



BBSI

**ABC CONSTRUCTION
BUSINESS SCHOOL**

HUMAN RESOURCES

BBSI



FACILITATOR



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- Federal Way, Washington
- Originally from San Jose, California
- 11 years of HR Experience
- Education:
 - San Jose State University
 - Pepperdine University
- Current Role:
 - Sr. HR Consultant @ BBSI



TOPICS COVERED

RECRUITING EMPLOYEES

- What do employers need to know about hiring, onboarding, and orienting employees?
- What questions can I ask and not ask?

MANAGING EMPLOYEES

- Now that they are employed, how do I keep them as an employee?

COMPLIANCE

- What are the legal landmines that employers need to know?
- Why does it matter?



RECRUITING

- What is recruiting
- Costs of recruiting
- Conducting a recruiting process



RECRUITING

- Recruiting is a process in which a candidate is identified for a position/job/role/function within a company.
- Items needed:
 - Job Description or some sense of what the job is about
 - Salary information
 - Employee classification (FT/PT, Exemption, hourly, salary, etc.)
 - Job placement ads options



WHY IS HIRING SO IMPORTANT?

- **The Cost of Turnover or Making a Poor Hire**
 - Recruiting costs alone are likely in excess of \$2,000 per hire including advertising and recruiting costs.
 - Poor hiring decisions can cost as much as 3X the annual compensation package including base salary, incentive, opportunity cost, lost revenue, etc.
- **Other intangible costs**
 - Lost training costs
 - Lower productivity among dissatisfied coworkers
 - Disruptions caused by dissatisfied coworkers
 - Higher turnover rates among productive coworkers
 - Damages to reputation and market share
 - Lost management time



HOW TO MAKE A SUCCESSFUL HIRE?

- Structured and formal interviews outperform unstructured or informal interviewing.
- Being prepared increases the chances of a successful outcome.
- Knowing ahead of time what you're going to ask - and knowing what responses you are looking for - can increase your accuracy.
- Knowing what competencies (or success factors) you're looking for can increase the chance of an accurate impression.

DO YOU NEED A JOB DESCRIPTION?

About this job



Job description

Position Overview

We are expanding our Sales teams and are seeking Account Executives to join our Corporate Business teams at our headquarters in Auburn, WA. Join a team of Account Executives and invest your first month in training by participating in our classroom curriculum and dynamic training sessions. Enter the field of technology sales as you develop and refine selling skills, amass a broad base of knowledge around technology products and solutions, and earn technical certifications. Manage and grow your book of business and continue your success as you bring on additional business and meet your activity, revenue and margin targets.

Key Responsibilities

1. During training and as you ramp on the sales floor, master large amounts of technical and process-related information quickly to position yourself for success.
2. Prospect potential customers through outbound calling using Zones methodology learned in training; receive ongoing, real-time coaching from your manager.
3. Initiate and build your customer base and account portfolio; achieve activity targets.
4. Place orders and quotes quickly and efficiently using established systems and processes.
5. Develop your book of business and manage acquired accounts by developing deep relationships with your customers and providing value-add technology solutions.
6. Exceed all tenure-based activity, revenue and margin goals.



Desired Skills and Experience

We are seeking candidates with the following:

1. Self-motivation, goal orientation, and desire to learn in a classroom and hands-on coaching environment.
2. Excellent verbal communication skills and the ability to communicate effectively on the phone in an outbound calling environment.
3. Desire to work in a dynamic, entrepreneurial, and fast-paced environment.
4. Passion for technology and the desire to be on the leading edge of new technology solutions.
5. Bachelor's degree in related field



JOB POSTING

- Recruiter posts position on various sites to attract candidates.
- Job advertising websites are collections of job listings that are available for job seekers to find open positions.
- Fee-based: Indeed.com*, ZipRecruiter*, LinkedIn, Craigslist, CareerBuilder, and more
- Low Cost or No Fee: School Career Centers, non-profits, store fronts and more.



CONDUCTING INTERVIEWS

- **Interviews should last roughly 45-60 minutes (60 for hiring managers)**
 - Open (~5 minutes)
 - Open the interview with an ice-breaker question or two to get started
 - “So what do you know about the Company”?
 - So, how are you finding the job market? What other jobs are you considering?
- **Experience/Skills (~10-20 minutes)**
 - Ask clarifying questions about background and skills
 - Do they have the required background and skills
 - Remember – candidate has already been screened by you and the recruiter so this is the time for clarifying questions



CONDUCTING INTERVIEWS

- **Competencies (~10-20 minutes)**
 - Refer to the hiring profile for the role to identify competencies
 - Consider background and experience – what questions do you have, what do you want to know more about?
 - Choose questions for each competency from the question library
- **Close (~5-10 minutes for questions)**
 - What questions didn't I ask that you wanted me to?
 - What questions do you have for me?
 - Thank the candidate for come in!



INTERVIEW BEST PRACTICES

- **Know the hiring profile**
 - Understand the desired attitude, aptitude and skills needed in role
 - You don't want a warm body
- **Know the candidate**
 - Review candidate's resume or conduct an interview
- **Know what you are going to ask**
 - Review/Develop sample questions
 - Know where you are going to probe
 - Attendance | Can they use a hammer | Do they know the difference between a lugnut and bolt



DURING THE INTERVIEW

- **Be engaging, establish rapport**
 - Put the candidate at ease – be welcoming
 - Start gently - create positive candidate experience
 - Use active listening skills
 - Look at person talking, head movements, paraphrase, acknowledge, empathize
- **Be thorough**
 - Ask behavioral based questions
 - Ask follow up questions for ensure detailed responses
- **Be curious**
 - Dig into assigned areas of focus
 - Seek behavioral examples
 - Ask open ended questions
 - Probe to clarify understanding
- **Seek a balanced picture**
 - In addition to success stories, also probe for situations where things did not work out.
 - What would others who know you well would tell me are your areas of weakness or opportunity?

DURING THE INTERVIEW



- Watch for your biases
- **Be consistent with questions with ALL interviewees**
- Personality vs. performance
- Potential vs. experience
- Cultural and generational differences
- Hiring in a mirror - hiring to similar strengths, backgrounds or styles
- Halo effect - allowing one positive attribute to outshine others
- Stereotyping – assuming one characteristic predict the whole person
- Fix-it-later - being taken with positive attributes and overlooking negative issues
- Primacy/Recency - things that happen early or late in an interview tend to leave the strongest impression. Take good notes and focus on the in between.
- Attractiveness - Attractive candidates can be perceived more positively.



DURING THE INTERVIEW

Watch out for listening traps

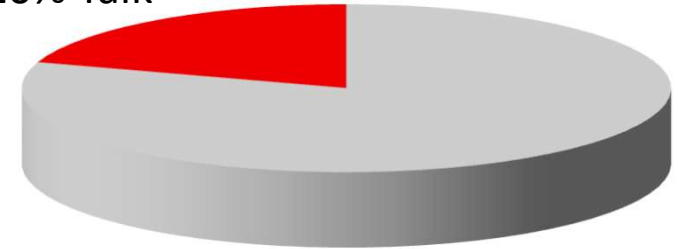
- Mind reading (interpreting what was really meant)
- Judging (guilty before the case is over)
- Filtering (hearing your interests and agreement)
- Rehearsing (planning what the answer should be)
- Multitasking (listening while doing something else)
- Wandering (thinking about something else)

Note taking

- Notes should be relevant to the interview
- Do not write: She/He is Cute or not cute

DURING THE INTERVIEW

20% Talk



80%
Listen

Use the 80/20 talking rule

- Interviewee should be talking 80% of time, interviewer 20% of time
- Be informed: Take thorough Notes
- Use a method of note taking that works best for you and allows your engagement

Be an advocate for your Company

- Talk about your life at the Company
- Share why it's great to be here – sell the opportunity!
- Describe role, resources
- Close, describe next steps



OTHER PITFALLS AND COMMON MISTAKES

- Hiring friends or family members; ongoing management challenges
- Hiring individuals with close friendships or romantic relationships in the department or under the same of the owner
- Referring candidates that you referred, or others, where there is the perception of favoritism/nepotism.



IS IT OK TO ASK THIS QUESTION?

- Interview questions should be based on a business need.
 - Which do you prefer – Star Wars or Star Trek?
 - What is the relevancy of this question?
- Stay away from questions regarding any EEO protected characteristics:
 - Age,
 - Race, Ethnicity, Color,
 - Country of origin,
 - Sex, Gender,
 - Religion,
 - Disability,
 - Marital status, family status, pregnancy and more.
 - How old are your children?
 - What does your wife do for a living?
 - Is English your first language?
- Washington:
 - Fair Chance Act | aka Ban-the-Box



MAKING THE DECISION!

- Things to consider as you decide hire/not hire
 - How does the candidate compare to the hiring profile? What skills and attributes are present, what are missing?
 - Does your recruiter agree with your assessment?
 - Do you need additional opinions?
 - Would you want to work with this person?
 - Would you want to work FOR this person?
 - Would others internally and externally want to work with this person?
 - Do you see them being a long-term contributor?
- Document and submit feedback within 24 hours to recruiter
 - All interview feedback is discoverable
 - Keep it focused on areas discussed + additional observations
 - Include decisive hire/no hire proposal
 - Keep it relevant to the job and hiring profile



THEY ACCEPTED THE JOB – NOW WHAT?

Retain and Motivate Your Employees



RETENTION & MOTIVATION

EXTRINSIC

- Behavior is driven by external rewards such as money, fame, grades, and praise.
- Base Pay
- Bonuses
- Stock Options
- Benefits
- Perquisites (e.g., company car, educational reimbursements, etc.)

INTRINSIC

- Behavior is driven by internal or intangible rewards such as self-fulfillment.
- Opportunity to perform a job
- Self satisfaction in doing something worthwhile
- Key: Leveraging One's competency and autonomy



RETENTION & MOTIVATION

- Perspective:
 - R&M is an equation
 - R&M is different for employees based on
 - Position
 - Career tenure
 - Individual needs
- Resources:
 - TedTalk: https://www.ted.com/talks/dan_pink_on_motivation
 - Book: Strength Finders 2.0, Tom Rath
 - Book: Start With Why, Simon Sinek



RETENTION & MOTIVATION

- Compensation: competitive market based pay program.
- Salary data – PayScale, Radford, & many others
- Other business owners with similar positions
- Employees talk to one another and compare
 - Glassdoor



RETENTION & MOTIVATION

- Benefits
 - Medical | Dental | Vision
- Misc:
 - Life Insurance | Pet Insurance | AD&D
- On-going development
 - Professional or Personal Development
 - MOOCs (Coursera, Mooc.org, Mooc List)

RETENTION & MOTIVATION

	PERFORMANCE MANAGEMENT	TALENT MAP	STAY INTERVIEWS
Description	A process in which employee performance is aligned based on company goals, typically within the company's fiscal year.	A management exercise in which employees are stratified/mapped on two axes (performance and potential) and ranges from HiPo to Low Performer.	A discussion between manager & employee to ask the question – What keeps an employee coming back to work for the company?
Involved	Management → Employees	Management Only	Employee & Manager
Expected Outcome	Aligns business goals to employee output, scheduled touch base between manager and employee.	Create a roadmap to determine manage up or manage out. Perspective on current and future talent needs	An action plan to retain specific employees.



EMPLOYMENT LAW COMPLIANCE

“Everyone is happy, until they’re not!”

FEDERAL PROTECTIONS

What are the protected groups under federal law?

- Age (40 and up)
- Color
- Mental or Physical Disability
- Genetic Information
- National Origin
- Race
- Religion (sometimes called creed)
- Sex (including pregnancy)
- Veteran/military status





BACKGROUND: EMPLOYMENT DISCRIMINATION LAWS GENERALLY

Under Washington law:

- All of the federally protected characteristics apply
- Plus, discrimination is unlawful on the basis of:
 1. marital status
 2. sexual orientation
 3. gender expression or identity and
 4. use of a trained guide dog or service animal by a person with a disability



- **ALSO: Managers and supervisors can be held personally liable for workplace harassment, discrimination and retaliation**



NEW LAWS IN WASHINGTON

- Paid Sick Leave Law – 2018
 - Mandates required paid sick leave (40:1)
- Paid Family & Medical Leave – 2019
 - Tax for employees and employer (50+ EEs)
- Fair Chance Act – 2018
 - No questions about criminal background until job offer
- Equal Pay Act
 - Male and Female employees paid the same for the same work



EMPLOYMENT RELATIONSHIP

- “At-Will” employment as part of your employment agreement and policy
 - A covenant or agreement between employee and employer, which
 - Permits employees and employers to end the employment relationship at any time, with or without cause or without notice
 - Does not protect employers against claims based on unlawful or discriminatory termination decisions



TYPES OF EMPLOYMENT RELATIONSHIP

Regular	Temporary	Contract	Consultant
Previously referred to as “permanent” employee	Individuals hired for a period of time lasting from 1 to 365 days	Hired based on negotiated specifics on duties, time frame, compensation, services, etc.	Independent consultant who acts as a business
Full or part time status	Full or part time status	Can be hired directly or through a 3rd party (e.g., Manpower, RHI, etc.)	Typically hired on a contract basis based on a project
W-2 employee	W-2 employee or Leased/Staffing Agency Employee		Not an employee of the company
Subject to At-Will Employment	To fill a short, predetermined period of time or project		Typically on a 1099
Typically eligible for most company benefits	Anything longer than 1 year may constitute the position is “NOT” temporary		



MANAGING EMPLOYEE PERFORMANCE ISSUES

- There are different methods to management performance issues
- The key is to understand which is appropriate for your company
 - Case-by-Case method
 - Progressive Disciplinary



MANAGING EMPLOYEE PERFORMANCE ISSUES

Case-by-Case Method

- Allows managers to apply consequences to the performance issue appropriately
- Ability to move quickly
- Pitfall –
 - Prone to inconsistency



MANAGING EMPLOYEE PERFORMANCE ISSUES

Progressive Disciplinary method

- A tiered based method
- Each tier has a progressively more dire consequence
- Example:
 - 1st offense – Verbal
 - 2nd offense – Written Warning
 - 3rd offense – Probation
 - 4th offense – Termination



MANAGING EMPLOYEE PERFORMANCE ISSUES

PROS

- Typically works in a very regimented environment
- Applied to large workforce of similar functions
- Clear expectation
- Enables management to apply across the board

CONS

- Must adhere to the process (inflexibility)
- Deviations creates situations of discrimination
- Lacks practicality (SMBs)
- Time consuming



ENDING EMPLOYEE RELATIONSHIP

TYPES OF TERMINATIONS

Voluntary

- When an employee takes the action to terminate or end the employment relationship

Common phrases or terminology:

- Resignation
- Quit
- I am leaving today
- I gave notice

Best practice phrasing

- Voluntarily terminated
- Voluntarily resigned

Involuntary

- When an employer takes action to terminate or end the employment relationship

Common phrases or terminology:

- Fired
- Laid off
- Canned
- Let go

Best practice phrasing

- Involuntarily Terminated



ENDING EMPLOYEE RELATIONSHIP

REASONS WHY TERMINATIONS OCCUR

Voluntary Termination

- Better opportunity
- Job alignment
- Manager alignment
- Pay issues
- Development
- Relocation
- Career Move
- Work conditions
- Returning to school
- Company Alignment*

Involuntary Terminations

- Performance
- Conduct
- Reduction in force (RIF)
- Company re-organization
- Position elimination



ENDING EMPLOYEE RELATIONSHIP

VOLUNTARY RESIGNATION

In most cases, an employee will resign with a formal tangible form of communication

- Letter
- Email
- Text
- Instant Message
- Post It
- Etc...

However, a common way employees resign is...



YOUTUBE

<https://youtu.be/oqtaNPOitlw>



ENDING EMPLOYEE RELATIONSHIP

EQUIPMENT AND EMPLOYEES

- **RETRIEVE COMPANY ASSETS** Ensure you create a plan between the employee and you to retrieve company assets (e.g., tools, keys, codes, etc.)
- **PRESERVE INTELLECTUAL PROPERTY** This ensures all company intellectual property is secure and maintained within the company (e.g., customer list, contact information, sales manual, etc.)
- **NO QUID PRO QOU** Do not hold final pay until IT assets are returned – No “quid pros quo” situations



ENDING EMPLOYEE RELATIONSHIP

COMMON REASONS WHY EMPLOYERS TERMINATE

REASON FOR TERMINATION	DESCRIPTION
Performance	<ul style="list-style-type: none">• Attendance• Not following directions• Skills not aligned
Conduct	<ul style="list-style-type: none">• Theft• Insubordination• Harassment/Discrimination
Management	<ul style="list-style-type: none">• Job elimination• Reduction in force (RIF)• Reorganization



ENDING EMPLOYEE RELATIONSHIP

- Regardless of the reason for the involuntary termination – each termination transaction should have documentation
 - Please work with HR to ensure you are utilizing the proper format. We have templates!
 - Verbal Communication – difficult to substantiate during litigation
 - Email - not the best practice but better than nothing
 - Formal memorandum to the employee communicating
 - Coaching Sessions
 - Corrective Action Plan or Performance Improvement Plan
 - Formal Written Warnings



ENDING EMPLOYEE RELATIONSHIP

- Deciding to involuntarily terminate an employee should not be taken lightly
- Involuntary terminations should have a good business case to support the decision – otherwise you risk wrongful termination
- The business case should be sound and minimize risks
- These decisions all have varying levels of risk and should be taken into serious consideration
 - Who you are terminating
 - Reason for the termination
 - How strong is your business case for termination
- Release Agreement – used to minimize high risk termination



ENDING EMPLOYEE RELATIONSHIP

THINGS TO CONSIDER...

- Consider the action you are about to take and ask yourself:
- Have you corrected the performance of the employee?
- Have I set or reset clear performance expectation(s)?
- Were expectations clearly understood?
- Did the employee receive appropriate and timely counseling?
- Were tools & resources made available to the employee to be successful?
- How is termination of employment going to better the business?
- Was this employee treated the same as previous involuntary terminations?
- Is the involuntary termination going to be a surprise to the employee?



ENDING EMPLOYEE RELATIONSHIP

WHAT'S THE RISK – WRONGFUL TERMINATION

- If you wrongfully terminate an employee without conducting your due-diligence you put the company at risk
- Equal Employment Opportunity Commission (EEOC) claim
- National Labor Relations Board (NLRB)
- Law Suits
 - Civil Suit
 - Class Action
- Company Reputation



ENDING EMPLOYEE RELATIONSHIP

- **Decide which date and what time of day you are going to terminate**
 - Early in day or at the end of the day
- **Where is it going to occur?**
 - In an office close to the front entrance?
 - In your office?
 - In a meeting room nearby?
 - Will you escort the person out?
- **Gathering belongings?**
 - Will you allow the employee to return to his or her desk
 - Will you gather personal belongings on their behalf
 - Will you allow them to come back later – caution: security risk
- **Who is going to be involved in delivering the termination message?**
 - Is it just you?
 - Do you require additional support?
 - Do you need a witness?
- **What other additional support do you need?**
 - Security - Facilities – HR



ENDING EMPLOYEE RELATIONSHIP

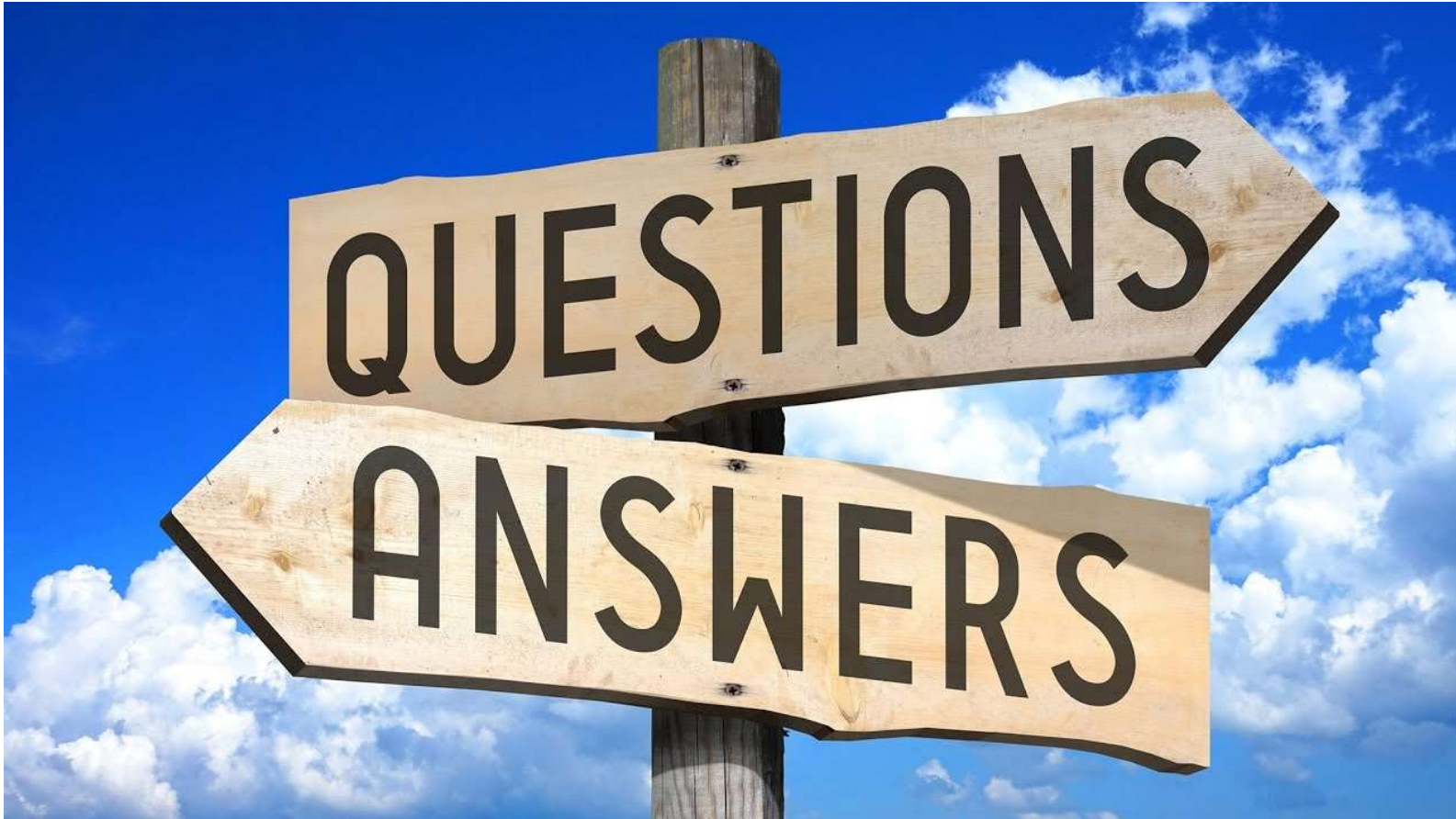
TERMINATION MEETING – DELIVERING THE MESSAGE

- Revisit the business case for the termination
- Develop a script that is broad – stick to the script – try not to deviate
 - Your performance has not met the requirements of this position.
 - We have communicated expectations on several occasions and have not seen improvement
 - We are terminating your employment effective today
- Allow for employee reaction
 - Tendency to argue specifics
 - Provide additional reasons why certain things occurred
 - Negotiate their way out
- Manager reply:
 - The decision has been made and is not up for discussion



ENDING EMPLOYEE RELATIONSHIP

- **Messaging to team members:**
 - Will you send a communication?
 - Do other employees have the right or need to know someone has been terminated?
 - What will it contain?
 - What is the intent of the message? (to inform, to ensure business continuity...)
- **Will you allow an involuntarily terminated employee return to the workplace?**
 - Consider the risk?
 - How will you contain the risk?
- **Claims**
 - Unemployment
 - Law Suits
 - EEOC/NLRB Claims



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