



Human Resource Management

GLOBAL COURSEWARE

Getting Started

As companies modify priorities and operations, human resources functions can move from a dedicated HR role, to that of the manager.

Workshop Objectives



- Define human resources terms and subject matter
- Recruit, interview, and retain employees more effectively
- Follow up with new employees in a structured manner
- Act appropriately in situations requiring discipline and termination



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Nobody can prevent you from choosing to be exceptional.

Mark Sanborn

MODULE TWO

Human Resources Today

Human resources (HR) used to focus on very specific processes, and had narrowly defined terms such as “personnel manager” and “payroll.”



What is Human Resources Today?

HR has certainly evolved over the past 30 to 50 years, and branched out into defined areas, or sub-disciplines, within the scope of human resources.

Key Factors Influencing Human Resources Today

- Technology
- Globalization
- Demographics
- Contingent workforce management



Growth in Human Resource Management



Practical Illustration



- What is Human Resources Today?
- Key Factors Influencing Human Resources Today
- Growth in Human Resource Management

Module Two: Review Questions

1. Which of the following is NOT part of the definition of Human Resource Management:

A. Recruitment

B. Employee engagement

C. Training

D. Problem solving in general

Module Two: Review Questions

2. Which of the following is not a Key Factor influencing Human Resources today:

A. Technology

B. Demographical Technology

C. Globalization

D. Contingent Workforce Management

Module Two: Review Questions

3. Technology has a significant impact on HR because:

A. It considers the impact of the way work is designed and structured

B. It considers working in expanding and foreign markets

C. It considers the use of the work force to manage labor costs

D. It considers the narrowing of the available talent pool

Module Two: Review Questions

4. Globalization has a significant impact on HR because:

A. It considers the impact of the way work is designed and structured

B. It considers working in expanding and foreign markets

C. It considers the use of the work force to manage labor costs

D. It considers the narrowing of the available talent pool

Module Two: Review Questions

5. Which of the following statements is TRUE?

A. Demographics addresses the issue of a smaller workforce due to retirement

B. Demographics focusses on the management of labor costs

C. Demographics focusses on managing the workforce

D. None of the above

Module Two: Review Questions

6. What is Contingent Workforce Management?

A. Bringing in retirees during busy periods

B. Using contract workers to manage fluctuations in demand

C. Using workers to manage long term labor costs

D. All of the above

Module Two: Review Questions

7. Which of the following statements is FALSE?

A. Human resources has evolved and so has workforce management

B. We have the ability to create workplaces which are fair and safe

C. We do not have the ability to maintain those workplaces

D. Human resources leverages strengths of human resources with the organization

Module Two: Review Questions

8. Which of the following is not a trend in Human Resource Management?

A. Increased Technological Applications

B. Onboarding

C. Proactive Recruiting

D. Lean and Six Sigma Methods

Module Two: Review Questions

9. What is Proactive Recruiting?

A. The process of bringing new people into the company

B. Focusing on the balance between work and life

C. Beginning the recruitment process years before employees join the company

D. Encouraging sustainable improvement

Module Two: Review Questions

10. What are organizations focused on nowadays?

A. Addressing the immediate needs for a job

B. Encouraging employee retention

C. Developing individuals and their careers

D. Both B and C



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Do you have awesome talent everywhere? Do you push that talent to pursue audacious quests?

Tom Peters

MODULE THREE

Recruiting and Interviewing

Essentially, recruiting and interviewing are about bringing the right people to your organization. The process of keeping those people with the organization is called retention.



The Job Selection Process



Get Good at Interviewing

- Prepare
- Design
- Interview





Interviewing Fairly

It can be easy for an interviewer to succumb to bias or stereotype.

The Best Way to Interview

Interviews alone are not a great indicator of job performance, especially unstructured, informal interviews.



Practical Illustration



- The Job Selection Process
- Get Good at Interviewing
- Interviewing Fairly
- The Best Way to Interview

Module Three: Review Questions

1. Recruiting and Interviewing focus on:

A. Keeping people in your occupation

B. Attracting applicants

C. Attracting and selecting the right applicants for the job

D. None of the above

Module Three: Review Questions

2. The following is NOT a step in the Job Selection Process:

A. Interview

B. Select

C. Job Participation

D. Filtering Candidates

Module Three: Review Questions

3. Filtering Candidates entails:

A. Attracting the right candidates for the position

B. A structured formal interview

C. Interviewing every candidate

D. Not interviewing every candidate

Module Three: Review Questions

4. The following is a part of the model for an efficient Interview:

A. Prepare, Interview, Design

B. Prepare, Design, Interview

C. Prepare, Design, Anticipate,
Interview

D. Anticipate, Prepare, Design,
Interview

Module Three: Review Questions

5. Design is best defined as:

A. Making sure you have ample time and questions available

B. Putting the candidates at ease

C. Listening

D. Maintaining control of the interview

Module Three: Review Questions

6. The following statement is TRUE with regards to bias:

A. We tend to think people who have their arms crossed are open to questioning

B. When someone is perceived as attractive, they are perceived as more intelligent and sociable

C. Paying attention to non-verbal cues is important

D. None of the above

Module Three: Review Questions

7. When interviewing, one should:

A. Succumb to bias

B. Succumb to stereotype

C. Be aware of stereotypes and bias to avoid them

D. Be aware of stereotypes and bias to employ them

Module Three: Review Questions

8. The following statement is FALSE:

A. During the interview, ask as many questions as possible

B. Interview questions must lead to bias

C. Closed questions are best when interviewing potential candidates

D. All of the above

Module Three: Review Questions

9. Interviewers should be trained in:

A. Listening

B. Bias

C. Questioning

D. Both A and C

Module Three: Review Questions

10. Which of the following is not a common question which can be improved?

A. This job requires a lot of walking. Can you do it?

B. Have you ever been arrested?

C. If you are hired, we require proof that you are entitled to work in the U.S. Can you provide us with a work permit or proof of citizenship?

D. Are you American?



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Successful and unsuccessful people do not vary greatly in their abilities. They vary in their desires to reach their potential.

John Maxwell

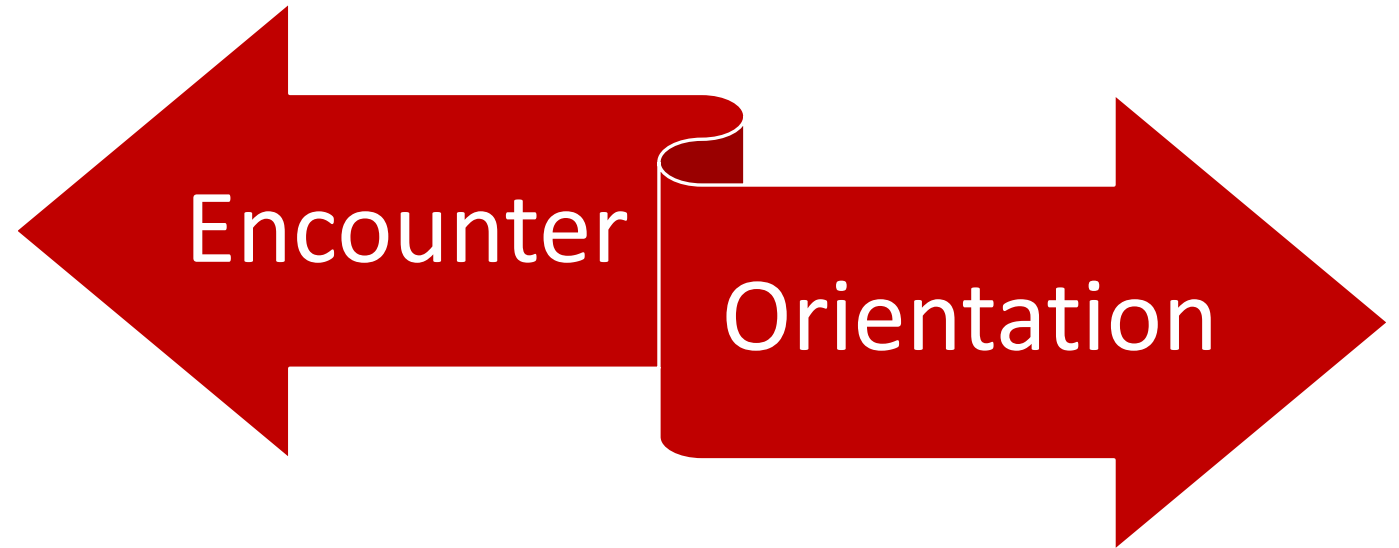
MODULE FOUR

Retention and Orientation

Although retention starts during the interview process, at the point where an offer of employment is made, it falls within the scope of Employee Orientation.



Getting Off On The Right Track



Creating an Engaging Program

- The hiring manager is responsible for the success of the orientation.
- The program incorporates technical and social aspects of the job.





Using an Orientation Checklist

The checklist on the next page is a starting place to consider what is important to the new employee as they get started.

Practical Illustration



- Getting Off On The Right Track
- Creating an Engaging Program
- Using an Orientation Checklist

Module Four: Review Questions

1. How long does it take for someone to decide to stay with an organization?

A. Two months

B. About two weeks

C. About three weeks

D. The first day

Module Four: Review Questions

2. Recruiting cost may include:

A. A poor selection leading to a requirement for another round of recruiting

B. A person who checks out emotionally after joining the company

C. The cost of paper and pens, as well as time for interviews

D. Both A and B

Module Four: Review Questions

3. What is Encounter?

A. Familiarizing yourself with a company

B. Filling out forms

C. Making sure an employee gets to work right away

D. All of the above

Module Four: Review Questions

4. What is Orientation?

A. Filling out forms

B. Mandatory meetings

C. Settling new employees into their roles

D. All of the above

Module Four: Review Questions

5. What is the role of Human Resources?

A. To setup technology, safety and other training

B. Provide managers tools to undertake their parts of organization

C. Receive formal and informal introductions in the company

D. None of the above

Module Four: Review Questions

6. What is the role of the manager?

A. To setup technology, safety and other training

B. Provide managers tools to undertake their parts of organization

C. Receive formal and informal introductions in the company

D. None of the above

Module Four: Review Questions

7. The following is NOT a characteristic of an effective orientation program:

A. The hiring manager is not part of the program

B. Employees receive informal and formal introductions

C. Employees receive required training

D. The program incorporates technical and social aspects of the job

Module Four: Review Questions

8. The following statement is FALSE:

A. There is tremendous value in making sure that every new candidate has an equal opportunity to learn about their workplace

B. It is essential that employees get the benefits of a warm welcome

C. You shouldn't make an effort to get ready for that first day

D. All of the above

Module Four: Review Questions

9. HR orientation may include:

A. Explaining key policies such as Code of Conduct

B. Explaining the dress code

C. Provide an Employee Handbook

D. All of the above

Module Four: Review Questions

10. The following statement is TRUE:

A. Before the first day of orientation you should schedule safety training

B. Before the first day of orientation you shouldn't advise where to park

C. Before the first day of orientation you should leave announcements of a new arrival for when they arrive

D. Before the first day of orientation you should assign computer and login information for the new employee



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You see things; and you say, "Why?" But I dream things that never were; and I say, "Why not?"

George Bernard Shaw

MODULE FIVE

Following Up With New Employees

Since the orientation process takes time and planning in order to be effective, this module will focus on the next critical aspect, which is following up with new employees.



Checking In

When a company is committed to drawing the right people, in turn they develop good people.

Following Up

Other items may get added to your checklist based on your conversations with the employee.





Designing the Follow-Up Schedule

We recommend that you set up and follow a regular schedule to integrate your new employee.

Practical Illustration



- Checking In
- Following Up
- Designing the Follow-Up Schedule

Module Five: Review Questions

1. How do you become an 'employer of choice'?

A. By checking in with new employees

B. By disengaging from new employees

C. By skipping orientation

D. By avoiding health and safety protocols

Module Five: Review Questions

2. Checking in will help employees to keep from:

A. Checking in

B. Losing interest and quitting

C. Checking out

D. Both B and C

Module Five: Review Questions

3. Follow up sessions should be based on:

A. An employee orientation checklist

B. Irregular interactions

C. Long, informal hang outs

D. Both B and C

Module Five: Review Questions

4. When following up with an employee it is appropriate to:

A. Have a short, informal meeting

B. Ensure the employee they might decision by working for you

C. Follow a checklist

D. All of the above

Module Five: Review Questions

5. The Gallup Management Group estimated that:

A. 19% of employees are actively engaged in their jobs

B. 50% of employees are actively engaged in their jobs

C. 29% of employees are actively engaged in their jobs

D. None of the above

Module Five: Review Questions

6. When following up, keep in mind:

A. What meetings and follow ups can do to ensure you hired the right person

B. How the employee feels about the company

C. The level of engagement the employee has

D. All of the above

Module Five: Review Questions

7. It is recommended you:

A. Set up and follow a regular schedule with employees for follow ups

B. Follow up if and when you feel it's necessary

C. Avoid follow ups with new employees

D. None of the above

Module Five: Review Questions

8. The following statement is TRUE:

A. Employees are to be taken advantage of

B. Employees should be checked in on

C. Employees are valuable assets

D. Both B and C

Module Five: Review Questions

9. _____ is a critical aspect of employee retention.

A. Scheduling

B. Checking in

C. Orientation

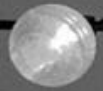
D. Follow up

Module Five: Review Questions

10. Rigidly scheduled follow up is important for new hires.

A. True

B. False



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We make a living by what we get, but we make a life by what we give.

Winston Churchill

MODULE SIX

Workplace Health & Safety

Understanding your responsibilities as a manager means that you do not just understand health and safety, but that you live it.

Understanding Your Role and Responsibilities

Each province, territory, state, or country that you work in has regulations and legislation that are produced and enforced by the appropriate levels of government.



Understanding Local and Industry Specific Rules

Be sure to speak with experts in the field and be diligent about your research to get the information that you require.





Training for Managers

- Working with Occupational Health and Safety Legislation
- Incident Investigation Skills
- Hazard Assessment and Control

Practical Illustration



- Understanding Your Role and Responsibilities
- Understanding Local and Industry Specific Rules
- Training for Managers

Module Six: Review Questions

1. Workers who work within the scope of legislation have access to:

A. Medical care and wage replacement

B. Free healthcare

C. Unrelated insurance benefits

D. Both A and B

Module Six: Review Questions

2. What are worker's compensation programs?

A. Programs which compensate workers with wage replacement

B. Programs which compensate workers with medical care

C. Programs which compensate workers with medical care and wage replacement if they are subject to injury at work

D. None of the above

Module Six: Review Questions

3. Why must employers understand provincial and territorial rules for each jurisdiction?

A. To keep employees safe

B. To protect from fines or lawsuits in the case of injury

C. To understand their obligations and responsibilities in the jurisdiction

D. All of the above

Module Six: Review Questions

4. Which of the following is not an area you can expect to find training in?

A. Fundamentals of Inspection

B. Working with Occupational Health and Safety Legislation

C. Hazard Management

D. Incident Investigation Skills

Module Six: Review Questions

5. Working with Occupational Health and Safety Legislation will:

A. Involve systematic observation of worksites

B. Monitor all aspects of a workplace

C. Identify root causes of accidents

D. Provide you with pertinent access to rules and regulations

Module Six: Review Questions

6. Incident Investigation Skills are:

A. About finding someone to blame for an incident

B. Avoiding recurrences of accidents

C. Identifying root causes of accidents

D. Both B and C

Module Six: Review Questions

7. Employees who work in places which put them in physical risk need:

A. Specific training before they enter a work site

B. Specific training several days later

C. No real training, just the correct protective gear

D. Both A and C

Module Six: Review Questions

8. Certain industries which may have specific rules include:

A. Trades

B. Transportation

C. Federally regulated industries

D. All of the above

Module Six: Review Questions

9. Inspections involve:

A. Observations of work sites

B. Access to rules and regulations

C. Placing 'wet floor' signs

D. Identifying root causes of accidents

Module Six: Review Questions

10. Placing a 'wet floor' sign may classify as:

A. Hazard Management

B. Fundamentals of Inspection

C. Incident Investigation Skills

D. None of the above



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Force is all-conquering, but its victories are short-lived.

Abraham Lincoln

MODULE SEVEN

Workplace Bullying, Harassment, and Violence

Employers, workers, and unions have all taken a serious stand on harassment and violence in the workplace, and yet these problems persist.



Definitions

Physical

Verbal

Written

Costs to the Organization

- Staff turnover
- Reduced productivity
- Poor morale
- Absenteeism





The Manager's Role

Position

Observe

Listen

Instincts

Talk

Eye
contact

An Employer's Responsibility

- Take every complaint seriously
- Be objective
- Attempt to resolve the issues informally if possible



Practical Illustration



- Definitions
- Costs to the Organization
- The Manager's Role
- An Employer's Responsibility

Module Seven: Review Questions

1. What is violence?

A. Does not have an exact legal definition, but is generally considered as intimidation or abuse of authority

B. Is directly related to protected areas including sex, race, religion, age, sexual orientation, or disability

C. Can be defined as abuse, threats, or assault committed in relationship to work

D. None of the above

Module Seven: Review Questions

2. What is harassment?

A. Does not have an exact legal definition, but is generally considered as intimidation or abuse of authority

B. Is directly related to protected areas including sex, race, religion, age, sexual orientation, or disability

C. Can be defined as abuse, threats, or assault committed in relationship to work

D. None of the above

Module Seven: Review Questions

3. What is bullying?

A. Does not have an exact legal definition, but is generally considered as intimidation or abuse of authority

B. Is directly related to protected areas including sex, race, religion, age, sexual orientation, or disability

C. Can be defined as abuse, threats, or assault committed in relationship to work

D. None of the above

Module Seven: Review Questions

4. Incidents may manifest as:

A. Physical

B. Veracious

C. Altercations

D. None of the above

Module Seven: Review Questions

5. The cost of harassment, if unattended is:

A. Reduced productivity

B. Poor morale

C. Absenteeism

D. All of the above

Module Seven: Review Questions

6. In this event, a manager should:

A. Ignore the problem

B. Provide uninspired leadership

C. Recognize staff for their contributions

D. Don't take initiative and ignore bullying

Module Seven: Review Questions

7. What does the code POLITE stand for?

A. Positive, Observe, Listen,
Instincts, Talk, Eye Contact

B. Passive, Observe, Listen,
Instincts, Talk, Eye Contact

C. Passive, Orchestrate, Listen,
Instincts, Talk, Eye Contact

D. Positive, Orchestrate, Listen,
Instincts, Talk, Eye Contact

Module Seven: Review Questions

8. When conflict is over the phone, you should:

A. Establish a rapport as soon as you pick up the phone

B. Be grumpy and slouch

C. Never interrupt

D. Ask for the caller's name but not their number

Module Seven: Review Questions

9. An Employer's Responsibility is:

A. To ignore complaints which aren't serious

B. To investigate immediately

C. To be subjective

D. To open the matter up to all parties

Module Seven: Review Questions

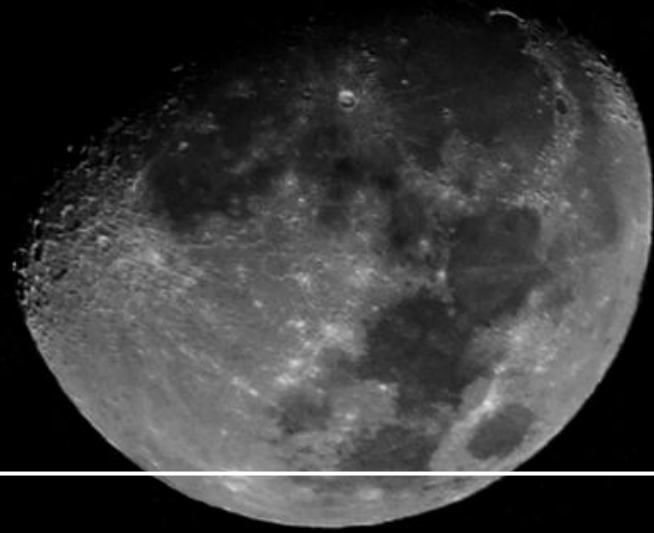
10. The following statement is TRUE:

A. If an employer doesn't acknowledge safety risks, they may receive fines

B. If an employer doesn't acknowledge safety risks, they won't be held liable

C. If an employer acknowledges safety risks, they will be held liable

D. If an employer acknowledges safety risks, they will be held liable



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Diseases of the soul are more dangerous and more numerous than those of the body.

Cicero

MODULE EIGHT

Workplace Wellness

When your employees are healthy and fit, they are less likely to be absent from work due to illness and more likely to be engaged in what is going on around them.



Wellness Behaviors

- Healthy eating
- Exercise
- Life-work balance

Wellness Trends

Wellness addresses the psychological, cognitive, and physical health of your workforce.





The Case for Wellness

- Promote your EAP/EFAP
- Undertake Health Risk Assessments
- Maintain contact with absent employees and let them know they're missed

Practical Illustration



- Wellness Behaviors
- Wellness Trends
- The Case for Wellness

Module Eight: Review Questions

1. What are the three important wellness behaviors?

A. Healthy exercising, eating, life-work balance

B. Healthy eating, exercising, life-work balance

C. Healthy life, exercising, eating-work balance

D. Healthy work, eating, life-exercising balance

Module Eight: Review Questions

2. Wellness should address:

A. Psychological and cognitive functioning of the work force

B. Psychological and ecological functioning of the work force

C. Psychological, cognitive and ecological functioning of the work force

D. All of the above

Module Eight: Review Questions

3. What is a major cause for concern with regard to wellness in the workplace?

A. Preparation for the end of year function

B. Preparation for a pandemic illness such as SARS, Ebola or COVID-19

C. Preparation for an outbreak of a significant magnitude

D. Both B and C

Module Eight: Review Questions

4. The effects of negative stress can:

A. Encourage employees to work harder

B. Enrich our lives

C. Lead to mental and physical illness

D. Both A and B

Module Eight: Review Questions

5. Examples of wellness benefits in the workplace are:

A. Yoga

B. EAP/EFAP

C. Free food

D. Both A and B

Module Eight: Review Questions

6. Which statement is TRUE?

A. Wellness programs, by their nature, can result in decreased employee engagement and morale

B. Increased wellness puts less demand on expensive benefit programs

C. As an employer you shouldn't promote your EAP/EFAP

D. A happy and healthy workforce is less productive

Module Eight: Review Questions

7. What can an employer do with regard to wellness?

A. Ignore Risk Health Assessments

B. Providing training and education for supervisors and managers

C. Ignore absent employees

D. Supply donuts for lunch

Module Eight: Review Questions

8. What can an employee do with regard to wellness?

A. Participate and comply with treatment

B. Refuse treatments

C. Remember your duty lies with being prepared to go home

D. Don't make your health a priority

Module Eight: Review Questions

9. Early intervention may come in the form of:

A. Talking to employees

B. Being ignorant of their complaints or needs

C. Avoiding goals or setting goals with employees

D. Encourage employees to go it alone

Module Eight: Review Questions

10. An EFAP should provide:

A. Assistance with locating childcare

B. Free food and medical care

C. Financial planning

D. Both A and C



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Life is not fair. Get used to it.

Bill Gates

MODULE NINE

Providing Feedback to Employees

Your employees expect your feedback whether it is a pat on the back, or time for change.



Feedback Model

Informal feedback



Formal feedback



360-degree performance review

The Feedback Sandwich

When offering feedback, avoid the word “but” after you make a comment, especially a compliment.



Encouraging Growth and Development

The payoff for you as a manager is that even if you are giving someone unwanted news, they will appreciate the way that you deliver it.



Practical Illustration



- Feedback Model
- The Feedback Sandwich
- Encouraging Growth and Development

Module Nine: Review Questions

1. When giving feedback, one should:

A. Delay giving feedback for as long as possible

B. Provide it in a quiet place

C. Become emotional and abusive

D. Offer it in front of colleagues

Module Nine: Review Questions

2. The following is NOT a type of feedback:

A. Informal feedback

B. Formal feedback

C. Performance Reviews

D. None of the above

Module Nine: Review Questions

3. The 360-degree performance review:

A. Solicits feedback from people within a 360-degree radius of the employee

B. Relies on performance reviews of the immediate supervisor

C. Is used to encourage humiliation of the employee

D. Involves only the supervisor and no one else

Module Nine: Review Questions

4. The Feedback Sandwich consists of:

A. Make a specific positive comment; Offer critique or suggestions for improvement; Make an overall positive comment

B. Offer critique or suggestions for improvement; Make an overall positive comment; Make a specific positive comment

C. Offer critique or suggestions for improvement; Make a specific positive comment; Make an overall positive comment

D. Make an overall positive comment; Offer critique or suggestions for improvement; Make a specific positive comment

Module Nine: Review Questions

5. The following statement reflects the Feedback Sandwich:

A. Hi Paul, I really thought your presentation was horrible yesterday

B. You're a strong member of our team, and I'm looking forward to your continued contributions

C. But I think that if you had more statistics in your report, you wouldn't have been so terrible at it

D. None of the above

Module Nine: Review Questions

6. The following statement is FALSE:

A. Giving good, meaningful feedback is easy

B. You should take time for yourself

C. You should take time to ask questions and observe

D. Employees won't appreciate the way you deliver feedback

Module Nine: Review Questions

7. When offering feedback you should:

A. Use 'but' after a compliment because it encourages improvement

B. Never use 'but' because it has negative connotations

C. Never use 'but' because it classifies as sexual harassment

D. Always use 'but' because it has positive connotations

Module Nine: Review Questions

8. The following statement is TRUE:

A. You should make sure to use negative comments frequently when offering feedback

B. Always use the straightforward Feedback Sandwich without adaptations

C. Employees tend to focus on negative comments

D. Employees tend to focus on positive comments

Module Nine: Review Questions

9. What is the drawback of the Feedback Sandwich?

A. It's not very tasty

B. It's predictable

C. Employees tend to focus on negative comments

D. Both B and C

Module Nine: Review Questions

10. Informal feedback might be:

A. Recognition

B. Used with certain benchmarks at certain times of the year

C. A 360-degree performance review

D. Used to document progress



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Do one thing a day that scares you.

Eleanor Roosevelt

MODULE TEN

Disciplining Employees

Despite our best efforts at hiring the right people, sometimes they do not behave or learn in the way that we anticipate, and so discipline follows their actions.



The General Discipline Process

Act quickly

Clarify the expectations of the employee's role

Clearly and consistently document the steps

The Progressive Discipline Process

- Whether the issue was an isolated or lone incident
- The employee's length of service with the company



A close-up photograph of a person's hand with bright red nail polish holding a silver ballpoint pen. The hand is positioned over a white document, ready to write. The person is wearing a dark suit jacket. The background is a plain, light-colored wall.

Having Discipline Meetings

If they refuse to sign it, that too is a disciplinary matter that you may have to address.

Following Up

Often the initial progressive discipline meetings that you hold are enough to correct the unwanted behavior.



Practical Illustration



- The General Discipline Process
- The Progressive Discipline Process
- Having Discipline Meetings

Module Ten: Review Questions

1. The General Discipline Process involves:

A. Working with an employee

B. Obscuring the expectations of the employee

C. Leaving the employee to work on their own

D. Never providing direction

Module Ten: Review Questions

2. The Clarify step of the GDP is best defined by:

A. Letting a problem linger

B. Clarifying the expectations of an employee's role

C. Acting with haste to address and issue

D. Providing adequate direction where necessary

Module Ten: Review Questions

3. The Assist step of the GDP is best defined by:

A. Letting a problem linger

B. Clarifying the expectations of an employee's role

C. Acting with haste to address and issue

D. Providing adequate direction where necessary

Module Ten: Review Questions

4. The Act Quickly step of the GDP is best defined by:

A. Letting a problem linger

B. Clarifying the expectations of an employee's role

C. Acting with haste to address and issue

D. Providing adequate direction where necessary

Module Ten: Review Questions

5. Progressive Discipline is best defined as:

A. A method of behavioral innovation

B. A method of behavioral correction which builds on the strengths of the non-existent policy

C. A method of behavioral correction which builds on the strengths of the existing policy

D. A method of behavioral ignorance

Module Ten: Review Questions

6. When Managing Incompetence one should:

A. Meet to clarify the expectations of the job

B. Be guarded with the employee

C. Don't act promptly

D. Ignore the employee's ability to perform the job

Module Ten: Review Questions

7. When Managing Misconduct one should:

A. Dismiss the employee immediately without cause

B. Take into account the seriousness and frequency of the misconduct

C. Delay your action plan

D. Don't document anything that happens

Module Ten: Review Questions

8. The following is an example of an Aggravating Factor:

A. Whether the misconduct was intentional

B. The employee's dietary history

C. Whether the issue was isolated

D. Both A and C

Module Ten: Review Questions

9. An example of a Discipline Meeting is:

A. When an employee performs admirably

B. If the admirable behavior continues, a supervisor arranges a formal meeting

C. If undesirable behavior continues, another formal meeting is arranged

D. All of the above

Module Ten: Review Questions

10. When in a Disciplinary Meeting, one should:

A. Put off gathering information for the meeting

B. Keep the meeting focused on the individual, not the behavior

C. Conduct the meeting in front of colleagues

D. Have the authority to enforce consequences

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You're fired!

Donald Trump



Terminating Employees

Should you find yourself continually trying to modify an employee's behavior and unable to get the desired results, then considering dismissal, or termination, is the logical next step.



Documenting Events

It is easiest in cases of clear and serious misconduct or breach of conduct, but even less serious or cumulative events can lead to termination.

Making the Decision

- Am I being hard on this person unnecessarily?
- How serious were the infractions or performance issues that led to this



Communicating the Decision

The termination meeting is simply an advanced stage of progressive discipline, but with very dire consequences.



Practical Illustration



- Documenting Events
- Making the Decision
- Communicating the Decision

Module Eleven: Review Questions

1. When in the second stage of the Progressive Disciplinary Process, one should:

A. Discuss the dismissal with HR

B. Discuss the dismissal with a superior to ensure you have authority to dismiss the employee

C. Both A and B

D. None of the above

Module Eleven: Review Questions

2. The following statement is FALSE with regard to documentation:

A. Paperwork should be disorganized

B. Your documentation should be excellent

C. Notes should be signed and dated

D. Employees should sign and date notes as well

Module Eleven: Review Questions

3. The following statement is TRUE:

A. Part of your documentation comes from the employee

B. Employees must agree with the documentation to sign and date it

C. Employees do not have to agree with the documentation to sign and date it

D. HR is never involved in the documentation process

Module Eleven: Review Questions

4. When deciding to terminate an employee, one should:

A. Become over-emotional and make rash decisions

B. Discuss your decision-making process with HR

C. Become stressed and overreact

D. Reconsider your position in the company

Module Eleven: Review Questions

5. The following is NOT a question you should ask yourself before dismissing an employee:

A. Am I being too soft on this person unnecessarily?

B. How serious were the infractions or performance issues that led to this?

C. What are the implications of releasing this employee in terms of backlash to the company, my work unit, and my professional integrity?

D. Do I still believe that they are worthy of termination?

Module Eleven: Review Questions

6. The following Statement is TRUE:

A. Having second doubts about dismissing an employee means you shouldn't do it

B. Having second doubts about disciplining an employee means you should do it

C. It's normal to have second thoughts about dismissing an employee

D. None of the above

Module Eleven: Review Questions

7. When dismissing an employee, one should:

A. Let the employee drive home by themselves afterwards

B. Communicate it in a drawn out, informal meeting

C. Communicate it in a brief, professional meeting

D. Keep the meeting filled with bias and insults

Module Eleven: Review Questions

8. Why shouldn't you dismiss an employee on a Friday?

A. It can affect their mental health

B. They may damage the companies' assets

C. It's a great way to start the weekend

D. Both A and B

Module Eleven: Review Questions

9. If career transition assistance is provided:

A. The terms of service should be ignored

B. The terms of service should be outlined in a document

C. The employee shouldn't sign and date the letter

D. Let the employee keep their keys and access cards

Module Eleven: Review Questions

10. After a termination meeting:

A. Do not unwind

B. Blame yourself for the decision
and stress out

C. Document that the meeting took
place

D. Have a party

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to understanding Human Resources Management is well on its way.



Words From the Wise

*Success consists of going
from failure to failure
without loss of enthusiasm.*

- Winston Churchill

*I cannot believe that the purpose of
life is to be happy. I think the purpose
of life is to be useful, to be
responsible, and to be
compassionate. It is, above all to
matter, to count, to stand for
something, to have made some
difference that you lived at all.*

- Leo Rosten

*To know how to do
something well is to enjoy it.*

- Pearl Buck