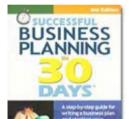
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It's one of the best of its kind.
- Alan Caruba
Bookview.com

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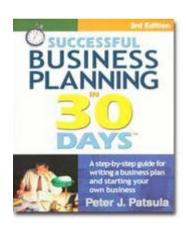
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- Jason Myers, TX Amazon.com review

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

Smallbusinesstown.com

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.

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

There is always

a place in the

world for the

person who

care of it."

says, "I'll take

POWERPOINT

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**



is a good idea to

draw an organ-

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. izational 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:

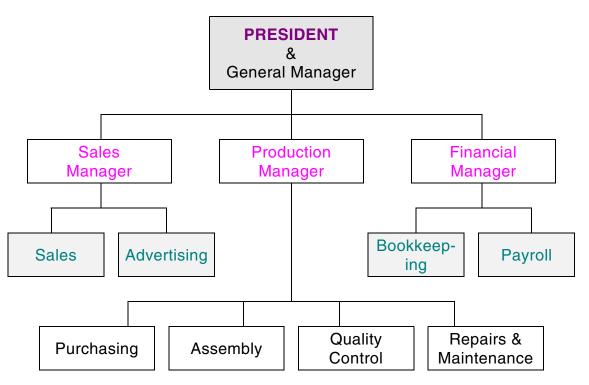
General Manager – Person who is responsible for managing and supervising department heads or depart-To help identify ment managers, or functions in all your organizacategories of management. tional needs, it

> Office Manager – Person who is responsible for personnel, bookkeeping, 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.

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

Government Employment Ser-

vices - Each State has an employment service (sometimes called Public Employment, Unemployment Bureau or Employment Security Agency). All are affiliated with the United States Employment Sergood as the

RAY KROC

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.

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. You're only as

Using TEMP Services – If you people you hire. 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 feel-

ing; 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 preestablished 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,

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

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

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 car-

ing 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

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

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

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 selfdevelopment work. With an

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

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**

REASON 4 – If you hire an employee you will periodically suffer the "delegating work blues." In theory, delegating 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. Power tends to

corrupt and ab-**REASON 6 – If you hire an em**solute power ployee you will always have to corrupts absoset a good example. To expect lutely. an employee to do good work, you **JOHN** will have to set a good example by DALBERGconstantly working hard yourself. **ACTON** 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

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-

ing the management of workers is the new

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

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.

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.



it.

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).

Outined 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 you 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.

wages at the midpoint of current mILL 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.

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

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

JOHN STUART

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.

cember 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 highpriced goods that require extra sales effort).
- Annual bonuses in the form of cash or

To find men capable of

managing business ef-

ficiently and secure to

them the positions of

responsible control is

perhaps the most im-

portant single problem

of economic organiza-

tion on the efficiency

scale. FRANK H.

KNIGHT

merchandise can be given at Christmas or the end of the year. It is also possible to create an informal profitsharing program whereby a cash bonus is figured as a percent-

age of company profits for the year.

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 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 Though-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.

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



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

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

pany, employee selection, training and supervision are of primary concern. In fact, it is estimated that each turnover of an emA well thought out job descrip-

accurately describe what they

do. This gives them a starting

point to monitor and improve

their performance.

SUPERTIP

tion enables employees to

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 de-

termine 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. Further-

more, 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 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 require-

ments 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 Organiza**tion** – The top of your job description should have your company name or organization. It may The worker should have also have a competienough income to provide for tion number and a himself and his family sufficompetition deadline.

cient to live a life in keeping Competition Number & with their Christian dignity. Deadline - The competi-**POPE LEO XIII** tion 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.

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

understanding of the position:

we could find. JAMES NEAR International gather information on the following factors to round out an overall

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

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

Chairman & CEO, Wendy's

- 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 follow-

- 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 perfuming their duties?

Level of Complexity and Extent of Responsibility and Authority - Collect information to answer the following questions:

How difficult is the job?

ing questions:

- 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 confidentially?
- 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 I want workers to from management? go home at night

Extent of Job Ambiguity – Many and say, "I built jobs are clearly defined and that car." highly structured and are subject PAHR B. to relatively little variability. How-**GYLLENHAMMAR** ever, 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

clearly prescribed company polices 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 describ-

ing 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 & Responsi**bilities** – 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.

Clean the

machinery.

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 Begin job deprimary duties and responsibiliscription stateties.

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 posses? How much prior experience is required?

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 ments with acmental demands, while others are tion verbs e.g. fairly simple, routine, or repetitive in Sweep the floor; 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 spontaniety?

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

- unusual working conditions
- travel requirements
- relocation requirements

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

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

health insur-

ance, tend to

reduce labor

turnover.

SUPERTIP

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-

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, Generous prowhile over 50% are on a salarygrams of emplus-commissions system. ployee benefits,

such as group **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.

TERMAN ☐ 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**

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 sim-

plifies the managing and training of employees.

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

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)

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

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.

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

Supervision – The essence of good em-

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

GOETHE

ployee 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 your to the appropriate source of information.

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

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

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 pro-Short, simple bation for an agreed upon length and underof time, in most cases, three standable policy months. During this time, the new manuals acemployee will be methodically incomplish far tegrated into the workflow and more than mastheir performance brought up to sive unusable standard. New tasks will be exones. plained 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.

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 pany small, spe-

cialized, and

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**

flexible so you All new employees should be given can take advancopy of an operator-training manual, tage of new especially if operating complex matrends. chinery. This manual should include **SUPERTIP** 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 pefor-Keep your commance will be evaluated.



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 separate 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.



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 assistant coaches

DEVELOPING YOUR INTERVIEWING SKILLS

WITHOUT A doubt, the most frequently used employee-

is actually a poor predictor of job perform-

ance - along with, surprisingly, a candi-

date's education and high school or col-

lege GPA (the higher the average validity

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

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

Dradiating Joh Cuasasa Bat

use to you, nor do you want to end up being prosecuted for breaking antidiscrimination 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 interview

process is as

the questions

POWERPOINT

vou ask.

only as good as

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.

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 jobperformance 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

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

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

Avoid loaded questions.

Loaded questions force an applicant to choose between two undesirable alternatives e.g., "Are you the Unionorganizing 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

People as the

difference be-

tween a leader

and a boss . . .

The leader

works in the

open, and the

boss in covert.

leads, and the

boss drives.

THEODORE

ROOSEVELT

The leader

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

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 imper-

fect 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

questions

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 quesswork.
- 4. Put yourself in the interexperience. **SUPERTIP viewee'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

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

- Regard the information contained in resumes and reference letters **cautiously.** Resumes are notoriously unreliable: one VP of a major corporation estimates that 20% All interview of all resumes contain at least one "factual misstatement," and should be foa firm that checks academic recused on traincords for companies indicates ing and past job 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.

Never commit

vourself until

applicants.

vou have inter-

viewed all likely

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 persons 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 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. Some-

times 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-

A successful museum director has to be a Ph.D. in art history, with a great eye; a smuggler; a wardheeling politician, and an

THOMAS HOVING

knowledge.

Former Director, Metropolitan Museum of Art

expert at avoidance of

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

> The second part of your interview session should focus on gaining more insights into a candidates 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 ques-

tions, 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 **GOLDWYN** ease tension and make the appli-Film Producer cant 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 is the position. Introductory questions can be based on reviewing in-

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

Job Related Questions – These ques-

tions 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 impor-

tant to remember that all biographical questions need to be directed towards the job or a persons work experience. However, they are meant to extract information about the an 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.

	tandards Branch.	onta	act your state or provincial Employment
	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.		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
	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.		#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
	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		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.
	Christmas Day. In general, employees must be paid time and a half or receive a normal working day off with pay.		Vacation Pay – Employees paid other than by the month are entitled to 4% of their regular wages for vacation pay. After 5 years this in- creases to 6%.
_	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.		Vacations – Employees are entitled to a minimum of 2 weeks vacation with pay after 1 year of employment and 3 weeks vacation with pay
	Maternity Leave – Women employed 12 months with the same employer are entitled to		after 5 years of employment with the same employer.
	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.	_	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
	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.		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		Can't make any inquiry into religious denomi-
creed		nations
Nation Origin		Can't inquire about someone's nationality, or
		nationally of parents. Can't ask native tongue
Sex		Cant's ask one whether the 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 even 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.	Cant' ask for name, ages, addresses of applicants spouse, children, relatives not employed by company.
Military Experience	Inquiry 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.

	E	mploym	ent Appli	cation Fo	rm	
Name:					Dat	e:
Las	rt	First	Mia	ldle	_	
Present Address:				S.I.N	·	
Phone Number:			Driver's l	License No:		
Indicate Date You Att						
Elementary From			Hiş	gh School Fron	n	To
		То				
Other (Specify Type an	d Dates):					
Can you Be Bonded?			If Yes, IN	What Job?		
Do you have any physic	cal defects, v	which preclu	ıde you from p	erforming cert	ain kinds c	of work? □ Y □ N
If yes, describe each an	d specify wo	ork limitatio	ns:			
List below all pres	ent and pas	t employm	ent, beginninç	g with most re	cent (inclu	ude military service):
Name & Address of	From	То	Name of	Reason for	Weekly	Describe the Work
Company	Month/Yr	Month/Yr	Supervisor	Leaving	Salary	You Did
May we contact the em	plovers, liste	ed above? \Box] Y □ N			
If not, indicate which o						
Remarks						

INTERVIEW GUIDE Name of Applicant: Address: Telephone: Position: Interviewed by: Date: Introductory duration and frequency. ■ How do you feel about **Questions** ☐ Describe your progresworking overtime? ☐ Are you currently emsion at your last job. ☐ How do you go about ployed? ☐ How did you feel about making a decision? ☐ Why are you interested the way in which your ☐ How do you manage in our organization? department/division was your time? managed at your last ☐ Why are you leaving ■ How does this opening job? your current job? fit in with your career ☐ How did you originally ☐ Are the addresses and objectives? get your job with the phone numbers on your ■ How does your experi-XYZ company? resume up to date? ence in the military re-☐ How do you approach ☐ You said in your cover late to your chosen tasks you dislike? letter . . . ? field? ☐ How do you feel about ☐ How does your present **Work Experience** being on call? job differ from the one Questions ☐ How do you feel about you had before it? having your work closely ☐ As you see it, what ☐ How long have you been supervised? would be some advanlooking for another positages to you of joining ☐ How do you feel about tion? our company? relocation? Are there ☐ How would you describe Describe a situation at any places you would your delegations skills? your last job involving not be willing to relo-☐ How would you describe cate? pressure. How did you your relationship with handle it? ☐ How do you feel about your last supervisor? repetitious tasks? Describe your past ex-☐ How would you describe perience with work-☐ How do you feel about your standards of perrelated travel in terms of

work-related travel?

formance, both for your-

	self and for subordi- nates?		meet your career goals and objectives?		Please describe the work you performed
	How would you describe yourself as a manger? Subordinate? Coworker?		In what way has your present job changed since you originally joined the company?		while in the (military)? Please describe your activities during a typica day on the job?
	How would you go about discussing job dissatisfaction with your boss?		In what way has your present job prepared you for greater responsibilities?		Please give me an example or a project that did not turn out the way you planned. What hap-
	How would you handle ?		In what ways do you feel		pened?
	How would you handle an employee who was consistently tardy?		your present job has prepared you to assume additional responsibili- ties?		Please give me some examples of decisions you have made on the job. What were the rami-
	If I were to ask your su- pervisor to describe your work, what would he or		Is there anything else I should know about your		fications of these decisions?
	she say?		qualifications that would help me to make a hiring	_	Tell me about the personal progress you
_	If you have ever fired some, please describe what it was like?		decision? Looking back at the time spent with the XYZ Cor-		made during your association with the XYZ Company.
	If you joined our com- pany, what development do you feel you would		poration, what do you feel you have gained from your association		Tell me about the progress you made while with that company.
	need to make your best contribution?		with the company?		This job calls for the
	If you were asked to perform a task that was	_	Looking into the future, what changes and developments do you an-		ability to What experience have you had in doing this?
	not in your job descrip- tion, how would you re- spond?		ticipate in your particular field?		To what do you attribute your career success
	In the past, for what		Of all the jobs you have had, which did you find	_	thus far?
tl o F	things have your superi- ors complimented you?		the most/least reward-ing?		Under what circum- stances, if any, do you feel a supervisor or
	For what have they criti- cized you?		On your application, you indicated you worked for		manager should perform the duties of his or her
	In what way does the job with our company		How long were you employed there?		subordinates?

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

What would motivate you to stay with this		(what ever field the job opening is in).		How do you think college contributed to your
company until you are ready to retire? What would you do if		Describe your study habits in high school/college.		overall development? How do you think your university education
? What would you like to		Did you drop out of any programs? For what		contributed to your career?
avoid in future jobs? Who or what has influ-		reasons? Do you plan to continue?		How were your overall grades?
enced you with regard to your career goals? In what way?		Did you hold any class of club offices? Which ones? Why was it impor-		How were your grades in your favorite and leas favorite subjects?
Why are you applying for a position with our		tant for holding such positions?		How would you describe
company? Why are you willing to		Do you plan to go back to school?	П	achievement? If you had the opportu-
take a reduction in pay?		Have you had any addi-		nity to attend school all
Why did you decide to become a?		tional training or educa- tion since graduating from college?		over again, what, if anything, would you do differently? Why?
Why did you go to work for your last employer?		How did high school/college prepare		If you worked in high school or the university,
Why do you want to change fields?		you for the "real world"?		how many hours per week? Summers? What
Why do you want to leave your present job?	u	How did you decide to become an (accountant, engineer etc.?		type of jobs? In what types of extra-
Will you describe your present responsibilities and duties?		How did you finance your university education?		curricular activities did you participate in the university? In high school? Office held?
Education & Skills Acquired Questions		How did you spend your summers while attending high school/college?		I see that you attended University.
Describe any part-time jobs you had while at-		How do you feel your		Why did you select that school?
tending high school/college.		studies in the area of have pre- pared you for this job		Tell me about the class or club offices you held.
Describe your studies in the area of		opening?		What additional education have you had since

you graduated from the		do best in? Poorest in?	Ц	Why did you decide not
university? What advice would you		What training did you have in high schools		to continue your formal education?
give to someone who		that helped your career?		Why did you decide to
wanted to work and at- tend school simultane- ously?		What was the first sig- nificant job you had after leaving the university?		go to college? Why did you decide to attend?
What career plan did you have at the begin-		How did this lead to your current job?		Why did you major in?
ning of college? What career plans did you have when you		What was the highest level of schooling you completed?		Why did you work while attending high school/college?
graduated high school/college?		What was your major? What determined this		Job Related
What courses did you		choice?		Questions
start in the university and later drop? Why?		What were your favorite and least favorite sub-		What would you do if ?
What determined your choice of major?		jects in high school/college? Why?		How would you handle .
What did you find to be most difficult about working and attending		What were your overall university grades? How did they compare with		How would you solve
school at the same time?		your high school grades?	Ч	In the event that
What did you gain by at-		What were your voca-		If?
tending high school/College?		tional plans when you were in the university?		What ideas do you have on?
What elective courses did you take? Why?		When did you decide that you wanted to major		You have said that you are very interested in
What plans do you	_	in?		our company. Do you
have, if any, to continue with school?	u	Who were your favorite and least favorite teach-		know the value of our stock?
What steps have you		ers in high school/college? Why?		Biographical
taken to acquire additional education since		Why did you choose the		Questions
leaving high school?		particular college you at-		Describe one or two in-
☐ What subjects did you		tended?		novations you are particularly proud of.

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

mental needs?		What traits or qualities	self in five years? Ten
What do you regard to be your outstanding qualities?		do you most admire in someone who is your immediate superior?	years? Who are your job related heroes?
What do you seek in this job that you are not getting in your present job?		What types of decision are easiest for you to make and which ones	Who do you put first, your job, or your family?
What do you think is behind your success?		are difficult? What were some of the major problems or decisions that you have had to make up to the present time?	Closing Questions Are there any additional
What factors do you be- lieve may have handi- capped you from moving ahead more rapidly?			aspects of your qualifi- cations that we have not covered that would be relevant to the positions
What factors in the past have contributed most to your own growth?	u	What would you say are some of your most significant accomplishments? Include operat-	we are discussing? Do you have any questions you would like to ask us (me)?
What happens if you are not promoted in the next two years?		ing results and any other accomplishments you consider important.	Tell us a little more about yourself?
What has contributed to your career success up to the present time?		What would you say are your main assets, your strengths, and what	What are your future plans?
What have you done about your own skill de-		would you say are your limitations?	
velopment in the last few years?		What would you say you learned on your last job?	
What kinds of situations or circumstances make you feel tense or nerv-		What would you say you like least about the position?	
ous? What other skills have your learned that are not		What would you want in your next job that you are not getting now?	
reflected in your resume?		When did you decide to go into this career area?	
What responsibility or results did not come up to your expectation?		What influenced you to make this decision?	
		Where do you see your-	