

**Chapter 1 : The Role of Human Resource Management in Risk Management - eXtension**

*Apr 08, Â· Leadership Strategy Small Business Under 30 Workday BrandVoice Opinions expressed by Forbes Contributors are their own. you could be in the wrong job, wrong organization, or both. 1.*

First, people are a source of risk, e. Second, people are important in handling risk, e. Human resources include more than regular full-time employees. They include all management and labor personnel, family and non-family members, full-time and part-time people, and seasonal and year-round employees. Human resources play important roles in farm businesses of all sizes. Orientation and training matter as much for one employee as for 20 employees. No team of people is so small as to avoid the need for leadership or so large as to make leadership impossible. Risk specialists have traditionally focused mostly on important causes of risk such as weather, disease and natural calamities, and ways to deal with the risk. Risk management has paid little attention to human resources and human resource calamities such as divorce, chronic illness, accidental death, or the impact of interpersonal relations on businesses and families. Including human resources in risk management reflects the fact that people are fundamental to accomplishing farm goals. Human resources affect most production, financial, and marketing decisions. People can help or get in the way of accomplishing what managers have planned. Smaller family businesses do not escape the impact of people. Overdependence on family members for management and labor negatively affects family business effectiveness and efficiency. A family may have highly talented people in one management or labor area but fall short in another area. Confronting human resource risk may take the family business outside its usual boundaries to fill critical labor and management gaps. Human resource paradigms are the eyeglasses through which managers see people and their ability to contribute to the business. How the management team views and feels about human resources directly affects human resource management. Note the contrast between these two sets of paradigms: People are an unfortunate and unavoidable obstacle. People are one of the keys to success in risk management. Employees are creative and an important source of new ideas. Appreciated people will respond with dedication and loyalty. The management team, not employees or the rest of the family, determines the paradigms that shape the human resource environment. Managers choose their paradigms. Managers can change their paradigms. The causation is from management to labor, not labor to management. To illustrate, a paradigm that views employees as not caring about the business will cause management to be hesitant to ask for their opinions or delegate responsibility to them. This leads to a culture in which employees are distrusted and isolated from management. A paradigm that views workers as caring and dedicated to the business will lead to managers trusting them and asking for their input on important decisions. The result is a trusting culture and mutual respect. Human resource management is most effective when integrated with decision making throughout the business. This leads to recognition that each production, financial, and marketing decision has a human component or influence. Which choice is made, how the decision is carried out, the follow-up and monitoring depend on people. Isolating management team and employee issues from production, financial, and marketing management frustrates people and creates unnecessary risk in a business enterprise. To understand fully how human resource management and risk management are interrelated, one must understand human resource management. It is the staffing, training, development, motivation, and maintenance of employees to help accomplish organizational goals. Effective human resource management also helps employees accomplish their career goals. Human resource management is a process that can be broken down into specific activities: Understanding these activities helps explain the relationship between human resources and risk. Failure to successfully carry out these activities increases risk and penalizes the business by not taking advantage of what its people could be contributing. The first activity is job analysis and writing job descriptions. Job analysis is determining the duties and skill requirements of a job and the kind of person to fill it. The emphasis is on what the farm needs rather than on who wants to be promoted or who could be easily hired. Job descriptions summarize for both employees and employers just what a job entails: In family farm businesses, job descriptions for family members often include both management and labor responsibilities. Such a combination of responsibilities makes job analysis and job descriptions more not less

important in small businesses. Hiring is the next human resource management activity. The objective of hiring is to staff each job with a person who can succeed in the position. The position must be described carefully and creatively to potential applicants. From among the pool of applicants, people must be carefully chosen if they and the employer are to have a successful relationship. The next activity after hiring is orientation and training. Orientation socializes new people to the business. It gives them the information essential for getting off to a good start. Training and experience give the employees the knowledge, skills, and abilities necessary to succeed in the position. The last three activities are closely related: Performance appraisal is the continuous assessment, in cooperation with the employee, of how she or he is doing relative to the standards and expectations laid out in the job description and follow-up training. Performance appraisal also includes identifying with the employee whatever corrective action may be necessary and steps by which the employee can advance his or her career. Compensation includes the monetary and non-monetary rewards received by employees. The management team and employees carefully choose these rewards. The rewards need to be feasible for the organization while helping satisfy employee needs. Discipline is giving each employee expectations, rules, policies, and procedures and then working with the employee to get behavior consistent with employer expectations. Human resource activities lead to four important implications for risk management. First, these activities are necessary to keep human resources in harmony with the risk management tools adopted by the management team. Risk management decisions are carried out by people. Second, human resource calamities, e. Risk management should anticipate the likelihood of human resource calamities. Human resource contingency planning needs to be an integral part of risk management. Third, no management team stays together indefinitely. Every farm will eventually have different managers or be out of business. Management succession is a significant source of risk. Human resource considerations, plus legal and financial considerations, directly affect success in management succession and thus risk management. Management succession requires each of the human resource management activities: Fourth, human resource performance evaluation should be tied to risk management. Risk management strategies are carried out through people. Human resource failures can cause the best planned risk management strategies to fail. Every human resource manager has leadership responsibility. No group of people comes close to its potential without effective leadership. Planning, organizing, staffing, and controlling can substitute to some extent for leadership. Delegation of authority and responsibility and other tools for empowering employees decrease the need for leadership. Motivation, trust, and careful development of procedures and policies are also helpful. Still, each ship needs a captain. Some leadership is necessary. Communication is an essential skill for effective human resource management. In human resource management, sending clear messages, listening, and use of feedback are especially important. Interpersonal relations, interviewing in the hiring process, building rapport in the management team and with employees, orientation and training, performance interviews, conflict resolution, and discipline, all require communication. Mediocre communication skills tremendously complicate these activities. Training is helping people learn. Effective training requires teaching skills, an understanding of how adults prefer to learn, patience, communication, a systematic approach, and evaluation of whether the training has been effective. Motivation of employees challenges every manager. Employee motivation helps the organization accomplish its goals while also helping workers accomplish their career goals. No motivation recipe guarantees employee motivation. Nevertheless, some managers are more effective than others in developing a work environment in which employees are consistently motivated. These managers use a combination of understanding and satisfying employee needs, compensating fairly, making it possible for employees to do their jobs with minimum frustration, and treating employees equitably. The skill to motivate employees is nebulous yet real. The employers who are best at it have usually worked long and hard to develop the skill. Attributing the ability to motivate people to nothing more than a natural gift understates how hard the best human resource managers work to develop this skill. Conflict is inevitable in farm teams: Managers must learn to deal with conflict rather than avoid it.

## Chapter 2 : Choosing the Right Person for the Job | Smart Hiring Practices

*Your job's okay, but you want more and there don't appear to be many opportunities to move up in the company. If that's the case, start looking outside your workplace for advancement. You're.*

Quote From Vivendi to Webvan, the shortcomings of a bad strategy are usually painfully obvious – at least in retrospect. Yet despite the obvious importance of good planning and execution, relatively few management thinkers have focused on what kinds of processes and leadership are best for turning a strategy into results. As a result, says Wharton management professor Lawrence G. Hrebiniak, MBA-trained managers know a lot about how to decide a plan and very little about how to carry it out. But can better execution be taught? If people know what the key variables are, they know what to look for and what questions to ask. The attempt by Hewlett-Packard, after it acquired Compaq, to compete with Dell in PCs through scale is a classic example of goal-shifting – competing on price one week, service the next, while trying to sell through often conflicting, high-cost channels. This was a good idea as far as it went, but United tried to compete using its same old cost structure – the main reason it was losing markets to the low-cost airlines in the first place. Strategies also flop because individuals resist the change. For example, headquarters might want more standardization in a product, but a local marketing executive disagrees with the idea. Sometimes a strategy might make sense at the highest level, but its full impact on the whole organization has not been fully considered, according to Steele. For example, imagine that the general strategy calls for promoting one brand throughout the company while taking resources away from another brand. That might make sense in one market, yet be completely counterproductive elsewhere. Companies sometimes try to apply a tried-and-true strategy without realizing that they are operating in markets that require a different approach. Even such a world-beater at execution as Wal-Mart, for instance, has sometimes made some missteps because of culture. When Wal-Mart first moved in to Brazil, it tried to lay down terms with suppliers in the same way it does in the U. Suppliers simply refused to play, and the company was forced to reevaluate its strategy. Internal cultural factors may also present problems. Steele points out that marketers typically move from brand to brand over two-year cycles. Employee incentives may create friction as well. Yet the biggest factor of all may be executive inattention. Once a plan is decided upon, there is often surprisingly little follow-through to ensure that it is executed, the experts at Wharton and Marakon note. He argues that this lack of introspection makes it easier for companies to ignore failed plans. And ignoring failure makes it that much harder to identify execution bottlenecks and take corrective action. People versus Process What should be done? Mankins says that there are two schools of thought about the best way to improve execution. One school emphasizes people: Just put the right people in place and the right things will get done. However, within the people school, there are also divisions. Some experts insist that the right people are hired, not made. The Discipline of Getting Things Done, is one of the leading proponents of this school. Hrebiniak is also a firm advocate of better processes. But how many organizations go out and hire bad people? They all hire good people. Mankins, however, believes both propositions have merit. Cisco, 3M, and GE are all companies that have emphasized both. Experts at Wharton and Marakon agree that, like everything else in business management, improving execution is an ongoing process. However, they say there are steps any company can take that should provide some incremental gains. Develop a model for execution. Strategic yardsticks are plentiful. But when it comes to managing change, there are few such guidelines. While sales and market share are always going to be the dominant metrics of business, Mankins says that more and more of the best companies are choosing metrics that help them evaluate not only their financial performance, but whether a plan is succeeding. For example, when a large cable company realized that the speed at which it penetrated a new market correlated directly with the number of service representatives it had in the field, executives began tracking the progress of how quickly representatives were being added in particular territories. For example, sales of cars might be a good metric for a car manufacturer, but if interest rates rise, sales will likely suffer. A good set of metrics takes that into account. Sometimes questions like that can lead to good ideas for performance metrics. As noted above, plans are often simply agreed to and then forgotten. Performance monitoring is still an annual affair at most

companies. However, according to Mankins, plan assessments at many of the leading companies happen at much more frequent intervals than they did in the past. Hrebiniak says that companies often go wrong by creating a cultural distinction between the executives who design a strategy and people lower down in the corporate hierarchy who carry it out. Asking ongoing questions about the status of a plan is a good way to ensure that it will continue to be a priority. Meetings between the executive team and unit managers should be regular and ongoing, advises Perigo.

**Chapter 3 : 10 Signs You're In The Wrong Job, And What To Do About It**

*Jun 19, Â. Getting the right people into the right jobs is key to your company's growth. Matching the Right People to the Right Jobs. Here are five strategies to get the right people into the right jobs.*

Print This Post We work with managers extensively to develop their skills in coaching and counseling employees for improved performance. And we are often intrigued and confused that individuals who are in great need of serious coaching and counseling were ever hired in the first place. In some cases, definite coaching and counseling problems showed up in a person on the first day or within the first weeks of employment. The following are ten smart hiring practices that, if followed, will help managers in choosing the right person for the job—individuals who are not only technically competent, but also are a great fit with the culture of the department or organization. Write a specific, comprehensive job description, prior to advertising or interviewing anyone. We recommend gaining agreement from several people on your team as to what are the characteristics and job competencies that will be needed for someone to be successful in this position. Hire for attitude, train for technical competence. If experience teaches you one thing as a manager, it is this: People with great attitudes are willing to learn whatever it takes to be successful in their positions. A technical expert with a bad attitude can ruin the motivation and attitude of the whole team. Have multiple people on the team interview the candidate one-on-one. We have practiced this in our own firm for several years and have experienced the following benefits. First, different people see different strengths and different areas of concern in a candidate. Second, multiple interviews usually require the candidate to come back on multiple visits. For many reasons, poor candidates usually get filtered out of the multiple interview process. It is a good idea to inform the candidates prior to the interview that there will be more than one interviewer. Ask open-ended questions in the interview. Open-ended questions yield much more accurate information in an interview than closed-ended questions. For example, if the position requires an individual who has extensive knowledge of Excel, an appropriate question might be: If you mis-hired, cut your losses early. Every manager has at least one story of hiring the wrong person. We come from the philosophy that there are a lot more wrongful hires than there are terminations. If it is the wrong person, then immediately coach, counsel, or train the new employee. If that does not work, terminate the relationship and start the process over. In the majority of cases when we have worked with managers and supervisors who have agreed they mis-hired, termination should have taken place in the first 90 days. When termination does not occur within the first 90 days, more often than not, the problems tend to multiply. Great managers and leaders have the guts to deal with the problem. This is a simple but important step that gets forgotten. Due to legal implications and restrictions, we know that checking references is more difficult today. We also know that when checking references for potential candidates, previous employers are more apt to work around legalities for great candidates than they are for marginal candidates. Sometimes you can learn a lot by what is not being said about a candidate. Give a skills test. A simple skills test, like proofing a letter with errors, might make a 1 candidate a 2 candidate. One good skills test is to ask candidates to write a letter to the company that describes the type of training and information they anticipate needing if hired. Many managers leave this task to Human Resources; after all, HR does new employee orientation. While orientation is great for a portion of their first day, after that new employees need fellow team members to become buddies and supportive friends. By following the ten steps for choosing the right person for the job, you will increase your chances of successfully hiring the right individual.

**Chapter 4 : 7 Mistakes You're Making in Onboarding Employees - Right Source Marketing**

*Hiring the right employee starts with a job analysis. The job analysis enables you to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.*

I felt as though the power over my professional narrative was placed back into my hands and that I could make much more informed decisions about my career. I never thought I could feel this good about where I am at in my professional journey and genuinely enjoy what I do. Our conversations always flowed naturally, and Joy has incredible listening skills. I KNOW beyond a doubt that I have been deeply heard and deeply seen and that she brings the highest level of integrity to her work. She will empower you to make the choices that most resonate with who you want to be, and she does it almost instantly. Take the leap and work with Joy! I felt unsure how to begin my job search and where to focus my time. I even felt unsure of what sort of jobs I wanted to pursue. I looked forward to coaching every week because it was such a positive and special experience for me. Coaching sessions kept me focused on growth and progress. It surprised me how easy it was to complete materials after a coaching session. Overall, it surprised me how simple the solutions were for problems that I might have ruminated over indefinitely. I naturally gravitated toward more solution-driven approaches. Small changes I made led to unexpected discoveries and offers. I felt more prepared and confident. I enthusiastically recommend Joy to others who would like to make their job search or career development a more efficient and encouraging process. Joy gave me real tools and strategies for finding my specific skills and strengths. She was able to coach me to zoom out and look at the big picture of what my life could be, and zoom in and talk about tactical strategies for difficult conversations at work and cover letters. It surprised me how much coaching is very self-directed. Joy had the questions, and I had to provide the answers. I set out with the goal of a 3-month coaching engagement so that by the end of it, I would know my career path, strengths, and have a unique job search strategy, and have a new job offer in hand. Joy helped me to define my personal mission and strength and supported me through some really difficult conversations at work. I got a new job offer 2 weeks after our final call. If you are looking for a strategic advisor for your career, someone who can look at what you have accomplished, help you craft your mission and vision, and set you on your path to happiness in your career, Joy is who you need. I was frustrated with my role at my last startup and when I tried to improve things there, I was let go. Having a regular coaching meeting where I could explore ups and downs and plan the next actions in my job hunt was very useful for me to stay on track and not sink into aimless self-pity. I set some goals for my side work writing and started achieving those, too: This year I determined that I would focus on getting some bylines for myself and I have since pitched and placed 5 business articles and 1 creative nonfiction piece! Joy helped me take a big step forward. Not only did her tips for LinkedIn and resumes help me tremendously, but the visualization exercise was the real motivator for me. With it, she encouraged me to see myself doing something I really loved and cared about. After her class I began networking with people in the industry, going to meetups, and learning about related careers as a PhD chemist. Joy has made a positive difference in my life. I hope others continue to learn and grow from her. Not just a job, THE job. I got exactly what I want. Team San Jose is a non-profit organization that works on the venues, events and economic development for the city of San Jose. Joy invested a lot of time to help me and I believe a big reason of why I am here today goes back to our work together. AND am getting relocation. When it rains, it pours I was interviewing for 3 positions at once, and was offered a side project as well Thank you so much for everything! I cannot thank Joy enough for all of the amazing advice and confidence that you gave me. Thanks to Joy I was never discouraged in my career search even when I was laid off. She gave me strategies to really think about what I wanted, reach out to companies in a unique way, and tell my story in a passionate and genuine way. She truly helped me to change my life. I would never have been able to do this without Joy. Seriously thank you so much!!

### Chapter 5 : Three Reasons Why Good Strategies Fail: Execution, Execution - Knowledge@Wharton

*Brennan and Meador say there are 10 telltale signs you're in the wrong job: You no longer believe in what the company does. Your job doesn't tap into your natural abilities.*

Yvonne Lyons November 8, So, you hired a new person. New Hire will bring. In fact, according to the U. If you fail here, the repercussions can be painful. In fact, Harvard Business Review reports that nearly 33 percent of new hires start looking for their next job within the first six months of their tenure and the percentage is even higher for Millennials. So, given those facts, why is it that so many people are NOT ramped up quickly? I hate to point fingers, but an employee who is ineffective or unfocused in his or her first few months has a lot to do with you, Mr. It takes planning and effort from you and your staff. These common mistakes just might be keeping you from having a truly productive employee quickly. Yup, you wrote something that seems like a job description when you put that ad on LinkedIn. Create a real job description that lays out the responsibilities, tasks, and performance expectations for your new person. Give your new employee his or her job description on day one and review it one-on-one so everyone is on the same page. You have not prepared in advance. Are you the boss who remembers the day before someone starts that he needs a computer? Or that she might need to talk to people in other departments during week one? Get your act together before her or she gets there. Plan the projects new employee will be responsible for in her first few months and what you want her to deliver. Communicate what you want to see after 90 days and then give new person the tools to accomplish the tasks. Think it all through. You try to do it all alone. Make everyone part of the onboarding team. Brief other staffers in your department on your plan, desired outcomes, and timeline, and then involve them. New Hire is standing in front of Mary or Bob. You think shadowing equals onboarding. When you wrap your staff into the onboarding process, understand that they might need a little training on best practices. New Hire shadow Mary for a bit can make sense, but shadowing someone does not equal training. Make sure that staff who are involved in the onboarding have a plan, too. You try to shove everything into the first few days. My experience tells me that people retain very little if you bombard them. Ease them in and start at the top of the onboarding funnel. At Right Source, we start with a company history, background, and then some philosophies about operation and growth from our CEO as the first big thing you learn. And then we narrow the focus all the way down to individual clients. A senior person might not need as much as a junior person, but experience does not give you permission to throw them into the ocean with no life preserver. Check in daily, even if that senior person seems super competent. More junior people might need to spend an hour a day with you to ask a million questions. This is where you have to remember how much effort you put into screening your candidates. You KNOW this person is money. Get out of the way. Give new guy the tasks, projects, or direct reports right away and let him go. Have some faith that your vetting process is solid and that new person is smart, capable, and able to figure some things out independently. Remember, onboarding a new employee requires just as much through, planning and effort as hiring the right person in the first place. Have any winning onboarding strategies to share? Do you have the right mix of marketers on your team? Find out which roles you need to fill in order to drive real results.

### Chapter 6 : Career Change Strategy - Quarter Life Joy

*Strategy happens at an individual level and people need to understand where they fit in and how they can reconcile and cope with their normal day job activities and the new goals and activities that may be required to align themselves with the strategic objectives.*

I got this advice three years ago. In the beginning of my search. But it is the right advice. I was reminded of this search advice during a Skype call this AM with susanguarneri aka the Career Assessment Goddess. Even for someone who feels like the job offer they just got is the perfect lifesaver “ thrown to them from a floating vessel. And since your legs have done all the treading you think they can stand. In the end, of course, the decision is yours. And depending on where you are financially or spiritually, you may need to make a bad short term decision i. Wrong job interviews can be great practice. And then if you get a job offer , you may change your mind. Maybe you learn the position is better than you thought. Or you can turn it down. And tell everyone that you are in demand but are waiting for the best match. But in general, here are 10 reasons why it is a bad idea to settle for the wrong job or job offer: It is more likely that you will feel less confident. Knowing that you are not where you wanted to be. Resume And Salary Buster “ The wrong job or job offer often takes you back a few steps financially and puts you in a position down the road to explain why you took the position. Of course, some hiring companies will understand that the recession drove a lot of people to accept less. But then again, not everybody has a great memory. And getting in early. One that fit your specific job search objectives. And one that recognizes your true capability. Short Stay -This is the worst. And there are many reasons why it may not. You will be back in transition. Having lost momentum with your network. And having to re-educate everyone. Because you need to include it in your marketing materials. Unless you try to fudge it on your professional resume. Not asking for a key aspect of the job offer to be fixed. As my mom always said: Resentment “ If you choose to accept the wrong job or job offer, you will feel some resentment. Makes for a tough relationship with your supervisor. Especially if they were an especially tough negotiator. Career Momentum “ So you were a successful national Sales Director at your last company. Always winning awards and compliments from the CEO. Now you are a retail sales manager calling on a small account. Where do you go from there? And how do you claw your way back up the ladder? Hard work, of course. That you are doing something so tied to your strengths and stature that you feel genuinely good about the work that you do? Happiness at work is not a throwaway concept. Boredom “ This is a huge one for me. Similar to happiness but this is one of my biggest fears in life. That I allow my work to become robotic. Not challenging or without any kind of learning curve. I hate being bored. In , I turned down three job offers from three different companies wrong company, wrong position, wrong offer. The position I took came eight weeks later. When is it OK to accept the wrong job or job offer? Did you turn down the wrong job? If so, what happened?

### Chapter 7 : Effective Career Development | Right Person, Wrong Role | Right Management

*All it needs to state is your intention to leave the company and your last day on the job. You can be cordial, but you don't want to be too laudatory of your employer. Miranda suggests the.*

Are You in the Right Career? What is making you unhappy? If you often feel anxious, bored or stressed at your current job and struggle with or dislike your daily tasks, a career transition may be necessary. You will also know you have chosen the right one when you align with the beliefs and values of the company you are working for. People end up on the wrong career path for many reasons. They may choose a job to please a friend or family member, to achieve a certain status or salary, or simply because it seemed like a good idea at the time. You can discover those goals by asking yourself the following questions: What do you enjoy doing? What skills do you use when doing the things you enjoy? What means a lot to you? What are you good at? What do others admire about you and why? Assess your background and personality. When you know what you want out of your career, evaluate your qualifications for jobs in that field. Two of the most important factors in choosing your ideal path are your background education, previous experience, practical skills and your personality character traits, interests, values. Ideally, your career should be a place where your personality and background intersect. Startups need jacks-of-all-trades and typically require all employees to wear different hats. Everyone has advice, has seen it all and always knows what to do when it comes to careers â€” or so they think. Career coach Phyllis Mufson of Catalyst for Growth noted that outside advice can be very helpful, but only if you take control and ask specific questions that will assist in your self-discovery and career research. Family and friends can be far more important in helping one get a job after the appropriate career path has been determined. Be open to all possibilities. No matter the stage of your life or career, the most important thing to remember when choosing a job is to keep your options open, career experts say. Additional reporting by Nicole Taylor. Some source interviews were conducted for a previous version of this article. Shannon Gausepohl Shannon Gausepohl graduated from Rowan University in with a degree in journalism. She has worked at a newspaper and in the public relations field. Shannon is a zealous bookworm, has her blue belt in Brazilian jiu jitsu, and loves her Blue Heeler mix, Tucker. You May Also Like.

## Chapter 8 : How to Choose the Best Job for You

*Not all job seekers go right to the niche job boards, so you'll want a presence on the bigger, broader job search sites, such as CareerBuilder, Monster, SimplyHired, Indeed, and Glassdoor. When you're ready to post, we've got a great job advertising guide to help.*

Roberta Chinsky Matuson It happens to the best of us. The answer depends on the situation. The Need for Proper Onboarding Many organizations throw people into their jobs with little thought as to how these they will be assimilated. They expect new hires to show up and become a productive part of the team with little direction. Take a closer look at your onboarding process. If not, step back and offer more guidance. You may be able to turn this situation around. The employee may have the skills to do the job, but appears to be the wrong fit for the organization. This is likely due to a mismatch with the corporate culture. In fact, changing behavior is not an easy thing to do. Investing resources in a newly-hired employee who has yet to prove their worth may simply not be prudent. Workplace expert Simma Lieberman of San Francisco based Simma Lieberman Associates believes it is important to hire for fit before you hire. Lieberman suggests taking a closer look at the characteristics of this person. Do their values align with the values of the organization? Smooth Out Exit Transitions Too often employers are afraid to confront employees regarding performance issues. Instead, they pray this person will resign, which is rarely how things end. Lieberman believes it is best to have an open and honest discussion with a new employee who appears to be the wrong choice. She suggests talking to the person about observable behavior. For example, suppose you have a new employee who seems to be out every Friday. The response you receive will help determine next steps. If this person is having a daycare situation that can easily be resolved with a different work schedule, then you can move forward together. Whatever you decide to do next, Lieberman urges employers to document the conversation in case the matter comes up again. Documentation One of the top reasons employees sue their former employers is because they feel they have been treated unfairly. Lawsuits can be expensive for employers, regardless of the outcome. Like Lieberman, he urges employers to document problems when they occur. Even if the employee is in their probationary period. Terminations During Probation and Other Misnomers Some employers think they can simply fire this person because they are still on probation or think they can work in an at-will state, where both employers and employees are free to terminate the relationship with or without cause. It is still highly advisable to have a conversation regarding the situation and to document what has been said and what has been agreed upon. What to Watch for on the Way Out State wage laws are complex and vary from state-to-state. Kane finds it is quite common for employers to violate the state law act unintentionally. For example, in certain states employers are required to pay out all unused accrued vacation time on the last day of employment. Some states require that terminated employees be handed their final paycheck on the day they are terminated. Certain states require employers to distribute information regarding filing for unemployment benefits, while Federal laws require notification of the right to continue health insurance. Kane recommends that employers get legal advice or otherwise become very familiar with wage act requirements of each state they operate in order to avoid paying hefty penalties or expensive law suits. Learn from your Mistakes Hiring mistakes are costly and divert attention that is better spent moving the business forward. Examine your hiring process and make corrections where necessary to avoid making the same mistake twice. Her firm helps organizations accelerate productivity and profitability by increasing employee engagement.

## Chapter 9 : Common Hiring Mistakes: New Employee And Wrong Choice | calendrierdelascience.com

*May 15, Â. When you advertise job vacancies for your company, make sure that all the job requirements such as responsibilities, required education, experience, knowledge, and skills are clearly mentioned.*