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# HR 101

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**Marcia Dickerson, PhD, SHRM-SCP**

Marcia Dickerson Consulting  
[www.marciadickersonconsulting.com](http://www.marciadickersonconsulting.com)

# Human Resources Management

The formal systems devised for the management of people in an organization



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## A few assumptions about you...

### **Productivity**

You want to maximize revenue and reduce costs

### **Expertise**

You're skilled in your area of business, but want help with HR

### **Size**

Your organization is too small or lean for a dedicated HR employee

### **Culture**

Your HR practices should support the organizational culture

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## THREE THEMES

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### **Take baby step**

Even small changes to your HR practices can help you meet goals




### **Write things down**

Create consistency and save time by documenting systems for HR



### **Evaluate the process**

Review your HR practices to see what works best for your organization



Understand the trade-offs  
between hiring and training for  
skillsets

Explore ways to onboard new  
employees to enhance learning  
and reduce information overload

Recognize the value of an  
employee handbook and the  
baseline set of handbook policies

Discover the variety of ways to  
train and develop employees for  
performance and engagement

Evaluate options regarding low  
performing employees

# Learning Objectives

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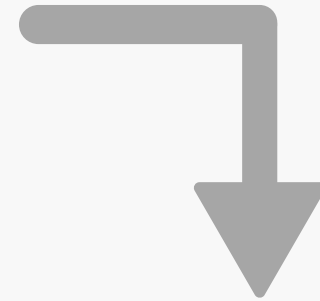
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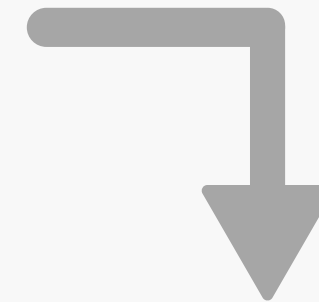
# Hiring

It's a process that requires some planning and preparation

**Define  
the job**



**Recruit**



**Select**

# Write or Update Job Descriptions

To hire properly, you need to formalize tasks, duties, and responsibilities

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## Problems with Absent or Outdated Job Descriptions

- Misleading recruiting and hiring
- Imbalance in workloads
- Mismatch with performance appraisal
- Lack of efficiency (duplicated tasks, missing tasks, time padding)

## Recruiting Sources

- Walk-ins/online inquiries
- Word of mouth and mouse
- Employee referrals
- Advertisements

## Realistic Job Preview

- Don't hide negative parts of the job
- Increases fit and retention

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# Recruiting

Attract a pool of qualified applicants



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# Selection Methods

Choose methods that accurately predict future job performance



## Highly Predictive

Work sample, structured interview, skills test



## Adds Information

Personality assessment  
(The Big Five)



## Not Predictive, but Necessary

Applications, reference checks

## STRUCTURED INTERVIEWS

- Questions are written before the interviews
- Applicants are asked the same set of questions
- Interviewers gather information about knowledge, skills, and abilities
- The interviewer takes notes
- Benchmarks for evaluation are used

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# Interviews

Choose structured over unstructured

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## Hire Hard, Train Easy

Hire someone with all the  
skills you need



## Hire for Fit, Train for Skills

Hire someone with potential  
and teach them the job

## **Baby Steps**

Even small improvements to formalize the hiring process can improve the bottom line

## **Write Things Down**

Update the tasks, duties, and responsibilities in each job

Write interview questions before the interview

## **Evaluate the Process**

Figure out which recruiting sources and selection techniques work best for you

# Summary

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# Employee Goals and Expectations

## **Onboarding**

Integrate new employees with the company and its culture to help them be productive

## **Employee Handbook**

Overview of company policies and procedures that provides a reference to employees

## **Performance Appraisals**

Measures work-related strengths and weaknesses of employees

## **Be Prepared**

Set a schedule, provide documents, and set up support

## **Get Staff Involved**

Create opportunities for meet and greet, and give the employee a contact

## **Follow Up**

Check in regularly and follow up to answer questions

# **Onboarding Tips**

Prepare workers to fit in and be efficient more quickly

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# Employee Handbook

How many policies and procedures do we need?

Too few policies:

- lax
- subjective
- time-consuming



Too many policies:

- punitive
- restrictive
- time-consuming



# Which Policies?

At a minimum, consider these policies



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**Benefits**

**Safety &  
Security**

**Anti-  
Harassment**

**Discipline**

**Social  
Media**

**Customer  
Service**

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## Benefits

- Give positive reinforcement and identify training needs
- Determine employees' personal goals
- Establish legal protection

## Best Practices

- Use a formal system
- Have a one-on-one meeting
- Don't let performance appraisal be the first time you deliver negative feedback

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# Performance Appraisal

Evaluate performance annually

# Summary

## **Baby Steps**

Meet with managers to determine where to formalize first to make the most impact.

## **Write Things Down**

As situations arise, keep track of onboarding topics, needed policies, and elements of performance worth measuring.

## **Evaluate the Process**

Schedule time to determine where the gaps in your processes are causing problems.

**Needs  
Assessment**

**Training &  
Development**

**Evaluation**

# Training & Development

Prepare employees to perform  
current and future work tasks

# Adult Learning

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Adults have the need to know why they are learning something

Adults have a need to be self-directed (want some control)

Adults bring more work-related experience into the learning situation

Adults enter a learning experience with a problem-centered approach to learning (rather than just memorization)

Adults are motivated to learn by both extrinsic and intrinsic factors

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**On-the-job  
training**

**Mentoring**

**Training  
Manual**

**Coaching**

**Courses**

**Recurring  
Training**

# **T & D Options**

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## Best Practices

- Document standard operating procedures as much as possible
- Consider the trainer's job skills AND training ability
- Use mobile technology to capture photo and video guides
- Don't let unsanctioned OJT occur
- Evaluate the OJT over time

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# On-the-Job Training

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## **Retrain**

Use for mistakes, lack of knowledge, and degraded skills

## **Reassign**

An employee with the right attitude and a lacking skill set may be better in another role

## **Discipline**

Use for rule violations, and give room for improvement

## **Terminate**

Use for ethical breaches and intentional defiance of rules

- Bad behavior is not corrected
- They affect employee morale
- Productivity and customer service are damaged
- They're unwilling to change
- They violate major rules

# Termination

When is it time to let an employee go?



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# HR & Accountability

Every termination is a failure of HR



## Recruitment & Selection

The selection method didn't weed out poor candidates



## Onboarding & Training

Training didn't correct work-related problems



## Performance Appraisal

Performance feedback wasn't able to redirect behavior

## **Baby Steps**

Identify areas in which employee performance consistently seems to lag

## **Write Things Down**

Begin recording institutional knowledge over time to create a guide for training  
Record discipline and retraining for a paper trail

## **Evaluate the Process**

Do a post-mortem on your last terminations--where did HR fail?

# Summary

# How can I help you?

## HR Boot Camp

Small group training in HR -- contact me for upcoming dates

## HR on Retainer

Contact me about a monthly retainer for all your HR needs

## Specific Projects

Create your employee handbook, train your managers on conducting interviews, or create a per

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# Contact Me

[www.marciadickersonconsulting.com](http://www.marciadickersonconsulting.com)

318-278-0097



Dickerson Management &  
Career Consulting



@dickersonconsulting



Marcia Simmering Dickerson



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