only on occasion; essential functions are daily tasks which must be done by one specific person.)
- Look at all requirements of the job (e.g., lifting, bending, hearing) and determine how often the function is really performed; this will help to determine whether the function is essential.
- Make your job descriptions *before* the hiring process. You cannot change the job requirements in the middle of the interviewing process in order to exclude anyone from consideration. For example, if an applicant comes to an interview in a wheelchair, it is neither appropriate nor legal to change the job requirements to include lifting or bending, if these are not already essential functions of the job.

Essential Job Functions

According to the Americans with Disabilities Act (ADA or ADAAA), an essential job function is one in which the primary job duties and activities are intrinsic to the employment position the employee holds or desires. The term "essential functions" does not include the marginal functions of the position.

A job function may be considered essential for any of several reasons, including but not limited to the following:

- The reason the position exists is to perform that function.
- A limited number of employees are available among whom the performance of that job function can be distributed.
- The function may be so highly specialized that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

The ADA states the following:

"Consideration will be given to the employer's judgment as to what functions of a job are essential, and if an employer has prepared a written job description before advertising or interviewing applicants for the job, this description shall be considered evidence of the essential functions of the job."

The employer's judgment is considered, but:

- can be rebutted and forced to change;
- does not create presumption in favor of the employer; and
- the weight given to it depends on how closely the written job description is tailored to the actual functions of the job.

Evidence of whether a particular function is essential includes, but is not limited to, the following:

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- the employer's judgment as to which functions are essential
- written job descriptions prepared before advertising or interviewing applicants for the job
- the percentage of time spent on the job performing the function
- the consequences of not requiring the incumbent to perform the function
- the work experience of past incumbents in the job
- the current work experience of incumbents in similar jobs

Every human being deserves the right to be treated with respect and dignity and have an equal opportunity in the work world. Every interviewer has the privilege and the responsibility to ensure that this takes place. To some of us it is a matter of "doing the right thing"; to the rest it is *the law!*

Writing Job Descriptions

Bona Fide Occupational Qualifications (BFOQ's)

A BFOQ is a work requirement reasonably necessary to the normal performance of a job, such as being a certain age or gender, or having the ability to lift a certain amount of weight. A BFOQ is possibly illegal if it excludes a protected group of people – workers protected due to their race, religion, national origin, age, gender or disability. However, a BFOQ that is shown to be in good faith can be legal, such as being 21 years or age or older if the job requires you to serve alcohol, or being female to work as a fitter in a lingerie department.

• Include all BFOQ's - these are defined as "employment qualifications that employers are allowed to consider while making decisions about hiring and retention of employees. The qualification should relate to an essential job duty and is considered necessary for operation of the particular business.

The Bona Fide Occupational Qualifications rule allows for the hiring of individuals based on race, sex, religion, age, and national

origin if these characteristics are bona fide occupational qualifications. This is an exception and complete defense to Title VII of the Civil Rights Act of 1964 which protects employees from discrimination based on religion, sex, age, national origin at the workplace.

In order to establish the defense of bona fide occupational qualification, an employer must prove the requirement is necessary to the success of the business and that a definable group or class of employees would be unable to perform the job safely and efficiently. An employer should demonstrate the necessity for certain type of workers because all others do not have the characteristics necessary for employment success.

Examples of BFOQ's are: mandatory retirement ages for bus drivers and airplane pilots for safety reasons, churches requiring members of its clergy to be of a certain denomination and may lawfully bar, from employment, anyone who is not a member. However, for positions at a church such as janitors, discrimination based on religious denomination would be illegal because religion has no effect on a person's ability to fulfill the duties of the job. Other examples of bona fide occupation qualifications include the use of models and actors for the purpose of authenticity or genuineness, the requirement of emergency personnel to be bilingual, judged on language competency, not national origin.

After you have determined the Bona Fide Occupational Qualifications of the job, continue developing the job description and include the following:

Working conditions

 Specify general office conditions, lighting levels, temperature ranges, air quality, ventilation, noise levels, heights, and remoteness of workstation.

Safety Requirements

- Specify source and degree of threat to the health or safety of others in the workplace of performing any essential job function.
- Specify equipment and toxic substance exposure safety threats.

Work Hazards

- Specify source and degree of threat to the health or safety of the incumbent performing any essential job function.
- Specify equipment, working condition, physical demand, and mobility hazards.
- Include exposures such as plating solutions, solvents, heavy metals, metallic salts, acids, alkalis, or other "skin sensitizers"; respiratory irritants, trichloroethylene, silica, asbestos, coal dust, lead or lead fumes, arsenic compounds, ionizing radiation, and non-ionizing radiation.

Work Locations

- Specify place(s) where job is performed.
- Specify travel requirements.

Work Schedules

- Specify standard hours and shift, and any overtime.
- Specify any inflexibility mandated by operational business necessity.

Physical Demands

• Specify degree and frequency of physical, mobility, and/or agility demands on an incumbent performing the essential job functions.

- Include standing, walking, climbing, lifting, pushing, pulling, carrying, bending, and stooping. Include head, arm, leg, wrist, hand, and foot motions.
- Include any unusual work station accessibility and any unusual work station body-positioning conditions.

Visual Demands

- Specify the degree and duration of visual demands on an incumbent performing essential job functions.
- Include any sustained vision, fine vision, depth perception, peripheral vision, or color discrimination requirements.

Mental Demands

• Specify any cognitive components or unusual mental demands that are not self-evident in the description of the essential job functions

Accountability

• Specify incumbent's responsibility for cash, property, equipment, inventory, cost, security, etc.

Decision Discretion

• Specify degree of supervision, direction, control; freedom of autonomous decision and/or action; degree of adherence required to prescribed methods, procedures, etc.

Job Qualifications

Specify minimum entry qualifications required to perform the essential job functions that are consistent with business necessity.

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Include:

- knowledge
- education/degree
- licenses/certifications
- skills
- abilities
- specialized expertise
- experience
- specialized training

Recruitment

Preparing to Recruit the Best Candidates for Your Organization

Conduct Corporate Internal Assessment – Know Your Company

Now, as we move on to recruiting, there are some steps to take to prepare for the process. Before you can make great matches between candidates and your corporate culture, you need to begin by identifying what components of your team create the successful environment you wish to nurture as you bring new team members on board. Conducting an internal assessment of the company and its people is a great way for you to accomplish this. This assessment can be a formal process with accompanying flow sheets to track changes in the environment or a series of informal surveys done in-house.

You and Your Superiors' Management Style

Let's face it; working with people who don't relate or share a common vision can be very tough. Therefore, in order to determine the criteria for the perfect match in an employee to offset your strengths and weaknesses, you must first determine what they are. If you are very strong organizationally, but not so attuned to the "big picture" nor creatively inclined, you may wish to look for a candidate with background in areas such as planning functions, fund-raising

efforts, creating incentive programs, or the like. If you are very good at determining what you want the end result to be, but not very adept at figuring out all of the details of how to get there, you might search for a person who has background in setting up systems, working with numbers and analyses, or keeping records.

Remember, we all like to hire persons who are like ourselves because it is fun to work with a person with whom we have a lot in common. However, this is very detrimental to the accomplishment of goals because if you and your associate share the same strengths, opinions, and weaknesses, then one of you is unnecessary. Find a person with whom you can work effectively and with whom there is synergy, meaning the sum of the talents is greater than what either of you can contribute alone. This will produce enormous results from limited resources. The goal of a successful match is to find someone who offsets your strengths as well as those of your supervisor. In order to do this, you have to analyze what those strengths are or are not.

Image You Wish to Reflect

Creating an image is very important to any business because that is what the customer is buying. Advertising is one of the highest costs any business incurs next to payroll and benefits. Your associates are your best advertisements. They will create the first and last impressions that your customers experience. What do you want that to be? Do you want to create a "homey" feeling – warm and inviting – or a professional, very "no-nonsense" impression? The difference between these two approaches would be that the first would encourage the employee to be chatty, inquisitive about personal facts about the customer, possibly asking them if they might call them by their first name; the second would call for employees to be "all business," appearing "at attention," not talking any more than necessary in order to make the transaction happen in a professional way. These are considered character traits (see next section) when you are looking at the potential candidates.

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These are often innate qualities that have been trained or modeled in the home. Generally, these traits will not change regardless of how much training employees receive under your guidance. Look for a candidate who has the traits you need, and then develop the skills in them that are teachable.

Recruiting Great Employees

Finding good people, especially in a saturated market is tough. There are some very effective ways to go about searching for qualified candidates, finding the "right match," and keeping those valuable human resources that you do hire. This section of the book will give you step by step approaches which have been tested and proved to be effective in finding, hiring, and keeping star associates at all levels. The first step is to clarify expectations by way of a clearly defined job description. In order to get what you are looking for, you need to identify what skills, abilities and character traits the applicant must possess in order to fill your specific needs. Your long-term goal throughout the work relationship is to ensure that the picture of "what success looks like" is the same for both you and the associate.

In many organizations, hiring for traits and training for skills will produce great results. Of course, in a highly technical job, the applicant must possess a certain amount of experience, training and/or education.

Hire for Traits, Train for Skills

Traits are characterized as follows:

- Willingness to work
- Attitude (optimism or ("can-do")
- Friendliness
- Eye contact

- Smile
- Honesty
- Availability
- Reliability
- Flexibility
- Willingness to learn
- Interest
- Enthusiasm
- Personal appearance

Skills

Skills are really very simple to assess. They are based on the following:

- Tests or demonstration such as computer knowledge, operating an engine diagnostic machine, reading technical instruments, preparing a side-list task sheet, reading a Profit and Loss Statement, or making a sales call.
- Experience (reference checking should be very specific to determine skills)
- Education
- Any other association or civic involvement where skills may be learned

Advertising for a Position

Follow the Law

Avoid breaking the law and winding up in litigation. The same laws apply when advertising or recruiting for a position as do when you are actually interviewing; it all comes back to the main theme of "doing the right thing." You must state in your recruitment pieces, regardless of what medium you choose, that you are an Equal Employment Opportunity Company (EEO).

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Many companies add that they are also Affirmative Action companies (AA). If you don't have a formal Affirmative Action Plan, you should not advertise that you do. An Affirmative Action Plan is a written procedure by which you actively seek to recruit in places that will yield a matching demographic to the area in which you do business. For example, if you do business in an area highly populated with Hispanics and African-Americans, you would be committing your organization to actively seek qualified candidates from places that are also highly populated with those ethnicities. Perhaps you would look to the local African-American university, or schools and civic organizations that are highly populated with Hispanic members. Most managers endorse the "spirit" of affirmative action but choose to avoid a written plan in order to retain the flexibility to hire the most qualified person for the position. Written AA Plans are required if you have contracts with the Federal Government of \$50,000 or more and/or 50 or more employees or greater.

Your ads must reflect the truth about your recruiting efforts. Being an Equal Employment Opportunity Employer is not a choice; it's the law if you have more than 15 employees. Having a formal Affirmative Action Plan is voluntary. An Affirmative Action Plan is a good thing to have, but it is not recommended that you put it in writing unless you are required by law to do so. This will only invite litigation. If you have an affirmative action plan and are recruiting to make your workforce consistent with your demographic, you will want to find alternative resources for recruiting which may cater to the variety of employees you need. Without regard to a formal Affirmative Action Plan, the following are some ideas of places to look for candidates to fill your open positions.

Using these traditional resources for recruiting may yield some success, but in this highly technological time in our history, tapping into the newer avenues for recruiting may yield a higher return on your investment of time and money. However, as you will see in later chapters, hiring across the generations is a win/win for a lot of

companies. So, the use of many varied approaches to recruiting is advisable

Traditional Advertising Sources

- Job boards (in grocery stores, post office, community centers and senior centers, to name a few)
- Online sources, i.e., Monster.com, Linked-In, your company website, Craigslist
- Job hotline
- Advertisements in newspapers
- Signs and flyers
- Walk-ins
- Unemployment office
- Recent application files
- School career centers

If you are looking to hire from the World War II or Baby Boomer generations, the traditional method of advertising might reach more candidates. If you are seeking to hire Generation X-ers or Millennials, trying out some new, innovative and technologically advanced methods should yield a better return on your efforts.

New and Creative Recruiting Resources

- Employee referral programs (see Appendix A for this form)
- Local churches
- Internet (see Appendix B for Web Site Resources)
- Internships with Junior Colleges
- Senior centers
- Career services for persons with disabilities (comes with trainer and tax credit)
- Organizations for retired professionals
- Flyers at grocery stores
- Posting at college campuses
- Word-of-mouth referrals from any of the above sources

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• Watch for persons in other businesses (such as malls or grocery stores) who have traits you would like; compliment them and ask if they would be interested in discussing opportunities with your organization.

► ► Tips

Give employees permission to say "yes" to customers and the resources to do it.

Quickly accept ideas and implement them as soon as you can whenever feasible.



FOSTERING A HIGH PERFORMANCE WORKFORCE is a compilation of Human Resources essentials. It is a perfect reference guide for all managers. Written in plain English, it is easily applied to any situation in the workplace immediately. The tools provided are clearly explained, and are customizable to any company.

This book is intended to guide managers in their efforts of bringing employees in, through, and out of the organization with integrity and dignity for both the manager and the employee. There are many tips

and ideas for motivating people, rewarding their efforts, and making sure that you are The Employer of Choice in your area. You will be able to measure the results of the Human Resources efforts, and show the stockholders and stakeholders the value of implementing great policies and practices. This book

will use terms such as: he and she, him and he, practices and procedures and employees and associates interchangeably.

Fostering a High Performance Workforce: Tips for Successful Leadership

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