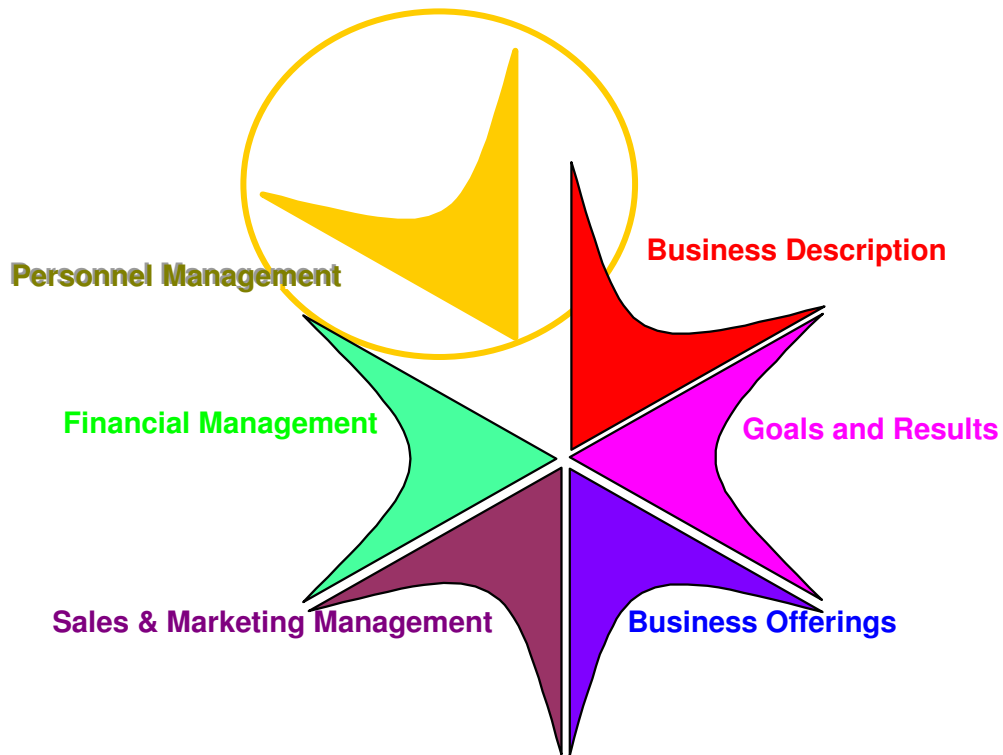


Personnel Management



Learn Today... Profit Today

Overview of hiring the right people section

It is increasingly important that a business hire the very best people available. However, identifying them is not easy. It is difficult to pick the best person for the position and it can be very costly and time consuming if the wrong hiring choice is made.

The person who makes the best impression in the job interview isn't necessarily the best person for the job. Some people who make excellent employees do not interview well.

Hiring personnel is something that many business owners or managers are not usually very good at and they often don't enjoy doing it. They don't do it often enough and they were never trained to do it.

Often the reason they have difficulty making a hiring decision is that they do not adequately prepared:

- The job description
- Writing the hiring advertisement or selecting an employment agency
- Selecting the candidates for interviews
- Interviewing process
- Selecting the right candidate

How can you maximize your hiring successes and minimize your hiring mistakes?

This is the first major section in Personnel Management. It has nine subheadings.



- 1. Steps in hiring the right people**
- 2. The interview process**
- 3. Effective interviewing**
- 4. Effective questioning**
- 5. Telephone interview questionnaire**
- 6. Reference checking questionnaire**
- 7. Candidates position rating process**
- 8. Employment contract**
- 9. Commission sales agreement**

The Interview Process

Introduction

How the interview process is orchestrated has a major effect on the screening and hiring of good employees. In this section, you will learn how to appropriately prepare for interviewing job candidates. You will also learn some basic **do's and don'ts** that will help you to conduct interviews more professionally.



In today's world, it is possible to interview candidates in more than one setting.

1. **Face-to-face**
2. **Telephone interview**—this may be very cost and time efficient.

Paying for a telephone interview may be less costly than paying for a candidate's travel, hotel, and meals.

It may be more time efficient for the candidate, too.

(See **Telephone Interview Questionnaire** for further details)

3. **Interactive TV (IITV)**—may be very cost and time efficient.

The IITV allows both you and the candidate to both see and speak to each other.

Paying for IITV interviews may be less costly than paying for a candidate's travel, hotel, and meals.

It may be more time efficient for the candidate, too.

The advantage the IITV has over the telephone interview is that you can see and read the body language.

Effective Interviewing

Introduction

Skilled interviewers know how to *draw out* candidates.

They know how:

1. **To control the flow of the conversation**
2. **Pick up on unspoken clues in the candidates' responses**
3. **Zero in on the candidates' strengths and weaknesses**
4. **Ask questions that will determine the candidates' appropriateness for the job or position**

A skilled interviewer never gives the candidate the feeling that they are being interrogated.

In this section, you will learn how to conduct an effective interview. In addition, you will learn many of the questioning techniques used by professional interviewers.



How to use this information

Use this section to reflect on your present approach to interviewing. Do you usually:

- Think through the process carefully?
- Examine your reasons, attitudes, and motivations for the interview?
- Do very little or no preparation and just *wing it*?

Use this section as a way of putting yourself in the 'right frame of mind' before an interview. Possibly, if you are well prepared for an interview, you will feel more comfortable and will handle the interview effectively.

Reference Checking Questionnaire

Introduction

Always check references with immediate supervisors and educational institutions in the case of professional and technical people. You would be surprised at how many times impostors or even criminals are revealed.

If a candidate is travelling from some distance to the interview, try to check three references before they travel to minimize the risk of needless expense to the candidate or you.

Many jurisdictions require that you advise the candidate in advance and get their permission before checking a reference.

If you hire somebody to do the reference checking, the same conditions apply.

In addition, the candidate may have the right to see the reference check and correct any misinformation. You may be required to advise a candidate of an outside reference in the event that you turned him down.

Never contact a candidate's present employer without permission, as some companies will fire people who are known to be job hunting.

If you do this, you may be successfully sued if the candidate loses their job because of your inquiry.

It is essential, that following the interviews; all short-listed candidates have their references checked. Having a standard reference checking form is important. It helps you to keep focused and on track while telephoning for a reference on a candidate.

Without a format like this, it is very easy to forget to cover all of the information needed. It also assists you to make a hiring decision by making it easier to compare candidates.

It is important to remember that many jurisdictions prohibit discrimination on Employee Review Questionnaire



Introduction

An employee review is a very useful communication tool between management and employees.

It provides a formal way for both management and employees to discuss issues of mutual concern.

Conducting employee reviews at regular intervals should be seen as a very healthy and positive process.

Reviews should be completed at least once a year. In some organizations, they are even performed quarterly.

In this section, we will present a typical employee review meeting format. Of course, every business would customize the questionnaire by adding or modifying the questions to suit their business.



How to conduct an employee review

Below is a list of nine tips of how to conduct an employee review:

1. This form is given to employees some time in advance of the meeting. The employees can then consider all the areas to be discussed and come to the meeting adequately prepared.
2. Both parties should bring a copy of the previous review to the meeting.
3. Both the employee and management should come prepared to take notes during the meeting.
4. It is a very interactive process.
5. The manager and the employee would discuss each of the answers to the questions.
6. The manager will explore in more depth things like attitudinal issues and, of course, a review of the PPO.
3. At the conclusion of the meeting, there should be a review and summary made of the:
 - Points of agreement
 - Points of disagreement
 - Plans for resolution of disagreements
 - Plan of action for attainment of mutual goals and outcomes

Personal Position Evaluation for _____

Position Title or Titles	Length of Service
a.	
b.	
c.	

1. Positions

Briefly, outline the purpose of each position or the reason for its existence:

Positions held in ascending order	Purpose of each position or reason for its existence
1.	
2.	
3.	
4.	

2. Tasks and Responsibilities

What are your most significant tasks and responsibilities?

What specifically do you do on a day-to-day basis?

How do you accomplish your duties?

What are the results of your actions?

Using the chart below, please prioritize your key tasks and responsibilities. There are four parts:

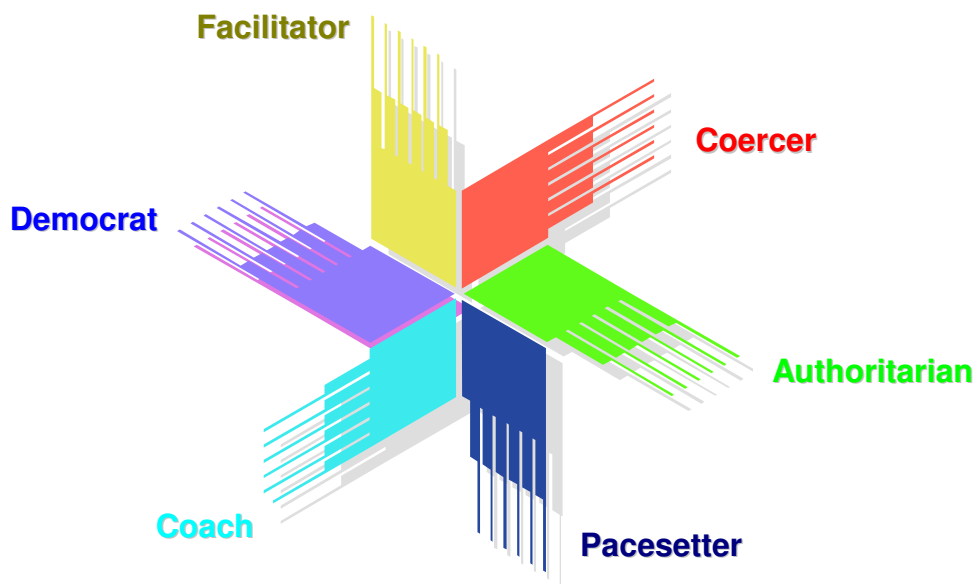
- ** List the key tasks and responsibilities in ascending order of their importance
- ** Describe each task or responsibility—what is done and the impact of your actions or the result
- ** Indicate the percentage of your time that is taken by this task/responsibility

On the 1-5 scale, note the importance of this task/responsibility in relation to all the others. A 5 would denote the highest degree of importance.

What are the various leadership styles?

As you read, each description takes an honest look at your own management style. Ask yourself; do you think your employees would agree with your perception?

The six major types of leadership styles can be portrayed as six-sided figure. They are:



Glossary of Terms

Gross sales—the total amount charged to all customers/clients during a time before any discounts, allowances, or returns are taken into consideration

Gross margins—the money left to cover the expenses of selling the offerings and operating the business. Known also as the gross profit.

Median—situated directly towards the middle, the middle point

Negative reinforcement—is when an unpleasant situation or stimulus is stopped if the desired behaviour occurs. This is an attempt to cause a recurrence or an increase of the desired behaviour by removing unpleasant consequences.

Net sales—the total amount of sales after any discounts, allowances, or returns are deducted

Personal Performance Outcomes (PPO)—a formal list of goals to be achieved by a defined time. Management sets the list categories; however, the goals are determined after consultation between the employee and management.

Positive reinforcement—is when a reward is given in an attempt to cause a recurrence or an increase of a certain kind of behaviour. This is simply responding to behaviour in a consistent fashion, which eventually results in the trainee modifying their behaviour in the desired way.

Reinforcement—is a tool that has been used to train and manage animals and yes, people too, throughout the ages. It *can be* positive or negative

Salary compression—a condition where there is little difference in the compensation of a person in a supervisory position and an employee reporting to that, or a similar supervisory position

