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PERSONAL PLANNING

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"I'm allergic to cats, dogs, snakes, fish and all kinds of small birds. Is that a problem?"

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FINDING AND HIRING QUALIFIED PERSONNEL

IF you need to hire people to help run your business, and you probably will at some point or another, you will succeed only if you find reliable, responsible, willing workers – you can't do good business unless you have good people.

However, recruiting and hiring the right people for any job is a challenging, costly and time consuming task. In fact, many companies devote a whole section of their company – their personnel department – to handle this task.

UNDERSTANDING THE RECRUITING PROCESS

RECRUITMENT can be thought of as a three step process:

- first, potential workers must be attracted to your company
- second, the best candidates must be selected or persuaded to join your staff
- third, it must be expected that eventually people will leave and new workers will need to be found

This cycle of attraction, retention and attrition is rather straightforward and needs little explanation.

There is always a place in the world for the person who says, "I'll take care of it."

POWERPOINT

However, over time, your company will tend to become increasingly homogenous as people who don't fit in leave, and those who do fit in, stay and gain influence. This "homogeneity" results in some positive and negative effects that should be kept in mind every time you hire someone new.

A company with too much of the same kind of talent and the same kind of thinking is prone to becoming static, apathetic and unresponsive to pressures for change and innovation. It also risks the danger of becoming so self-satisfied that conflicting opinions are shut out. On the other hand, a company filled with people who just can't get along, including a couple of misfits who will undoubtedly sap a considerable portion of your managerial energy, can likewise

cripple a company. Thus, a balance has to be struck between hiring people who fit it and will remain loyal and hiring people who will keep others on their creative toes and be somewhat rebellious to the “old ways of doing things.”

NOTE Errors in employee selection often result when personnel departments are left scurrying around to fill “surprise” openings. To avoid this, your company should create an ongoing human resource program that ties in with your company’s overall business and strategic planning process. It has proven beneficial for many companies to maintain visibility through a recruitment program – even during periods of reduced hiring.

Quality people make a quality company. Recruit the best and you will be the best.

SUPERTIP



BUILDING YOUR ORGANIZATION

INITIALLY, your organization will be built around yourself acting as the owner manager, and perhaps a few other co-owners – ideally – each with different backgrounds and aptitudes. The unifying goal of all involved should be to make the company successful. As your company grows your needs will increase and eventually you will need to fill additional positions.

To help identify your organizational needs, it is a good idea to draw an organizational chart.

NOTE To help identify your organizational needs draw an organizational chart. The example shown on **page 8** is for a small manufacturing business with 50 to 100 employees. An organizational chart summarizes your management structure and helps explain who reports to who.

Determining Your Workforce Needs

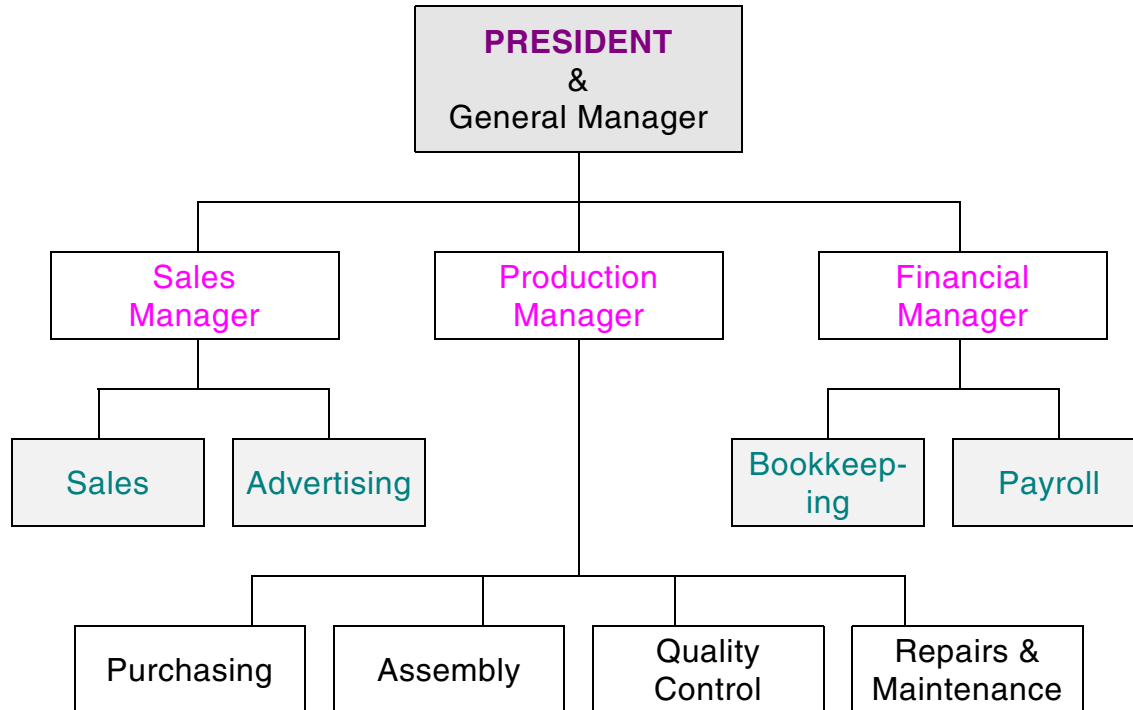
Below are some of the more common positions you may need to fill:

General Manager – Person who is responsible for managing and supervising department heads or department managers, or functions in all categories of management.

Office Manager – Person who is responsible for personnel, book-keeping, budgeting, payroll, credit management, contracting out legal and accounting services, and supervising secretaries and other office workers.

Operations Manager – Person who is responsible for supervising factory workers and managing overall plant operation.

Organizational Chart for a Manufacturing Company



Purchasing Manager – Person who is responsible for purchasing inventory, supplies, equipment, and machinery as well as supervising purchasing agents.

Retail Store Manager – Person who is responsible for opening and closing the store, store decoration and layout, as well as supervising customer service workers, cashiers, janitorial staff and stocking clerks.

Sales Manager – Person who is responsible for sales office supervision, servicing accounts, advertising and sales promotion, and field sales supervision.

Warehouse Shipping & Receiving Manager – Person who is responsible for receiving and storing inventory, handling

orders, shipping orders, warehouse security and warehouse maintenance.

Strategies for Finding Job Applicants

You can find job applicants using government employment services, private services, help wanted signs and newspaper classifieds. You can also find job applicants by contacting friends, neighbors, customers, suppliers, present employees local associations or even nearby universities and colleges.

Government Employment Services – Each State has an employment service (sometimes called Public Employment, Unemployment Bureau or Employment Security Agency). All are affiliated with the United States Employment Ser-

I think it's ludicrous that it takes seventeen unions to build a motor car in Britain.
LORD SCANLON

vice. Local offices are ready to help businesses with their hiring problems. Many can screen applicants for you by giving an aptitude test.

Private Employment Agencies – For a fee, you can have an employment agency help find and weed out potential applicants (see Guidebook #37 for more details). However, considering that this fee can range from \$500 to \$1,200, most start-up companies are probably better off doing their own hiring.

You're only as good as the people you hire.
RAY KROC

Newspaper Advertisements –

Newspaper advertisements can pull in applicants. However, if you list your phone number at the store, you may end up on the phone instead of dealing with your customers.

Using Help Wanted Signs – Another source of applicants is placing a “Help Wanted” sign in your own front window. Of course, you may get a lot of unqualified applicant inquiries about the job and these inquiries may interfere with your customer service – you can’t interview an applicant and wait on a customer at the same time.

Using TEMP Services – If you need new staff in a hurry, consider using a TEMP service (see Guidebook #37 for more detailed information on using TEMP services).

Strategies for Hiring the Right Person

After you have a selection of applicants from which to review resumes and interview, use the following guidelines to help

you make the right decision:

Don't hire a person who – is loaded with credentials but gives you a funny feeling; looks like they will agree with everything you say regardless of whether it is right or wrong; or is looking for an office romance (work and play don't mix well).

Hire a person who – meets your pre-established criteria; gives you a good feeling; looks like they'll get along with you and others on your staff; is open to learning new things; has positive attitude toward customers, merchandise,

I see these CEOs wandering around with their blow-dried hair, their \$3,000 suits, their 23 year-old trophy wives and I think, "These are the stewards of millions of jobs." I'd give anything if the old man in the White House would call them in and tell them: "I'll support you, or I'll tear your head off. I'm tired of excuses. I want the jobs to stay here; I want the TV's made here. No excuses. Let's go back to basics.

H. ROSS PEROT

services and business; and looks like they'll fit in both physically, mentally and personality wise.

If you are looking for an effective manager to help run your company, hire a person who – exhibits both people and production qualities simultaneously, as well as exceptional organizational abilities.

If you can point to such a person, not only will you have someone who can get the job done while caring about the people who do it, but once in awhile you will be able to take a vacation with no fear of coming back to a company

in shambles. A good manager will also view their work as an enabling process, one that molds people, resources and ideas into a forward moving whole. A good manager will also view themselves as a key link in a decision making chain and have no problem giving and taking.

If you are looking for an effective leader to inspire your company, hire a person who – is unafraid of change or new ideas; seems predisposed to work from high-risk positions, especially when sensing extraordinary rewards and opportunity; tends to relate to people and events in a more intuitive and emphatic way; has oodles of charisma.

NOTE A true leader may become part of your company, but will never

be owned by your company.

Nine Reasons Not to Hire Any Employees

Very few businesses can exist without employees. However, here are nine reasons why you should stay small and not hire any employees at all.

REASON 1 – If you hire an employee you will increase your administrative

Hiring Retirees

RETIRED PERSONS offer small businesses an opportunity to get experienced help on a part- or full-time basis. They may teach you and other employees what they have learned over the years. Retirees usually are very loyal and hard workers.

responsibilities. When you hire an employee, you add a whole new dimension to your own work. Not only will you need to concern yourself with making sure that your employee's job is both interesting and meaningful, but you will spend many hours carefully planning your employee's work load and responsibilities so as to maximize output and minimize cost. Furthermore, you will feel the necessity to develop systems and procedures to implement some kind of quality control in order to assure that only the highest quality work or product ever

When recruiting new workers: you can hope and pray that the person you end up with works out okay; you can find and hire winners – which is hard and costly to do; or you can hire potential winners and systematically train them to win. Of these three options, the first is the most often used, the second the most often dreamed about, and the third, the one that realistically every company should strive for.

SUPERTIP

reaches your customers i.e., you will waste time checking everything your employee does before a client sees it.

REASON 2 – If you hire an employee you will increase your financial responsibility.

The responsibility of regularly paying someone else to work for you can become a horrible burden. As a single person, you can roll with the fluctuations in work, perhaps even taking advantage of slow periods to take time off or do neglected self-development work. With an

employee, you must figure out how to maintain a regular, stable workflow so that you can create the steady source of in-

come needed to pay your employee a regular paycheck. Occasionally, you may even have to eat into your savings.

REASON 3 – If you hire an employee you will get less time

off. Gone are the days when you can use slow business periods to relax, take vacations, catch up on backlogged work, or learn new skills. You must now spend that time keeping enough work going to pay your employee, or supervising what your employee is doing.

REASON 4 – If you hire an employee you will periodically suffer the “delegating work blues.” In theory, delegat-

People are nature's greatest miracle. Each person is different in appearance as well as ability, and we should capitalize on, rather than despise, these differences. Have faith in people. Cynicism sours the disposition.
POWERPOINT

ing sounds like a good thing. In practice, it is often more difficult than it sounds. When you give someone else work, you have to figure out how to measure whether the work is being performed completely and correctly. Because the other person isn't you, and doesn't think or do things the way you do, you might also experience a nagging feeling of doubt and anxiety creeping in as you start noticing little signs that your employee might be making mistakes, or worse yet, faking competence.

REASON 5 – If you hire an employee you will waste time training them. Not only will you have to waste time recruiting an employee, but you will also have to waste time training them too. And

what if he or she leaves after a month or two? The value of the time you spent getting a new employee to the point of productivity is almost always much higher than the added productivity you will likely receive from your employee in their first year.

REASON 6 – If you hire an employee you will always have to set a good example. To expect an employee to do good work, you will have to set a good example by constantly working hard yourself. This forces you to give up the greatest advantage of a one-person business: flexible time. If you decide to spend the morning reading back issues of trade journals or taking a walk in the park, what do you think the employee is going to conclude about your working habits? With

Power tends to corrupt and absolute power corrupts absolutely.

**JOHN
DALBERG-
ACTON**

an employee, being able to goof off from time to time or to set your own schedule could become the thing of the past.

REASON 7 – If you hire an employee you will end up working at their pace

not yours. From the first day of hiring an employee, you have to give up your own pace for the employee's pace. You can't expect the employee to come in at five just because that is when you are most productive. You must now schedule your work in a more normal way. Soon you will be asking yourself:

“Didn't I start my own business to escape the 9 to 5 rat race.”

REASON 8 – If you hire an employee you will increase your overhead and possibly lose profits. The greatest prof-

itability in business comes from maintaining a low overhead and keeping costs down. A highly talented one-person business owner working cooperatively with others as subcontractors can handle large or complex jobs far more efficiently than a comparable number of employees. And have more fun earning more money doing it.

REASON 9 – Managing a workforce is complicated. Managing a workforce is becoming increasingly complicated as there are more than 100 rules and regulations being enforced by local, state and federal authorities. You will undoubtedly need to seek guidance through this maze, by contacting the appropriate government authority when necessary. Also complicat-

Managing a workforce is becoming increasingly complicated as there are more than 100 rules and regulations being enforced by local, state and federal authorities.

ing the management of workers is the new generation of workers who are looking for a good challenge, incentives, opportunities to learn, and more chances to be creative. Gone are the days of simple expectations, when employees were satisfied with a decent wage and a safe, cleaning working environment.



Common-law & Statutory Employees

Common-Law Employees –

Every individual who performs services that are subject to the will and control of an employer as to what is to be done and how it is to be done is a common-law employee. Two of the usually characteristics of an employer-employee relationship are that the employer has the right to fire an employee and the employer supplies the tools and the place to work. Employers must withhold federal income tax, social Security tax, and where required state and local income tax from common-law employees. Also, employers must pay their share of Social Security and federal and state unemployment tax for such employees.

Statutory Employees –

In many states, a statutory employee is one who works for an employer in any one of the following four categories: **1)** A driver who distributes meat, vegetables, fruit, bakery products or beverages (other and milk) or who picks up and delivers laundry or dry cleaning, for r the driver is your agent or is paid on commission; **2)** a full-time insurance salesperson; **3)** an individual who works at home on materials or goods that you supply and that must be returned to you or to a person you name – you also furnish the specifications for the work to be done; and **4)** a full-time traveling or local salesperson who works on your behalf and obtains orders form wholesalers, retailers, contractors or operators of hotels, restaurants or similar establishment. The goods sold are merchandise for resale or supplies for use in the buyer’s business. Business owners are not required to withhold federal and, where applicable, state or local income taxes from the wages of statutory employees.

DEVELOPING A PAY PLAN

PEOPLE LIKE mysteries, but not when it's about how they are paid. Employees like to know and understand exactly how they are going to be paid. They like to know what is the minimum they can expect and what they can strive for if they work harder. They also like to see that the pay plan is equitable (fair) and equal (uniform).

Outlined below are various factors you need to examine more closely when developing a pay plan:

How much should you pay? A survey of who's paying how much for what in your locality is the best way of finding out how much you ought to pay for each of your

In the long run, developing a pay plan can help you: recruit employees, keep employees, and motivate employees.

jobs. You should also be able to get all the data you need from sources such as your local Chamber of Commerce, major firms in your area, or from such national sources as the U.S. Bureau of Labor Statistics, the Administrative Management Society, or the American Management Association. If you belong to a trade association, you may be able to get its help to find out what the going rate is for one or more jobs in each pay level.

NOTE Wages and working conditions are controlled to some degree by labor laws and to a great extent, by local practice. *The National Bureau of Labor Statistics* can provide surveys of conditions in local markets.

Pay Range – The going rates you find for each pay level can then become the midpoints of your pay level range. Typically, the minimum rate in a level is 85 percent of the midpoint rate and the maximum rate is 115 percent of the midpoint. With this arrangement, a new employee can increase his or her earnings by 35 percent without a job change. For example, if the pay level is \$490 per week minimum and \$660 per week maximum, the midpoint is \$575.

NOTE Usually, it is wise to set wages at the midpoint of current practice to allow for incentive and future growth. Keep in mind that employee benefits can add from 20 to 40 percent to the cost of your payroll.

As a general view, remuneration by fixed salaries does not in any class of functionaries produce the maximum amount of zeal.

JOHN STUART MILL

Pay Levels – Consider creating pay levels, i.e., paying differently for different classifications of jobs, to encourage workers to develop their skills.

Pay Increases – There are several ways to increase an employees pay:

Merit Increases – Merit increases are granted to recognize performance and contribution.

Promotion Increases – Promotion increases are given to employees assigned to different jobs in higher pay levels.

Probationary Increases – Probationary increases are given to newer employees who have attained the necessary skills and experience to function effectively.

Tenure Increases – Tenure increases are given for time with the company.

General Increases – General increases are granted employees to maintain real earnings as economic factors require and to keep pay competitive.

NOTE Most annual increases are made for cost of living, tenure, or employment market reasons.

Commissions & Bonuses – For incentive purposes, it can be helpful to supplement the base salary with commissions. Commissions and bonuses can be implemented as follows:

1. The minimum sales quota can be varied by the month. In February, for example, when sales are usually slow, the quota should be lower than in De-

For incentive purposes, it can be helpful to supplement the base salary with commissions.

ember when business is better. The salesperson earns his or her commissions on those sales that exceed the minimum quota.

2. A group commission can be based on the total sales of the store or department and divided equally among all the full-time employees. The group commission encourages the employees to work as a team, and help prevent jealousy among them.
3. “P.M.” or “push money” (bonus money) can be set aside to encourage salespersons to sell specified items (perhaps slow-moving or high-priced goods that require extra sales effort).
4. Annual bonuses in the form of cash or

merchandise can be given at Christmas or the end of the year. It is also possible to create an informal profit-sharing program whereby a cash bonus is figured as a percentage of company profits for the year.

5. A straight commission may be paid instead of a guaranteed salary.

Employee Discounts – Employee discounts can also be used to provide an incentive to workers. Discounts on store merchandise are usually 15% to 20% on items purchased for personal use. A lower discount may also apply when the purchase is a gift or when it is made by a part-time employee. Higher

To find men capable of managing business efficiently and secure to them the positions of responsible control is perhaps the most important single problem of economic organization on the efficiency scale. FRANK H. KNIGHT

discounts can be given to managers or employees of the month. Discounts in a gift or apparel store encourage employees to buy clothes or jewelry that they can “model” while they work.

What a Well Thought-out Pay Plan Can Help You Accomplish?

In the long run, a well thought-out pay plan can help you:

- recruit employees
- keep employees
- motivate employees

Recruit – Use pay ranges to provide competitive hiring rates for attracting high caliber employees.

Retain – Use a performance appraisal plan and pay increase to encourage performance plus growth and development within your organization.

Motivate – Use your pay plan to provide employees with something to shoot for and keep them interested and enthusiastic about their present assignments.

NOTE The workforce payroll is often the greatest single expense in a company's budget. If this is the case in your company, employee selection, training and supervision are of primary concern. In fact, it is estimated that each turnover of an em-

ployee costs 500 times the hourly wage. Retaining good employees is critical.



Trade unions are the only means by which workmen can protect themselves from the tyranny of those who employ them. But the moment that trade unions become tyrants in their turn they are engines for evil: they have no right to prevent people from working on any terms that they choose.

MR. JUSTICE LINDLEY

WRITING A JOB DESCRIPTION

IT IS QUITE useful to write a job description for every person you hire. Not only does this help set the framework for your personnel policies and determine more precisely your needs when recruiting personnel, but it also helps you establish a record of the jobs responsibilities in case these should come into question at a future date. Furthermore, it simplifies placement and training of employees and improves communication. In addition, all the information gathered for your job description can be used to create newspaper or bulletin board ads

A well thought out job description enables employees to accurately describe what they do. This gives them a starting point to monitor and improve their performance.

SUPERTIP

for the position that needs to be filled.

Seven Basic Parts of a Job Description

The main function of a job description is to specify the duties and responsibilities a job will require. Many job descriptions will also indicate specialized skills, education, and qualifications required. By laying out this criteria, as well as others outlined in this section, you give your prospective applicants ample material to help them decide whether they meet the requirements of your job as well as your personnel department the necessary information to screen applicants (see **page 25** for two sample job descriptions).

NOTE The information accumulated in a

Job Description can also be used as a starting point to help write an employment contract.

- 1. Name of Company or Organization** – The top of your job description should have your company name or organization. It may also have a competition number and a competition deadline.

Competition Number & Deadline – The competition deadline, along with the competition number is often located at the top of the job description. It is usually used by large organizations and governments with large staff requirements.

- 2. Job Title** – Following your company name should be the title of the Job in

question. This is what makes the job different from other jobs. In this section you may also want to include:

Organization Unit – If your company is large you may need to indicate which division, department, location, or section of your company needs to fill the position (e.g. assistant copywriter, advertising dept.).

Accountability – Title of person to which the job reports.

Supervisor – The name of the person to which the job reports.

The worker should have enough income to provide for himself and his family sufficient to live a life in keeping with their Christian dignity.
POPE LEO XIII

Ex. JOB DESCRIPTIONS

Job Title: Retail Salesperson

Duties: Greets and waits on customers; acquires and communicates product knowledge; records sales and provides accurate change; wraps for shipping and bags items; keeps shelves stocked and organized; directs deliveries; responsible for opening and closing store when manager is away.

Responsible to: Store manager

Requirements: Applicants must be bondable; have good mathematical skills; have previous sales experience; be available to work nights and week ends; be able to learn the use of cash register and other store procedures.

Personal: Must have an easy manner with people; dress and be groomed appropriately; be punctual and reliable; and be able to withstand long hours on the floor.

Competition #: C2341

Competition Deadline: 5/12/95

Company Name: Harry's Pet Supplies

Job Title: Assistant Manager

Job Summary: Manager in a Pet Supply Shop.

Primary Duties & Responsibilities: The Assistant Manager will be responsible for opening and closing the store on weekends and assisting in all aspects of running the store. Some cleaning up at the end of the day required.

Skills & Qualifications Required: High School Diploma and 3 years management experience; University graduate with a degree in business (preferably sales)

Terms of Employment: Base salary is \$1,200 a month. Commissions will be based on 5% of sales.

Prepared by: Harry Griswald

Approved by: Sally Griswald

Date Posted: 5/12/95

3. Job Summary – A job summary may be a short statement outlining the purpose or mission of the job in question, or it may be quite involved touching upon many aspects of the job ranging from: its basic function, work to be performed, and its supervisory, technical or administrative scope and purview.

However, before you can properly write a job summary you may need to gather information on the following factors to round out an overall understanding of the position:

We decided the best way to become the customer's restaurant of choice was to become the employer of choice. Our plan on this front was two-pronged: to work harder to develop the potential of the people we already had, and to move aggressively to attract and retain the best people we could find.

JAMES NEAR

Chairman & CEO, Wendy's International

Physical Environment and Related Working Conditions – Collect information to answer the following questions:

- Are there any unusual or special physical or environmental aspects one should know about in recruiting suitable applicants?
- Is it likely to be hot or cold?
- Is the work indoor or outdoor?
- Will it be dusty, humid, or odorous?
- Will the job be performed in an office, factory, or shop?

Equipment, Machinery or Tools to be Used

– Collect information to answer the following questions:

- With what equipment, machinery, or tools will the employee be working?
- Will he or she be using any special instruments, gauges, or apparatus in the course of performing their duties?

Level of Complexity and Extent of Responsibility and Authority

– Collect information to answer the following questions:

- How difficult is the job?
- Is it fairly simple, or is it difficult or complex?
- How much authority will the person holding the job be expected to exercise?

Access to Confidential or Competitive Information – Collect information to answer the following questions:

- What is the degree of discretion the person will be expected to exercise in working with such privileged information?
- What is the degree of confidentiality?
- Will the applicant have to sign any agreements?

Extent of Independent Judgment and Initiative Required

– Collect information to answer the following questions:

- Will the person be expected to make decision on his own, or is he more likely to carry out fairly routine and standardized instructions?

Extent of Supervision and Direction Received – Collect information to answer the following questions:

- Is the supervision in the assignment fairly close and constant, or will the employee work pretty much on his own, with only indirect supervision from management?

Extent of Job Ambiguity – Many jobs are clearly defined and highly structured and are subject to relatively little variability. However, when they are not, you will need to collect information to answer the following question:

- Is the position fairly structured, or is there a high degree of ambiguity and uncertainty in the assignment where the person cannot rely on precedents or

I want workers to go home at night and say, “I built that car.”

**PAHR B.
GYLLENHAMMAR**

clearly prescribed company policies and procedures to guide him?

Extent of Pressure Involved – Collect information to answer the following questions:

- Does the job entail stress or pressure, and if so, what is the nature and extent of the pressure?

Principle Working Relationships – When significant to the job, for instance, sales, marketing and public relations jobs, a statement describing the relationship of the job with internal and external groups or between one job and another should be made. Collect information to answer the following questions:

- What degree of contact is there with the public or with customers?
- What is the nature and degree of contact the person will have with other persons within the organization?
- Will there be contact with government officials?
- What are the extend, purpose, and possible ramifications of such contact?

Other Significant Feature of the Position – List any other special or significant features of the position not already covered above.

4. Primary Duties & Responsibilities – Probably of greatest importance in developing a job description is a comprehensive statement of the pre-

Of greatest importance in developing a job description is a comprehensive statement of the precise duties, tasks and responsibilities of the position.

cise duties, tasks and responsibilities of the position. For complex jobs, you may need to break down a general statement into smaller statements, each outlining “what” is performed, “why” it is performed and when it is not self-evident “how” it is performed.

All statements should be related only to the work to be performed, identify only the most predominant and significant duties, and convey a measure of frequency of occurrences.

List the main duties in order of importance and estimate the percentage of time spent on each. Also list other duties not performed on a regular basis.

NOTE Begin job description statements with action verbs e.g. Sweep the floor; Clean the machinery.

5. Skills & Qualifications Required –

This part of the job description outlines the skills and qualifications needed to successfully meet the primary duties and responsibilities.

Level of Education – What is the preferred major? Will high school suffice, or is a college education really essential? In what fields or course of study should he have specialized?

Extent of Prior Work Experience – What is the nature and type of previous experience the applicant should possess? How much prior experience is required?

Begin job description statements with action verbs e.g. Sweep the floor; Clean the machinery.

Specialized Skills – Should the applicant bring to the job any specialized or technical skills? For example, how fast should the applicant be able to type? What computer programs should the applicant be familiar with? Does the applicant need any special state licensing or certification?

Level of Intelligence Required – Some jobs make rather stringent mental demands, while others are fairly simple, routine, or repetitive in nature and fail to present enough of a challenge to a person with a higher degree of mental ability. You should indicate the minimum level required to perform the duties and responsibilities satisfactorily.

Essential Personality Characteristics – What personal requirements will the job

require? What degree of physical energy, tendency to act in a deliberate and cautious fashion, personal initiative, creatively and imagination, behavior flexibility, tolerance for ambiguity and job stress, self-confidence and self-assurance, decisiveness, analytical orientation, social bearing, personal projection, interpersonal effectiveness, individual assertiveness, competitiveness, and verbal articulation and spontaneity?

Other Requirements – Beside the items outlined above, you may want to specify, requirements related to:

- unusual working conditions
- travel requirements
- relocation requirements

Hire good people and let'em do their jobs. Otherwise, why hire'em?
BILL VEECK
Baseball Club Owner

- hours and schedules of work
- hazardous or difficult environmental conditions

You may also want to detail the responsibility for dollar results and supervision.

6. Terms of Employment – The terms of employment outline factors such as benefits, salary, starting date, and working hours.

Health Benefits – Describe health benefits like life insurance; medical, dental and vision care; prescription drugs and major medical expenses covered.

Other Benefits – Describe other benefits such as use of a company car, subsidized

housing or maternity leave.

Salary – Your total employee compensation package, may combine a variety of payment methods such as straight salary, straight commissions, salary plus commissions, bonuses, profit sharing and stock options. Describe the time and method of payment for both regular and overtime work. Indicate the amount per hour, month or year, whether or not the salary is negotiable or dependent upon.

- ❑ **Straight commissions:** Commissions are paid in units or dollars and computed as a percentage of the employee's total sales made.
- ❑ **Salary plus commissions:** This form of remuneration offers the employee both the stability of a salary and the incen-

Generous programs of employee benefits, such as group health insurance, tend to reduce labor turnover.

SUPERTIP

tive of a commission; a common split being 80% salary and 20% commissions.

NOTE A national survey reports that about 21% of all sales representatives are paid through commissions only, while over 50% are on a salary-plus-commissions system.

- ❑ **Bonuses:** Bonuses are frequently used as incentives at the executive level, although they can be used at lower levels too. Bonuses are attractive because they provide additional employee income when profits are up, and defer this expense when times are hard. Because of the broad nature or executive-level duties, most traditional bonus systems tie monetary or other

rewards to overall corporate or divisional performance. But the same concept can easily apply to smaller groups - or to a total workforce.

- ❑ **Profit Sharing:** As its name implies, distributes a percentage of the company's profits to employees. Southland Corp., the holding company of 7-eleven stores, shares 10% of its pre-tax profits with 50,000 employees at 7,000 store locations. Such programs foster within employees both cost and profit consciousness.
- ❑ **Stock Options:** Employees, usually of high ranking within the company, can be paid a portion of their salary in stocks, or have the option of buying stocks at a reduced rate. The

If you want a track team to win the high jump, you find one person who can jump seven feet, not seven people who can jump one foot.

**LOUIS
TERMAN**

benefit to the company, is that people who have a stake in the company are likely to work harder to make it succeed.

Starting Date – Write the date position needs to be filled and when the chosen candidate needs to begin their duties.

Working Hours – Describe the number of hours to be worked per week, the number of days per week, evening and holiday work and whether there will be shift work.

7. Prepared by, Approved by & Date Posted – A job description usually ends by detailing:

- who prepared it
- who approved it

- date posted or date of preparation

Prepared By – The identity of the writer, administrator or job analyst who prepared it must be available should questions arise in the future.

Approved By – Who approved it tells the job applicant whether the job posting has received final approval or whether it's merely in the draft stage.

Date Posted – The date posted or date of preparation tells anyone reading it how current the information is.

Most middle managers are really "human message switchers." They gather information, they collate it, collect it, distort it a little bit, hold on to it a lot – because information is power; and then they distribute it. All that takes a long time and is very expensive. It stops the decision-making process cold.

WILLIAM G. MCKOWAN
*Founder and CEO, MCI
 Communications*



CREATING AN EMPLOYEE HANDBOOK

TO ESTABLISH continuity between employee and employer, it is a good idea to develop an employee handbook or policy manual that clearly spells out the responsibilities of the worker and the employer, as well as fundamental company philosophies and policies. This not only gives needed structure to the employer-employee relationship, but also simplifies the managing and training of employees.

Outlined below are key components of a useful employee handbook, including tips

If we face a recession, we should not lay off employees; the company should sacrifice a profit. It's management's risk and management's responsibility. Employees are not guilty; why should they suffer?

AKIO MORIATA
Chairman, Sony

and content strategies (see the following page for sample table of contents; for more detailed information, also refer to the “Minimum Employment Standards” chart on **page 57** at the end of this guidebook)

Fringe Benefits – Clarify any fringe benefits you will be offering your employees. Consider offering discounts on merchandise, free life insurance, health insurance, pension plan and tuition payments at schools and colleges. You might also look into joining with other merchants in a group disability plan and a group workers’ compensation plan. Such a plan could mean considerable savings on your premiums costs.

Grievances – In your employee handbook, establish a plan for handling grievances. Consider the employee’s rights to demand review and establish provisions for third party arbitration if needed.

Personnel Review – If you plan to periodically review your employee’s performance, what factors will you consider? Will you make salary adjustments or training recommendations?

A typical personnel review looks at:

- dependability
- effectiveness in dealing with customers & suppliers
- effectiveness in working with others
- initiative

EMPLOYEE HANDBOOK

A) Welcome Message –

B) History of the Company –

C) You and Your Future –

D) What you Need to Know –

- Working hours
- Reporting to Work
- “Time Clock”
- Rest Periods
- Absence from Work
- Reporting Absences
- Pay Period
- Shift Premiums
- Safety and Accident Prevention
- Use of Telephones
- How to Air Complaints
- Security Policies

E) What Are Your Benefits –

- Vacations & Holidays
- Groups Insurance
- Hospitalization & Surgical
- Free Parking
- Training Programs
- Christmas Bonus
- Savings Plan
- Profit-Sharing Plan
- Suggestion Awards
- Jury Duty
- Military Leave
- U.S. Old Age Benefits
- Unemployment Compensation
- Equal Employment Opportunity

F) Special Services Just For You –

- Credit Union
- Education Plans
- Medical Dispensary
- Employee Purchases
- Company Cafeteria
- Monthly Magazine
- Annual Outing
- Bowling League
- Baseball Team –

G) Company Organizational Chart –

H) Index or Table of contents –

- job knowledge
- quality of performance
- results achieved
- volume of work

NOTE Appraisals of performance help not only the employee whose work is being appraised, but also helps the manager doing the appraising to gain insight into their organization.

Promotion – In your employee handbook, clarify such promotion matters as normal increase of wages and salaries, changes in job titles, and the effect your company's growth will have on this area.

Treat people as if they were what they ought to be, and you help them to become what they are capable of being.

GOETHE

Retirement – Will you offer retirement age benefits? Will you be setting-up a pension plan or annuity plan insurance?

Supervision – The essence of good employee relations is to treat all equally, and to be fair and consistent in maintaining discipline. Be factual and not subjective. Always let the employee know what is expected and whether or not those expectations have been reached. Detail these expectations in your employee handbook.

Terminating Employment – In your employee handbook clarify what happens when an employment relationship ends. Is it expected that both the employer and employee give adequate written notice?

If it is necessary to fire an employee, the employee should be given an honest explanation of the reason for termination. Except in extraordinary circumstances, an employee should also be warned previously, counseled and then given the opportunity to meet the performance standards before employment is terminated. Keep a written record of the steps followed in disciplining an employee, to protect yourself if allegations of unfair treatment or discrimination arise.

NOTE Employee relations are often tenuous and hedged by laws and other restrictions. Thus, if contemplating any critical action affecting an employee, it may be wise to seek expert advice. SCORE members can usually help direct you to the appropriate source of informa-

Time spent in proper training will more than pay for itself by weeding out employees who lack the ability to perform or fit in.

tion.

Termination – Have a written policy on such matters as layoffs, seniority rights, severance pay and the conditions warranting summary discharge.

Time Off – In your employee manual, clarify whether you will allow employee's time off for personal needs, emergencies in the family, holidays, or pregnancy.

Training or Probation – Employees should be given adequate training for the job they are being asked to perform. Time spent in proper training will more than pay for itself by weeding out employees who lack the ability to perform or fit in. Training fosters the

success and high performance of those retained.

Details regarding your training program, could be described as follows:

During a training period, an employee will be considered on probation for an agreed upon length of time, in most cases, three months. During this time, the new employee will be methodically integrated into the workflow and their performance brought up to standard. New tasks will be explained and demonstrated by experienced workers, after which, the employee will be asked to perform the task. While performing the task, trainers will provide constructive correction and reinforcement.

Short, simple and understandable policy manuals accomplish far more than massive unusables.

Vacations – How long will vacations be? Will you specify the time of the year they may be taken. With or without pay?

Miscellaneous – Other matters that should be written up in a policy manual include:

- dress regulations
- hospitalization and medical care benefits
- hours of work
- paid holidays
- severance pay
- time recordkeeping
- wage payment system

NOTE Short, simple and understandable policy manuals accomplish far more than

massive unusable ones. Stacks of paper lying around the office that no one can find when a problem arises, also serve little purpose. Having no policy manual, on the other hand, is also a problem. Policies that are not written down place the employee in an unworkable situation.

Writing a Training Manual

All new employees should be given copy of an operator-training manual, especially if operating complex machinery. This manual should include step-by-step instructions concerning how their job is to be performed, who their supervisors are, and what kind of standards will be expected of them.

Training techniques should also be outlined. Training techniques can range from

classroom instruction to apprenticeship programs in which new employees work alongside an accomplished operator.

An employee training manual should also list production tips, who to contact with questions, and how performance will be evaluated.

Keep your company small, specialized, and flexible so you can take advantage of new trends.

SUPERTIP



DESIGNING AN APPLICATION FORM

THE APPLICATION form is a tool, which can be used to make your task of interviewing and selection easier. The form used should have blank spaces for all the facts you need as a basis for judging the applicant.

Standardized employment application forms can be purchased at any businesses stationary store (a printable sample is shown on **page 59** at the end of this guidebook).

If however, your needs are quite specific you should develop your own application form. When designing your application form, consider adding a sepa-

If he's got golf clubs in his trunk or a camper in his driveway, I don't hire him.

LOU HOLTZ
*Football Coach,
on his criteria for
choosing assis-
tant coaches*

rate section that includes questions that test cognitive ability and personality.

NOTE After you have written the final version of your company's application form, it may be a good idea to take the time to send a copy of it over to your legal counsel to make certain you have not interfered with any EEO laws.



DEVELOPING YOUR INTERVIEWING SKILLS

WITHOUT A doubt, the most frequently used employee-selection device is the personal interview or series of interviews. There is something about a face-to-face visit that appeals to human nature. However, as the chart on **page 43** illustrates, research evidence suggests that the interview is actually a poor predictor of job performance – along with, surprisingly, a candidate’s education and high school or college GPA (the higher the average validity

Three people were at work on a construction site. All were doing the same job, but when each was asked what his job was, the answers varied. “Breaking rocks,” the first replied. “Earning my living,” said the second. “Helping to build a cathedral,” said the third.

PETER SCHULTZ
Porsche, CEO

number, the better the prediction).

The real important predictors are cognitive ability tests, job tryouts and biographical inventories (a candidate’s life experiences).

When developing your interviewing procedure, as well as your overall recruitment strategy, you need to seriously consider the implications of this information.

Types of Questions You Should Ask & Avoid

Knowing what to ask and what not to ask while conducting an interview is critical to its success. You don’t want to waste any time collecting information that is of little

use to you, nor do you want to end up being prosecuted for breaking anti-discrimination laws and regulations. You want to find out, in the shortest amount of time and with the greatest degree of accuracy, what a potential employee is really like – the man or woman behind the glasses, resume and three-piece suit.

To do this you need to arm yourself with the right kinds of questions and questioning techniques, as well as stay clear of dead end approaches and questions that are inflammatory or even illegal.

Ask mainly open-ended questions to extract the greatest amount of information. Open-ended questions may be described as questions that cannot be answered by a simple yes or no. They are designed to make the applicant do most of

Predicting Job Success Rates

Predictor	Average Validity
Cognitive Ability Tests – What is the interviewees learning ability and adaptability?	.53
Job Tryout – What can he or she actually do?	.44
Biographical Inventory – What is his or her life experience?	.37
Reference Checks	.26
GPA	.21
Experience	.18
Interview	.14
Ratings of Training & Experience	.13
Amount of Education	.10
Interest Level	.10

the talking and thus draw out an applicant's true experience and knowledge more than any other kind of question. They also allow the interviewee significant latitude in responding, which often gives you unexpected information that can be used to ask additional questions.

Furthermore, these kinds of questions give you a good chance to assess verbal communication skills and to observe the applicant's pattern of body language.

NOTE Open-ended questions should not be opened ended enough that they encourage a wishy washy response. Phrase your questions to give interviewees enough information to make a reasonable answer. Begin your questions with who, what, when, why, how, tell me, and which.

The interview process is as only as good as the questions you ask.

POWERPOINT

In other words, don't leave your interviewee struggling to figure out what you really want to know (unless you're testing their ability to shoot the breeze).

Ask direct questions ONLY to verify facts. To verify facts about an applicant's

resume, cover letter, or references, it is reasonable to ask straightforward questions. It is also reasonable to ask direct question, if an applicant says something you don't quite understand and you need them to explain further.

Ask indirect questions to approach sensitive areas. Some times asking a direct question can put an applicant on the defensive, or suspicious of your real intentions. To avoid this, phrase your questions in the least threatening

manner possible. For example, instead of asking bluntly, “What was your previous boss like?” ask: “What sort of boss do you work for best?”

Ask hypothetical questions to test reasoning abilities.

The purpose of a hypothetical question is to create a specific job-related situation and then test the applicant’s ability to organize themselves and try and find a solution. These kinds of questions are generally introduced with words and phrases like:

- What would you do if . . . ?
- How would you handle . . . ?
- How would you solve . . . ?
- In the event that . . . ?

Stay clear of questions that may be answered with a single word – generally yes or no.

They can function as informal cognitive tests or job tryouts, which, according to the chart on **page 43**, are the two top job-performance predictors.

NOTE Care must be taken not to expect right answers. Concentrate instead on the interviewees reasoning ability and thought process.

Avoid close-ended questions.

Stay clear of questions that may be answered with a single word – generally yes or no. Also, avoid multiple choice questions, such as:

“Which one of the following terms best describes you? A) Team-player, B) Lone ranger, or C) Follow the leader.”

These are a waste of your time and are better answered in a written format.

NOTE A close-ended question like “Did you like your last job?” can become open-ended by changing it to, “What did you like about your last job?”

Avoid successive probing questions.

Probing questions are usually short and simply worded questions such as: Why? What caused that? What happened next? How did that make you feel?

Interviewers are cautioned against using too many probing questions, as they don't give applicants enough time

to think and tend to make them feel defensive and interrogated.

Corporate America operates by the John Wayne school of management. There are one or two powerful guys at the top who have the power to bet the company on a new project or a huge investment, and that requires John Wayne-type pay. The Germans and Japanese, by contrast, run companies collegially, spreading the responsibility around among the top managers.

ALAN M. JOHNSON
*Executive Compensation
Consultant*

Avoid loaded questions.

Loaded questions force an applicant to choose between two undesirable alternatives e.g., “Are you the Union-organizing type or are you anti-union?” These types of questions don't provide any real answers and create the impression in the interviewee that you are nothing but a power hungry boss who likes nothing better than to see his employees squirm.

Avoid leading questions.

Leading question imply that

there is a single correct answer e.g., “You do intend to finish college, don’t you?”

Avoid general “So tell me a little about yourself” questions –

Questions that require applicants to summarize many years in a single response are not effective. They may make you feel important and powerful while applicants nervously search for an answer, but generally you can expect applicants to beat around the bush, tell you very little, or tell you so much that you have to cut them off and move on to the next topic.

Avoid questions that violate EEO laws and regulations.

When applicants start giving you information that violates EEO laws say, “Excuse

People as the difference between a leader and a boss . . . The leader works in the open, and the boss in covert. The leader leads, and the boss drives.
THEODORE ROOSEVELT

me but that information is not job related.” The EEO act (Equal Employment Opportunity Act of 1972) considers the effect on results of the practice or policy, not the intent. EEO Legislation says that acting in good faith, does not constitute an acceptable defenses to a charge of discrimination.

NOTE The chart on **page 58** indicates what you can and cannot ask on an application form and during interview sessions.

How to Avoid Drawing the Wrong Conclusions

Although the interviewing process is not perfect, it becomes more imperfect if you conduct your interviewing sessions with a biased outlook and sloppy preparation. To help you get the most out

of the interviewing process, and prevent you from letting any biases you may have get the better of you, use the following 6 strategies:

1. **Avoid making snap judgments about the quality of a candidate in the first four minutes of an interview.** Interviewers need to be confident in their judgment skills but not to the point that they pigeon hole a candidate a few moments after they meet them. In this case, the remainder of such an interview is usually spent collecting only those facts that will confirm and support your initial judgment.
2. **Do not fill in the gaps of your knowledge about a person by us-**

Asking people, “If you were an animal, what animal would you be,” might be entertaining, but probably won’t serve your ultimate purpose.

SUPERTIP

ing information from your own past experience with people, places and events. Interviewers must remain as objective as possible.

Subjective biases – factors that are actually deep-rooted preferences – should be recognized and not allowed to creep into your decision making process.

NOTE All of us operate using our own distinct models and theories about the world. We tend to retain in memory information that supports our personal hypotheses and to criticize and cast away information with which we disagree. In other words, we have a tendency to “triangulate” our historic and current experiences to arrive at a “feel” or “sense” for an individual rather than let the facts and impressions

speak for themselves. To become a more effective interviewer, this tendency needs to be controlled.

3. **Never make a decision in the absence of important facts.** Short of time and energy, you may find yourself collecting just enough information on candidates to make a decision. However, this can only lead to decisions based on guesswork.
4. **Put yourself in the interviewee's place.** To prepare for interviewing a prospective applicant, ask yourself what kinds of questions would you like to be asked if the roles were reversed? How would you answer them? Would you be able to answer them intelligently? Would you

All interview questions should be focused on training and past job experience.
SUPERTIP

have to make up a response that really wasn't true to your nature?

5. **Regard the information contained in resumes and reference letters cautiously.** Resumes are notoriously unreliable: one VP of a major corporation estimates that 20% of all resumes contain at least one "factual misstatement," and a firm that checks academic records for companies indicates that 30 to 40 percent of all people simply lie about themselves. On the other hand, references have a built-in bias. No one lists their critics or enemies as references.
6. **When making notes during the interview, spend very little time writing, spend most of your time**

listening. When making notes make short one word notes, or mark on a scale of one to ten how the questions were answered. List key points. After the interview is over, make a summary statement of your impressions.



After the interview is over, make a summary statement of your impressions.

CONDUCTING AN INTERVIEW

SOME INTERVIEWERS prefer to wing their interview sessions and ask, off the cuff, whatever questions pop into their heads. These kinds of interviewers believe strongly in their ability to judge character. However, in the long run this approach does little to improve a person's interviewing skills and becomes a nightmare when trying to compare one candidate with the next.

It is more worthwhile to develop a guide or standard set of questions to ask every prospective candidate. Not only will this insure that you cover every important area and obtain all key information, but you can also more easily compare candidates since

Never commit yourself until you have interviewed all likely applicants.

all have been asked the same basic questions. Overtime, you will begin to realize which questions give you the information you really want, which questions help candidates relax and open up, and which questions are a complete waste of time.

NOTE Never commit yourself until you have interviewed all likely applicants. You want to be sure that you select the right applicant for the job. Next, verify the information you have obtained. A previous employer is usually the best source. Sometimes a previous employer will give out information over the telephone.

Basic Structure of an Interview Session

- introductory questions

- work experience questions
- education & skills acquired questions
- job related questions
- biographical questions
- closing questions

The objective of the job interview is to find out as much information as you can about the job applicant's work background, especially work habits and skills and to get an idea of how their qualifications meet or exceed your required standards of performance.

To do this, start with some introductory questions, descriptions and comments about the job and working conditions, be-

fore moving on to the first major part of your interview which is concerned with a candidate's work experience, education and skills.

A successful museum director has to be a Ph.D. in art history, with a great eye; a smuggler; a ward-heeling politician, and an expert at avoidance of knowledge.

THOMAS HOVING
Former Director, Metropolitan Museum of Art

The second part of your interview session should focus on gaining more insights into a candidate's problem solving ability, trainability and personality by asking some well thought-out job related questions as well as some well thought-out biographical questions.

Round off your interview session with some closing questions, a description of employment terms and by giving the candidate an opportunity to ask you some questions.

NOTE In general, when conducting an interview, it is recommended to focus all your questions in some way or another on a person's previous work experience or education experience. Not only will this information be the most reliable and accurate as guidelines for hiring new employees, but they will keep you out of trouble and make the entire interviewing process much more straightforward.

Introductory Questions – Introductory questions are an attempt to ease tension and make the applicant feel relaxed. Relaxed applicants answer questions truer to their ability and personality, giving you a better indication of what they think and how they will function in the position. Introductory questions can be based on reviewing in-

I don't want any yes-men around me. I want everybody to tell me the truth even if it costs them their jobs.

**SAM
GOLDWYN**
Film Producer

formation contained in an applicant's resume, cover letter or reference letters.

Work Experience Questions – These questions focus in on what the applicant has done in the past – this includes previous work experience and also non-work experience such as extracurricular activities, hobbies, and interest, in which the applicant may have performed functions which could be used on the job.

NOTE Ask these questions for the applicant's last three positions.

Education & Skills Acquired Questions – These questions focus in on what the applicant has learned in the past – this includes formal education and other training courses in which the ap-

plicant may have learned something which could be applied on the job.

Job Related Questions – These questions focus in on the precise needs of your business and its operations and are related to the specialized skills, training and experience required to be successful in that position. Questions can be formulated based on criteria outlined in the position’s job description.

For example, if the job description requires the keeping of good accounting records, you could ask the applicant:

***SIGN ON COMPANY
BULLETIN BOARD:***

This firm requires no physical-fitness program. Everyone gets enough exercise jumping to conclusions, flying off the handle, running down the boss, flogging dead horses, knifing friends in the back, dodging responsibility and pushing their luck.

“Have you had any experience in the area of accounting, and if so, explain?”

Biographical Questions – It is important to remember that all biographical questions need to be directed towards the job or a person’s work experience. However, they are meant to extract information about the applicant’s goals, ambitions and character.

Closing Questions – Closing questions are generally directed towards giving the applicant an opportunity to ask questions themselves or to add anything to what has already been discussed, as well to indicate whether the applicant has been successful.

Using an Interview Guide

There are two ways of using the *Interview Guide* provided at the end of this guidebook on **page 60** to help structure your interviewing sessions:

1. Print the guide, then check off the questions you want to ask your applicants
2. Print the guide, check off questions you want to ask your applicants, and then use a word processor to design your own interview guide.



Effective Interviewing in a Nutshell

STUDIES HAVE SHOWN that interviews are marginally better than flipping a coin. Quite often, they overlook people who are more qualified but can't sell themselves very well and reward instead, the smooth-talkers. Nevertheless, preparing for an interview is as important for you as the applicant. Below are some steps you should follow.

Before the Interview:

- Define the qualities a person needs to thrive in the job and choose interview questions that will evaluate those qualities.
- Create a list of questions that are specifically suited to the position. Beside introductory and closing questions, write down work experience, education and skills related questions, as well as relevant job related situational questions.

During the Interview:

- Close your office door and hold all phone calls. Interruptions can ruin an interview.
- Let the applicant do 80% of the talking. The more you talk, the less you'll learn about the interviewee.
- Set up a scoring system for each question and weigh each question for importance. This gives you a method for comparing all interviewees.
- The interview should go on as long as it takes for you to feel that you've gotten to know the person fairly well. Usually, an hour is a good length of time to get to know each applicant.

Minimum Employment Standards (Alberta, Canada)

THE FOLLOWING is a description of the minimum employment standards that must be met by all employers. Aspects of these can be included in your Job Description.

NOTE For an update of these standards, contact your state or provincial Employment Standards Branch.

- ❑ **Breaks** – Employees must receive a 1/2 hour rest period, paid or unpaid during each shift in excess of 5 consecutive hours of work. Some exemptions apply.
- ❑ **Days of Rest** – Normally an employer will provide at least one day of rest in each week, but the Employment Standards Act allows a maximum of 24 days of work followed by four consecutive days of rest.
- ❑ **General Holidays** – There are eight days in the year declared to be General Holidays. In Canada, these holidays are New Year's Day, Good Friday, Victoria Day, Canada Day, Labor Day, Thanksgiving Day, Remembrance Day, and Christmas Day. In general, employees must be paid time and a half or receive a normal working day off with pay.
- ❑ **Hours of Work** – The hours of work in any one day shall be confined within a period of 12 hours, including breaks, as long as there is compensation for overtime if applicable.
- ❑ **Maternity Leave** – Women employed 12 months with the same employer are entitled to 18 weeks' unpaid maternity leave.
- ❑ **Minimum Wages** – Employees wages cannot be less than legislation permits. Minimum Wages vary from state to state and province to province.
- ❑ **Overtime** – Overtime is payable at not less than time and one-half the employees regular rate of pay, and is payable on all hours worked in excess of 8 hours in a day and 44 hours in a week, whichever is the greater unless: the employer and employee agree in writing that the employee be given time off with pay equal to the number overtime hours worked.
- ❑ **Statement of Earnings & Deductions** – Every employer shall, at the end of each pay period, provide each of his employees with a statement of earnings and deductions (refer to Guidebook #28 for more details).
- ❑ **Termination of Employment** – The employer shall give the employee written notice of Termination of Employment at least: **a)** seven days, if the period of employment is greater than three months but less than two years; **b)** 14 days if the period of employment is two years; or **c)** pay in lieu of notice. However, employees in the construction industry working on the job site are exempt.
- ❑ **Vacation Pay** – Employees paid other than by the month are entitled to 4% of their regular wages for vacation pay. After 5 years this increases to 6%.
- ❑ **Vacations** – Employees are entitled to a minimum of 2 weeks vacation with pay after 1 year of employment and 3 weeks vacation with pay after 5 years of employment with the same employer.
- ❑ **Young Persons** – Young persons between the age of 15 and 18, employed between 9:00 p.m. and 12:00 midnight in business establishments such as service stations, grocery stores, food outlets, restaurants, motels and hotels must be under the supervision of one or more adults, but cannot be employed in these businesses between 12:00 midnight and 6:00 a.m. However, young persons can be employed between 12:00 midnight and 6:00 a.m. in establishments such as hospitals, manufacturing plants, refineries, pulp mills and nursing homes, but must be in the continuous presence of one or more adults and the employer must have the written permission of their parent or guardian.

EEO Laws & Regulations Chart

Subject	Lawful	Unlawful
Race		Can't inquire about someone's race
Religion or creed		Can't make any inquiry into religious denominations
Nation Origin		Can't inquire about someone's nationality, or nationally of parents. Can't ask native tongue
Sex		Can't ask one whether they prefer to be called Mr. Mrs. Miss, or Ms
Marital Status		Can't ask whether they're married, divorced, or separated. Can't ask any data about spouse.
Family Planning		Can't ask about plans for family or age of children.
Age	Can ask if you are between 18 – 70.	Can't ask: How old are you? can't ask for date of birth
Arrest Record	Have you ever been convicted of a crime? Give details.	Have you ever been arrested?
Birthplace		Can't ask applicant's birthplace or birthplace of parents or spouse.
Disability	Do you have any physical or mental impairments which might interfere with your ability to perform your job duties?	Can't ask if a person has a disability or been treated for any of the following diseases.
Name	Have you ever worked for this company under a different name?	Can't ask maiden name of a married woman.
Photograph		Can't ask an applicant to affix a photo with application form.
Citizenship	Are you a citizen of the U.S.?	Can't ask: Of what country are you a citizen. Whether applicant is naturalize or native born citizen.
Language	Inquire about languages spoken and written fluently.	Can't ask what is your native language.
Education	Inquiry into applicant academic vocation, or professional schooling.	
Experience	Inquire into work experience.	
Relatives	Name of applicants relative other than spouse, already employed by company.	Can't ask for name, ages, addresses of applicants spouse, children, relatives not employed by company.
Military Experience	Inquire into applicant's military experience in the US armed Forces and his/her branch in services.	
Notice in Case of Emergency		Can't ask for such information.

INTERVIEW GUIDE

Name of Applicant:

Address:

Position:

Telephone:

Interviewed by:

Date:

Introductory Questions

- Are you currently employed?
- Why are you interested in our organization?
- Why are you leaving your current job?
- Are the addresses and phone numbers on your resume up to date?
- You said in your cover letter . . . ?

Work Experience Questions

- As you see it, what would be some advantages to you of joining our company?
- Describe a situation at your last job involving pressure. How did you handle it?
- Describe your past experience with work-related travel in terms of

duration and frequency.

- Describe your progression at your last job.
- How did you feel about the way in which your department/division was managed at your last job?
- How did you originally get your job with the XYZ company?
- How do you approach tasks you dislike?
- How do you feel about being on call?
- How do you feel about having your work closely supervised?
- How do you feel about relocation? Are there any places you would not be willing to relocate?
- How do you feel about repetitious tasks?
- How do you feel about work-related travel?

- How do you feel about working overtime?
- How do you go about making a decision?
- How do you manage your time?
- How does this opening fit in with your career objectives?
- How does your experience in the military relate to your chosen field?
- How does your present job differ from the one you had before it?
- How long have you been looking for another position?
- How would you describe your delegations skills?
- How would you describe your relationship with your last supervisor?
- How would you describe your standards of performance, both for your-

self and for subordinates?

- How would you describe yourself as a manager? Subordinate? Co-worker?
- How would you go about discussing job dissatisfaction with your boss?
- How would you handle . . . ?
- How would you handle an employee who was consistently tardy?
- If I were to ask your supervisor to describe your work, what would he or she say?
- If you have ever fired some, please describe what it was like?
- If you joined our company, what development do you feel you would need to make your best contribution?
- If you were asked to perform a task that was not in your job description, how would you respond?
- In the past, for what things have your superiors complimented you? For what have they criticized you?
- In what way does the job with our company

meet your career goals and objectives?

- In what way has your present job changed since you originally joined the company?
- In what way has your present job prepared you for greater responsibilities?
- In what ways do you feel your present job has prepared you to assume additional responsibilities?
- Is there anything else I should know about your qualifications that would help me to make a hiring decision?
- Looking back at the time spent with the XYZ Corporation, what do you feel you have gained from your association with the company?
- Looking into the future, what changes and developments do you anticipate in your particular field?
- Of all the jobs you have had, which did you find the most/least rewarding?
- On your application, you indicated you worked for _____. How long were you employed there?

- Please describe the work you performed while in the (military)?
- Please describe your activities during a typical day on the job?
- Please give me an example or a project that did not turn out the way you planned. What happened?
- Please give me some examples of decisions you have made on the job. What were the ramifications of these decisions?
- Tell me about the personal progress you made during your association with the XYZ Company.
- Tell me about the progress you made while with that company.
- This job calls for the ability to _____. What experience have you had in doing this?
- To what do you attribute your career success thus far?
- Under what circumstances, if any, do you feel a supervisor or manager should perform the duties of his or her subordinates?

- What are some of the problems you encountered in your last job?
- What are the areas in which you require improvement? How would you go about making these improvements?
- What are you looking for in a company?
- What are your salary requirements?
- What aspects of your work give you the greatest satisfaction?
- What can you offer our firm?
- What could your previous employer(s) have done to convince you not to leave?
- What did you learn from each of your previous jobs?
- What do you consider to have been your major accomplishments at the XYZ Company?
- What do you feel an employer owes an employee?
- What does the prospect of this job offer you that your last job did not?
- What has been the most frustrating situation you have encountered in your career to date?
- What have past employers complimented/criticized you for?
- What is a manager's/employee/s greatest responsibility?
- What is the greatest accomplishment of your career to date? Why?
- What is the most difficult/rewarding aspect of being a _____?
- What is your definition of *company loyalty*? How far does it extend?
- What is your description of the ideal work environment?
- What is your greatest responsibility at your present job?
- What is your impression of your present (former company)?
- What is your management style?
- What kind of people do you find it difficult/easy to work with? Why?
- What makes you an effective supervisor?
- What motivates you? Why?
- What types of position are you seeking?
- What types of work-related situations make you feel most comfortable/uneasy?
- What was the most valuable experience you obtained in that position?
- What were some of the duties of your last job that you found to be difficult?
- What were some of the problems you encountered on your job and how did you solve these problems?
- What were some of the setbacks and disappointments you experienced, or things that turned out less well?
- What were some of the things about which you and your superior disagreed?
- What were some of the things you particularly enjoyed when you were working for the XYZ Corporation? What did you enjoy least?
- What were your reasons for leaving the XYZ Company?
- What would make you resign from a position with this company?

- What would motivate you to stay with this company until you are ready to retire?
- What would you do if _____?
- What would you like to avoid in future jobs?
- Who or what has influenced you with regard to your career goals? In what way?
- Why are you applying for a position with our company?
- Why are you willing to take a reduction in pay?
- Why did you decide to become a _____?
- Why did you go to work for your last employer?
- Why do you want to change fields?
- Why do you want to leave your present job?
- Will you describe your present responsibilities and duties?

Education & Skills Acquired Questions

- Describe any part-time jobs you had while attending high school/college.
- Describe your studies in the area of _____

(what ever field the job opening is in).

- Describe your study habits in high school/college.
- Did you drop out of any programs? For what reasons? Do you plan to continue?
- Did you hold any class of club offices? Which ones? Why was it important for holding such positions?
- Do you plan to go back to school?
- Have you had any additional training or education since graduating from college?
- How did high school/college prepare you for the "real world"?
- How did you decide to become an (accountant, engineer etc.?)
- How did you finance your university education?
- How did you spend your summers while attending high school/college?
- How do you feel your studies in the area of _____ have prepared you for this job opening?

- How do you think college contributed to your overall development?
- How do you think your university education contributed to your career?
- How were your overall grades?
- How were your grades in your favorite and least favorite subjects?
- How would you describe your academic achievement?
- If you had the opportunity to attend school all over again, what, if anything, would you do differently? Why?
- If you worked in high school or the university, how many hours per week? Summers? What type of jobs?
- In what types of extra-curricular activities did you participate in the university? In high school? Office held?
- I see that you attended _____ University. Why did you select that school?
- Tell me about the class or club offices you held.
- What additional education have you had since

you graduated from the university?

- What advice would you give to someone who wanted to work and attend school simultaneously?
- What career plan did you have at the beginning of college?
- What career plans did you have when you graduated high school/college?
- What courses did you start in the university and later drop? Why?
- What determined your choice of major?
- What did you find to be most difficult about working and attending school at the same time?
- What did you gain by attending high school/College?
- What elective courses did you take? Why?
- What plans do you have, if any, to continue with school?
- What steps have you taken to acquire additional education since leaving high school?
- What subjects did you

do best in? Poorest in?

- What training did you have in high schools that helped your career?
- What was the first significant job you had after leaving the university? How did this lead to your current job?
- What was the highest level of schooling you completed?
- What was your major? What determined this choice?
- What were your favorite and least favorite subjects in high school/college? Why?
- What were your overall university grades? How did they compare with your high school grades?
- What were your vocational plans when you were in the university?
- When did you decide that you wanted to major in _____?
- Who were your favorite and least favorite teachers in high school/college? Why?
- Why did you choose the particular college you attended?

- Why did you decide not to continue your formal education?
- Why did you decide to go to college?
- Why did you decide to attend _____?
- Why did you major in _____?
- Why did you work while attending high school/college?

Job Related Questions

- What would you do if . . . _____?
- How would you handle . . . _____?
- How would you solve . . . _____?
- In the event that . . . _____?
- If . . . _____?
- What ideas do you have on . . . _____?
- You have said that you are very interested in our company. Do you know the value of our stock?

Biographical Questions

- Describe one or two innovations you are particularly proud of.

- Describe your relationship with your last three supervisors.
- Do you presently belong to any social, civic, or professional clubs or organizations? Which ones? Why did you join them? Do you hold office in any of these? Which office?
- Have you had any major accidents, illnesses, or operations? Tell me about them.
- How do you expect to reach these goals?
- How do you feel about your progress (career-wise) to date?
- How do you spend your vacations?
- How do you think your subordinates would describe you as a delegator?
- How might you further your own career?
- How would you describe the most effective superior you have had? What were his or her strengths? Limitation? Describe your least effective supervisor.
- How would you describe your health?
- If you found another employee stealing from our company what would you do?
- If you had it to do all over again, what changes would you make in your life and career?
- If you had more time, are there any activities in which you would like to participate? Which ones? Why?
- If you join our company, where do you think you can make the best contribution?
- In considering joining a company, what are some of the factors that you take into account?
- In general, how would you describe yourself? Two words to describe yourself?
- In the past, on what have superiors compliment you? For what have they criticized you?
- In what areas could we help you develop yourself?
- In what way do you feel you have improved in your planning activities in the last few years?
- In what way would a job with our company meet your career objectives?
- Tell me about some of the significant problems you encountered on your jobs. How did you approach them?
- Tell me about your career goals, short-term and long-term.
- Were there any unusual difficulties you had to overcome?
- What are some of the things in a job that are important to you?
- What are your current recreation and leisure time interests?
- What are your present salary expectations? How have you arrived at this figure?
- What are your criteria for your own success?
- What aspects of a job are important to you?
- What did you particularly like about the position?
- What disappointments, setbacks, or failures have you had in your life?
- What do you know about our company?
- What do you regard to be some of your shortcoming and develop-

mental needs?

- What do you regard to be your outstanding qualities?
- What do you seek in this job that you are not getting in your present job?
- What do you think is behind your success?
- What factors do you believe may have handicapped you from moving ahead more rapidly?
- What factors in the past have contributed most to your own growth?
- What happens if you are not promoted in the next two years?
- What has contributed to your career success up to the present time?
- What have you done about your own skill development in the last few years?
- What kinds of situations or circumstances make you feel tense or nervous?
- What other skills have you learned that are not reflected in your resume?
- What responsibility or results did not come up to your expectation?

- What traits or qualities do you most admire in someone who is your immediate superior?
- What types of decision are easiest for you to make and which ones are difficult?
- What were some of the major problems or decisions that you have had to make up to the present time?
- What would you say are some of your most significant accomplishments? Include operating results and any other accomplishments you consider important.
- What would you say are your main assets, your strengths, and what would you say are your limitations?
- What would you say you learned on your last job?
- What would you say you like least about the position?
- What would you want in your next job that you are not getting now?
- When did you decide to go into this career area? What influenced you to make this decision?
- Where do you see your-

self in five years? Ten years?

- Who are your job related heroes?
- Who do you put first, your job, or your family?

Closing Questions

- Are there any additional aspects of your qualifications that we have not covered that would be relevant to the positions we are discussing?
- Do you have any questions you would like to ask us (me)?
- Tell us a little more about yourself?
- What are your future plans?