

Human Capital Management

Effective HR practices to safeguard your most important assets: your people!



Objectives

- Empower you with knowledge on how to navigate through the Strategic, Technical, and Administrative part of Human Resources.
- Parallel the employment labor laws that may impact our actions.
- Opportunity to grow deeper into the management of human capital and the importance of compliance.

Employee Lifecycle

Strategic
Technical
Administrative



Employment Laws to Consider



Keeping in Mind

Equal Pay Act of 1963

Title VII CRA 1964, 1991

Age Discrimination in
Employment Act of
1967, amended in 1984,
1986

Executive Order 11246
(Affirmative Action)

EEOA 1972 (extended
coverage and gave
enforcement teeth to
EEOC) – amended Title
VII

Rehabilitation act of
1973

Pregnancy
Discrimination Act of
1978

Immigration Reform and
Control Act 1988

Americans with
Disabilities Act of 1990

Family Medical and
Leave Act (FMLA)

Executive Order 13145 –
protected genetic
information

Why is this important?

- 61% of employees in the US have experienced or witnessed workplace discrimination
- 45% have experienced Age discrimination
- The most prevalent type of discrimination charge is retaliation or 55.8% of all cases.
- Disability 36.10%
- Race 32.70%
- Sex 31.70%

source: Wenzel Fenton Cabassa

ENGAGEMENT AND COMPLIANCE

Recurring Issues in the
Workplace



Creating a work environment of engagement and compliance



Creating a work environment of engagement and compliance

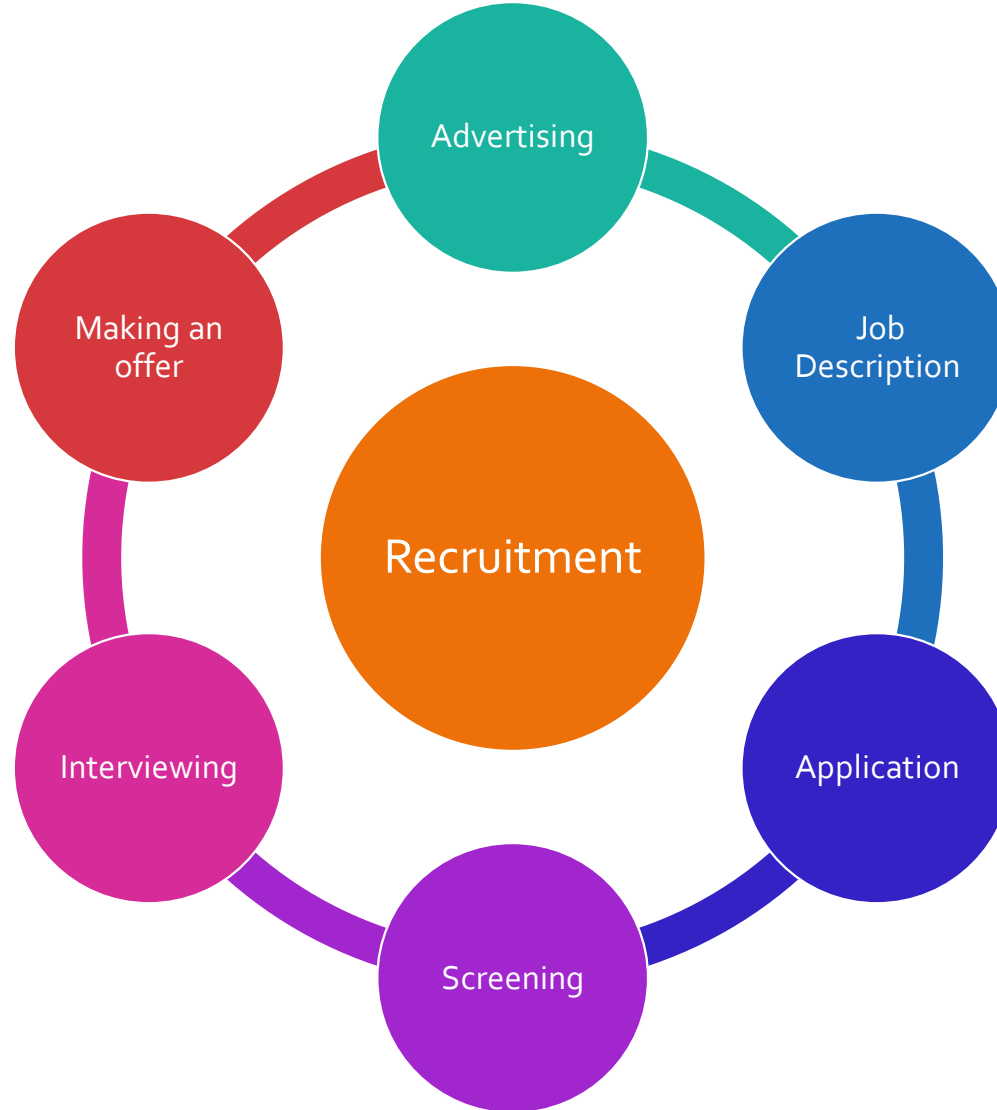
- Engaging leadership and open communication
- Physical environment (OSHA compliant, inviting appearance)
- Adherence to policies and values (culture permeates)
- Respect and equality (harassment, favoritism, discrimination, diversity, equity and inclusion, no retaliation)
- Rewards and employee programs (correct classification and correct pay (overtime); something extra for wellness programs)

Recruitment Selection and Hiring



Recruitment Cycle

Strategic
Technical
Administrative





Recruitment

Consider

- What do I need to move the organization forward?
- Attract Diverse and Qualified Applicants; Identify places with the widest reach for advertisement
- What will the compensation range be?
- What will the job description look like
- What will I ask to get the right candidate

Avoid

- Looking at an individual first; and designing what you need with them in mind
- Board member/legislator calls and tells you that they have the right person
- Not preparing for what you really need to help the organization move forward
- Hiring someone you know without the interview

Potential landmines





Job Description

Consider

- Title, classification, location, FTE, supervisor, contract, employee
- Essential job functions versus desirable job functions
- Knowledge, skills, abilities, experience, educational requirements
- Anticipated work schedule
- Will it require travel

Avoid

- Not preparing for what you need
- Changing the job description after having been advertised and persons interviewed
- Ignoring the essential functions and job requirements when you screen and move on with the interviewing process or selection.

Potential landmines



APPLICATION FOR EMPLOYMENT

We consider applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, or any other legally protected status.

(PLEASE PRINT)

Position Applied For _____

How did you learn about this?
☐ Advertisement ☐ Initiative ☐ Inquiry
☐ Employment Agency ☐ Friend ☐ Other _____

Last Name _____ First Name _____

Address _____

City _____ State _____

Telephone Number(s) _____

Best time to contact you at home is _____

If you are under 18 years of age, can you provide required proof of your eligibility to work? _____

Have you ever filed an application with us before? _____

If Yes, give date _____

Have you ever been employed with us before? _____

If Yes, give date _____

Do any of your friends or relatives, other than spouse, work here? _____

Are you currently employed? _____

May we contact your present employer? _____

Are you present/future lawfully becoming employed in this country because of Visa or Immigration Status? _____

Proof of citizenship or immigration status will be required upon employment.

Date available for work _____ What is your desired salary range? _____

Business Development Representative	Applicant 1	Applicant 2	Applicant 3
Quantitative requirements			
Bachelor's degree	5		
Experience selling to Director/VP level leaders	3		
2+ years of software selling experience, SaaS experience preferred	3		
Track record of success selling into mid-market companies	2		
Technically savvy, thorough understanding of a related technology (CRM, SFA, Support Software, SaaS)	2		
Proficiency using CRM, (Base CRM, Pipeline, Copper, Salesforce.com, etc.)	4		
Qualitative requirements			
Skilled in virtual presentations, online web demos, remote sales processes	3		
Exceptional verbal and written communication skills	3		
Total Score	25		

Application and Screening Process

Do

- Use a standard application that passes the legal test
- Use same evaluation criteria to select who you will interview using the job description to give you the criteria (make sure you keep this document)

Avoid

- Having DOB, Health Status, Ever been Arrested, Marital status
- Substituting CVs or application not the same standardization
- Shuffling through the applications and eliminating the candidates by sight and not documentation

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(PLEASE PRINT)

Positions Applied For _____		Date of Application _____	
How Did You Learn About Us?			
<input type="checkbox"/> Advertisement	<input type="checkbox"/> Relative	<input type="checkbox"/> Inquiry	
<input type="checkbox"/> Employment Agency	<input type="checkbox"/> Friend	<input type="checkbox"/> Other _____	
Last Name _____		First Name _____	Middle Name _____
Address _____	Number _____	Street _____	City _____ State _____ Zip Code _____
Telephone Number(s) _____		Social Security Number _____	
Best time to contact you at home is: _____ am/pm			
If you are under 18 years of age, can you provide required proof of your eligibility to work? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Have you ever filed an application with us before? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If Yes, give date _____			
Have you ever been employed with us before? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If Yes, give date _____			
Do any of your friends or relatives, other than spouse, work here? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Are you currently employed? <input type="checkbox"/> Yes <input type="checkbox"/> No			
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Interviewing

Do

- Whoever you ask to help must stay in all interviews and know the rules
- Have prepared questions you or the panel will use
- Do not deviate from the questions unless it is clarification to the questions or something specific to the job application that is unique to that applicant and is job related
- Give them same information, time frame

Avoid

- Ice-breakers as they can really create issues
- Asking colleagues who don't know legal rules of interviewing
- Cutting questions because you just know this is not the candidate
- Making notes to remember candidate, tall woman with the red dress; man with a heavy accent
- Telling the person they are hired



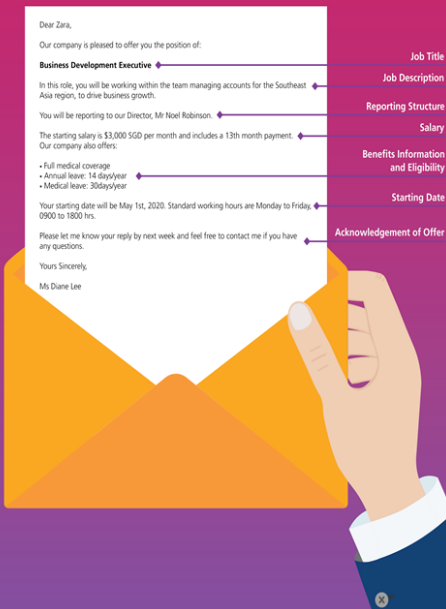
Potential
landmines?



EXAMPLE OF A JOB OFFER LETTER

What information is in a Job Offer Letter?

Familiarise yourself with the details below to know what you're signing up for!



The Job Offer

Do

- Inform applicant they are being considered for employment and if they are interested in continuing with the process; may to explain what that will be and may need DOB
- ***Check background; criminal, professional, verify employment, education, etc.***
- Write an offer letter with position, hourly rate or if salary the biweekly amount or monthly, start date, location for orientation, “at will” employment

Avoid

- Telling candidate they are hired without the pre-employment checks
- Telling them to give notice prior to completing assessment
- Cutting corners to get an applicant in, make sure all required documents have been received and are official

Potential landmines



EXAMPLE OF A JOB OFFER LETTER

What information is in a Job Offer Letter?
Familiarise yourself with the details below to know what you're signing up for!

Dear Zara,

Our company is pleased to offer you the position of:

Business Development Executive

In this role, you will be working within the team managing accounts for the Southeast Asia region, to drive business growth.

You will be reporting to our Director, Mr Noel Robinson.

The starting salary is \$3,000 SGD per month and includes a 13th month payment.

Our company also offers:

- Full medical coverage
- Annual leave: 14 days/year
- Medical leave: 30 days/year

Your starting date will be May 1st, 2020. Standard working hours are Monday to Friday, 0900 to 1800 hrs.

Please let me know your reply by next week and feel free to contact me if you have any questions.

Yours Sincerely,
Ms Diane Lee

Job Title

Job Description

Reporting Structure

Salary

Benefits Information and Eligibility

Starting Date

Acknowledgement of Offer

Planned Onboarding Phases



On-Boarding

Do

- Be prepared for the new employee
- Push your pride button
- Introduce them; identify their work space
- Set the stage for expectations; policies, procedures, review job description, channels of communication etc.
- Establish a check in process

Avoid

- Spending time “getting to know you and overlook the reason they are there”
- Not being ready or having a workspace identified
- Delegating the onboarding to co-workers or to others
- Not being clear about expectations
- Ignoring employees once they are on board

Potential landmines



Planned Onboarding Phases

Day
1

- Required documentation
- Basic safety training
- Workplace and housing orientation
- Basic work procedure training

Week
1

- Work procedures and safety
- Review workplace policies
- Evaluate employee learning
- Critical time for learning and engagement

Month
1

- Required documentation
- Basic safety training
- Workplace and housing orientation
- Basic work procedure training



Performance Management

A defining partnership between employer and employee



Do

- Have a periodic check-in with the employee
- Address positive achievements and needs for improvement (write a plan offer help and give the resources)
- Be timely with your feedback
- Conduct a well-rounded review

Avoid

- Failing to connect on performance
- Depending on others opinion on performance when you are the direct supervisor
- Addressing only negative performance
- Reaching a boiling point to address performance issues

Potential landmines





Termination of Employment

Do

- Voluntary resignations have a systematic method of resigning;
- Get in writing and make sure there is reason
- Have an exit interview
- Involuntary are confidential and should never be a surprise
- Well documented and focused on the performance not the person

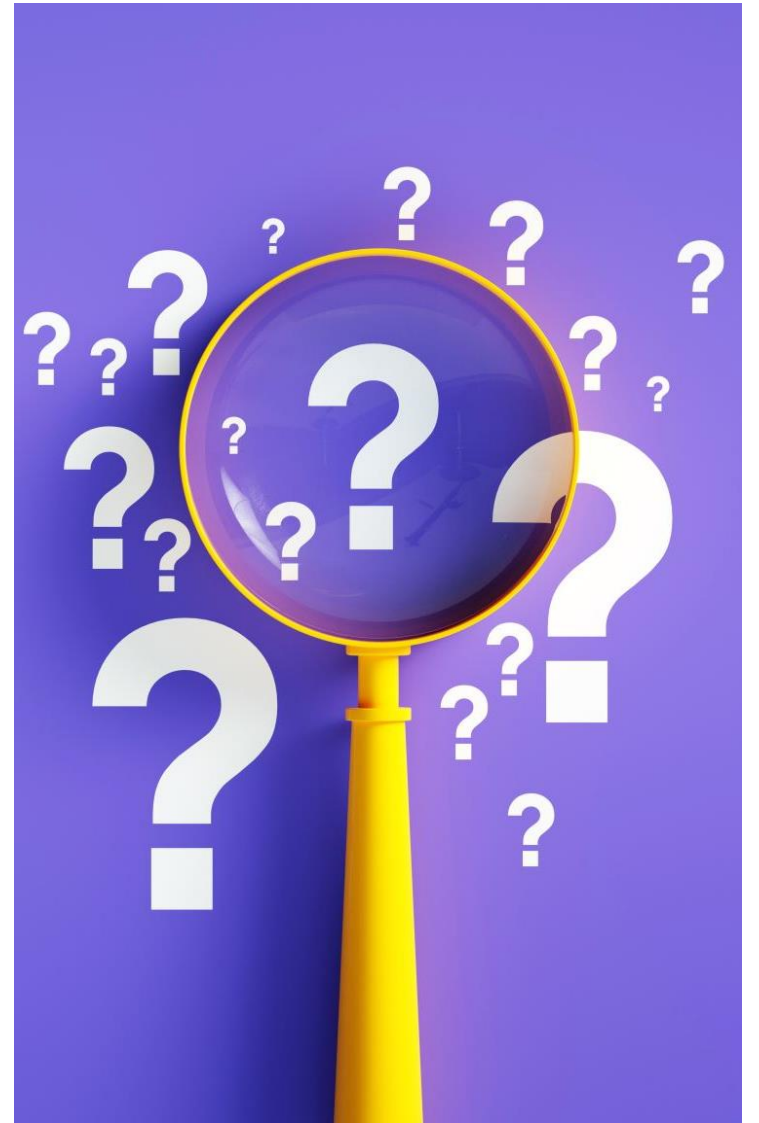
Avoid

- Create inconsistencies in how personnel are celebrated or not when the leave
- Treating employees different because of resignation
- Telling coworkers the manner in which the employee left the company
- Share with anyone outside the channels of communication

Potential landmines



Q&A



Resources

Society for Human Resource Management (SHRM):
www.shrm.org

U.S Department of Labor (DOL):
www.dol.gov

Texas Workforce Commission:
www.twc.Texas.gov

HR.BLR.com (compliance tools)

