



# HR Basics for HR Professionals & Managers

SHRM GUAM CHAPTER BREAKFAST BRIEFING – 04/07/2021

AFFILIATE OF



BETTER WORKPLACES  
BETTER WORLD™



**Francene Paulino**  
**Director of People Operations**  
**Docomo Pacific**



**Jenynne Guzman**  
**Office Manager,**  
**GuamTemps Inc.**



# About Us



# Agenda

- I. Talent Management
- II. Performance Management
- III. Employee Separation
- IV. Skills for a Successful Manager
- V. Q&A

# TALENT MANAGEMENT



## Recruiting vs. **Recruitment Marketing**



# Talent Acquisition/Recruitment

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## Job Descriptions

- ✓ Successful workforce planning
- ✓ Setting salary and grade levels
- ✓ Meeting compliance requirements
- ✓ Guides job performance
- ✓ Measurement tool for meeting job expectations



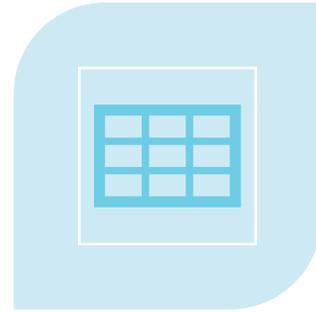
# How to develop a job description



**STEP 1: PERFORM  
A JOB ANALYSIS**



**STEP 2:  
ESTABLISH THE  
ESSENTIAL JOB  
FUNCTIONS**

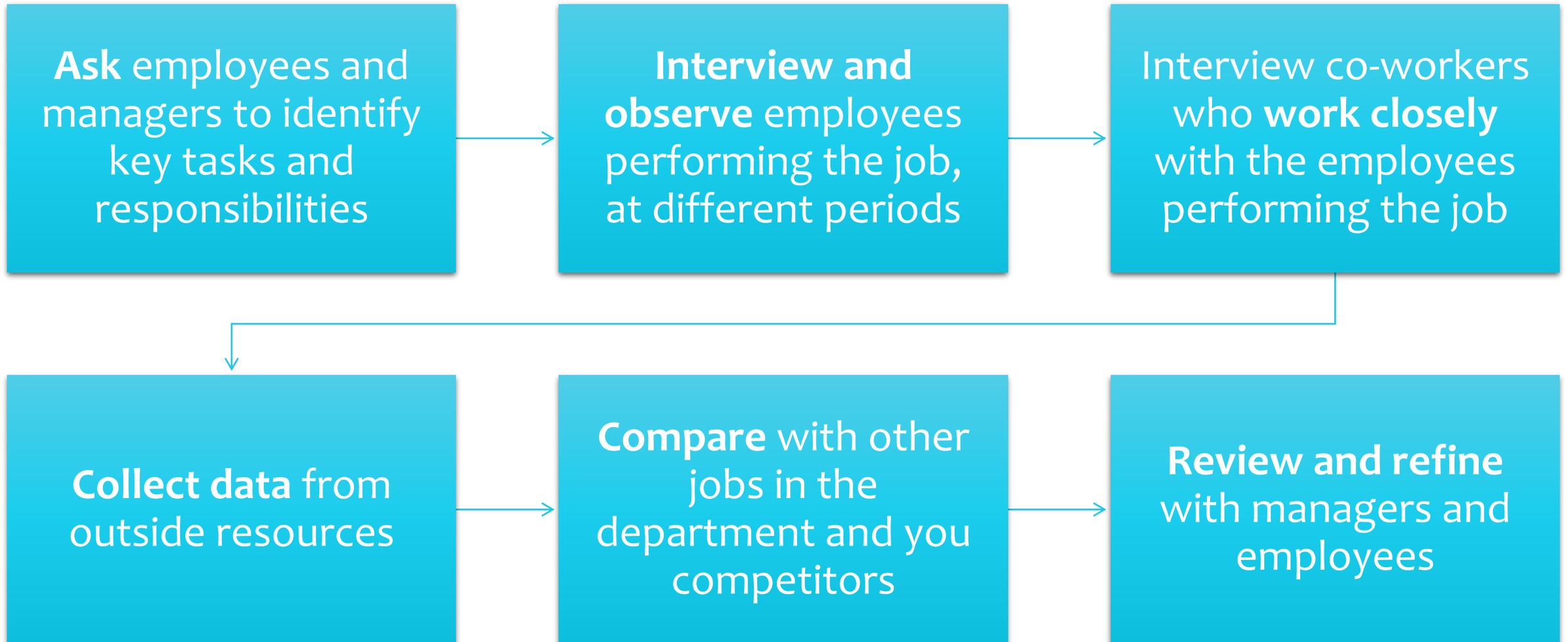


**STEP 3: ORGANIZE  
THE DATA  
CONCISELY**



**STEP 4: ADD A  
DISCLAIMER AND  
SIGNATURE LINE**

# Step 1: Conduct a Job Analysis



## Step 2: Establish essential job functions



Ensure the tasks are truly necessary

Determine the frequency & how much time is spent performing a task

Determine the consequences of not performing the function

Identify if the task can be redesigned/performed in a different manner

Determine if the task can be reassigned to another employee

YOUR LOGO  
HERE

Company Name

Job title →

Classification  
& salary grade  
level →

← Position type

Step 3: Organize the  
data concisely

← Summary &  
objectives

Date last  
updated →

Job Title:	Job Title	Job Category:	Job Category
Department/Group:	Department/Group	Job Code/ Req#:	Job Code/ Req#
Location:	Location	Travel Required:	Travel Required
Level/Salary Range:	Level/Salary Range	Position Type:	Position Type (i.e.: full-time, part-time, job share, contract, intern)
HR Contact:	HR Contact	Date Posted:	Date Posted
Will Train Applicant(s):	Will Train Applicant(s)	Posting Expires:	Posting Expires
External Posting URL:	External Posting URL		
Internal Posting URL:	Internal Posting URL		
Applications Accepted By:			
FAX OR EMAIL: Fax number or Email Subject Line: Subject Line		MAIL: Name Company Name Address City, ST ZIP Code	
Job Description			
<p><b>ROLE AND RESPONSIBILITIES</b></p> <p>To get started right away, just tap any placeholder text (such as this) and start typing to replace it with your own.</p> <ul style="list-style-type: none"> <li>List bullet 1</li> <li>List bullet 2</li> </ul> <p>Some of the sample text in this document indicates the name of the style applied, so that you can easily apply the same formatting again. For example, the numbered paragraphs below use the List Number style.</p> <ol style="list-style-type: none"> <li>List number 1</li> <li>List number 2</li> </ol>			
<p><b>QUALIFICATIONS AND EDUCATION REQUIREMENTS</b></p> <p>Qualifications and Education Requirements</p>			
<p><b>PREFERRED SKILLS</b></p> <p>Preferred Skills</p>			
<p><b>ADDITIONAL NOTES</b></p> <p>Additional Notes</p>			
Reviewed By:	Name	Date:	Date
Approved By:	Name	Date:	Date
Last Updated By:	Name	Date/Time:	Date/Time

# Step 4: Add the disclaimer and signature line

## Disclaimer

“The duties and responsibilities described are not a comprehensive list and that additional tasks may be assigned to the employee from time to time”

OR

“The scope of the job may change as necessitated by business demands”

## Signature Line

### **JOB DESCRIPTION ACKNOWLEDGEMENT**

All job requirements in the job description provided indicate the minimum level of knowledge, skills, and/or abilities deemed necessary to perform the job competently. Job descriptions are an overview of the duties, responsibilities and requirements of the position. Employees may be required to perform other job-related assignments as requested.

- I have read and understand the job requirements, responsibilities and expectations set forth in the job description provided for my position. I attest that I am able to perform the essential job functions as outlined with or without any reasonable accommodations.

Title: \_\_\_\_\_

Job Code: \_\_\_\_\_

Region: \_\_\_\_\_

Department: \_\_\_\_\_

Name: \_\_\_\_\_

Employee Number: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



# Interviewing Methods: telephone, one-on-one and group



- ✗ Age and DOB
- ✗ Gender, race, religion and national origin
- ✗ Physical traits and disabilities
- ✗ Education information
- ✗ Arrests and criminal convictions
- ✗ Credit history and garnishments
- ✗ Citizenship questions
- ✗ Smoking or drug use



## Recruitment Compliance



- Stay away from bias decision making
- Understand unconscious bias
- Intuitions should not influence hiring decision
- Stay focused on the candidate's performance

# Onboarding: Administrative Action Items



**Policies and practices for hiring new employees**



**Record of employee and employers' receipt of new hire paperwork**



**Disseminate new hire paperwork to the essential departments**



**Introduce and welcome new employees**



**Payroll and employee benefits are completely timely**

# Performance Management



# Performance Management



**Communicate expectations**



**Provide regular feedback**



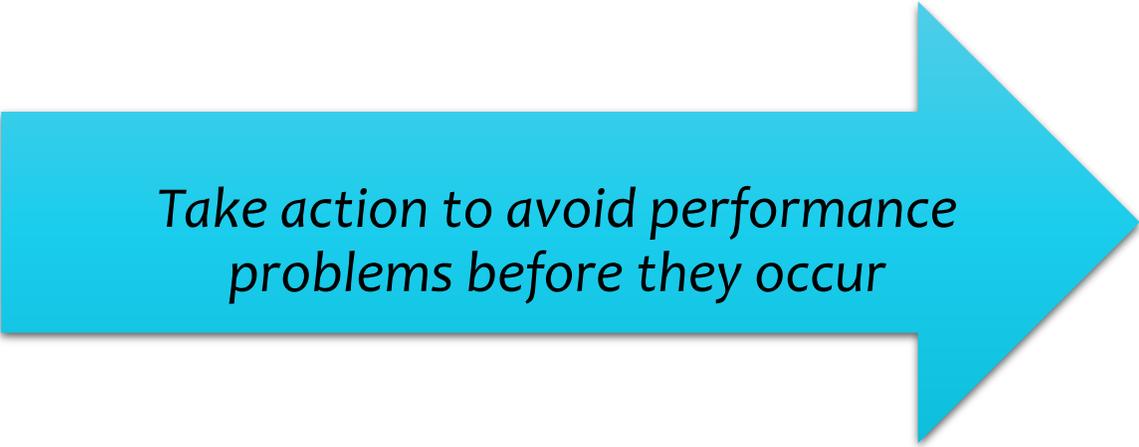
**Recognize and reward performance**



**Hold employees accountable for results**

# Manage expectations

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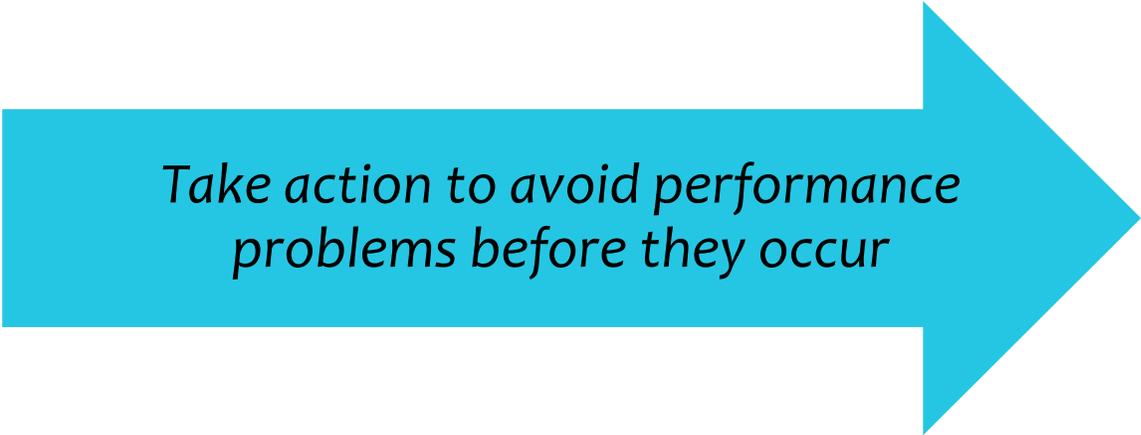
*Take action to avoid performance problems before they occur*

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**Communicating clear performance goals and expectations to employees.**

If staff members under your supervision do not understand what is expected, it will be very hard, if not impossible, for them to meet those expectations.

# Manage expectations



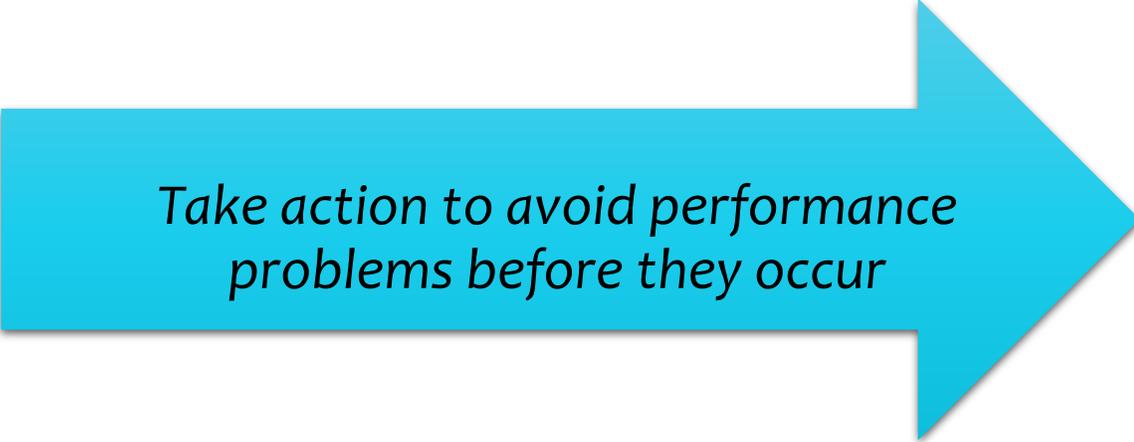
*Take action to avoid performance problems before they occur*

## Providing regular and frequent feedback on performance

- Feedback, whether given in regularly scheduled meetings or in unscheduled informal discussions, is crucial to ensuring that expectations are understood.
- Frequent feedback lessens the likelihood that the employee will be surprised if it becomes necessary to take formal steps to resolve poor performance.
- Always look for opportunities to confirm that employees understand what is expected.
- Praise in public, discipline in private.

# Manage expectations

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*Take action to avoid performance problems before they occur*

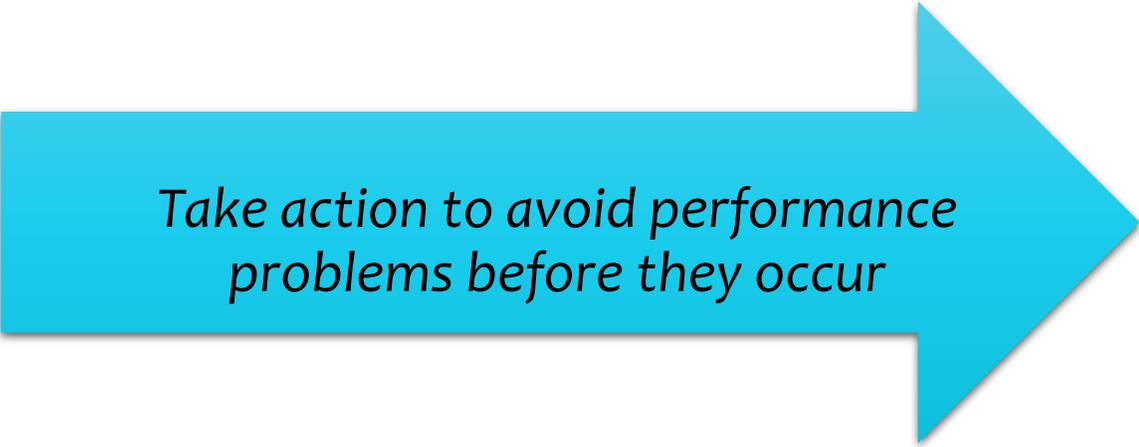
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## Recognizing good performance, informally and formally

- Recognizing good performance is **simply another way of clarifying expectations.**
- **Make it a habit to document great performance** to encourage employee(s) to repeat desirable behavior

# Manage expectations

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*Take action to avoid performance problems before they occur*

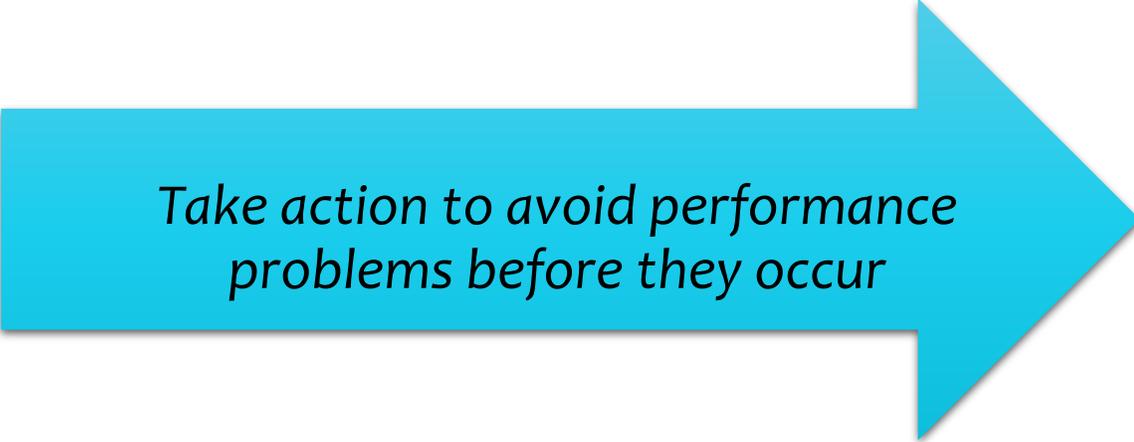
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## Making full use of the orientation period of new employees

- Performance problems often first show up during the initial few weeks or months of employment.
- This initial period provides a key opportunity for management to address performance problems.
- Taking action early is always better than waiting.
- Investing time early is always time well spent.

# Manage expectations

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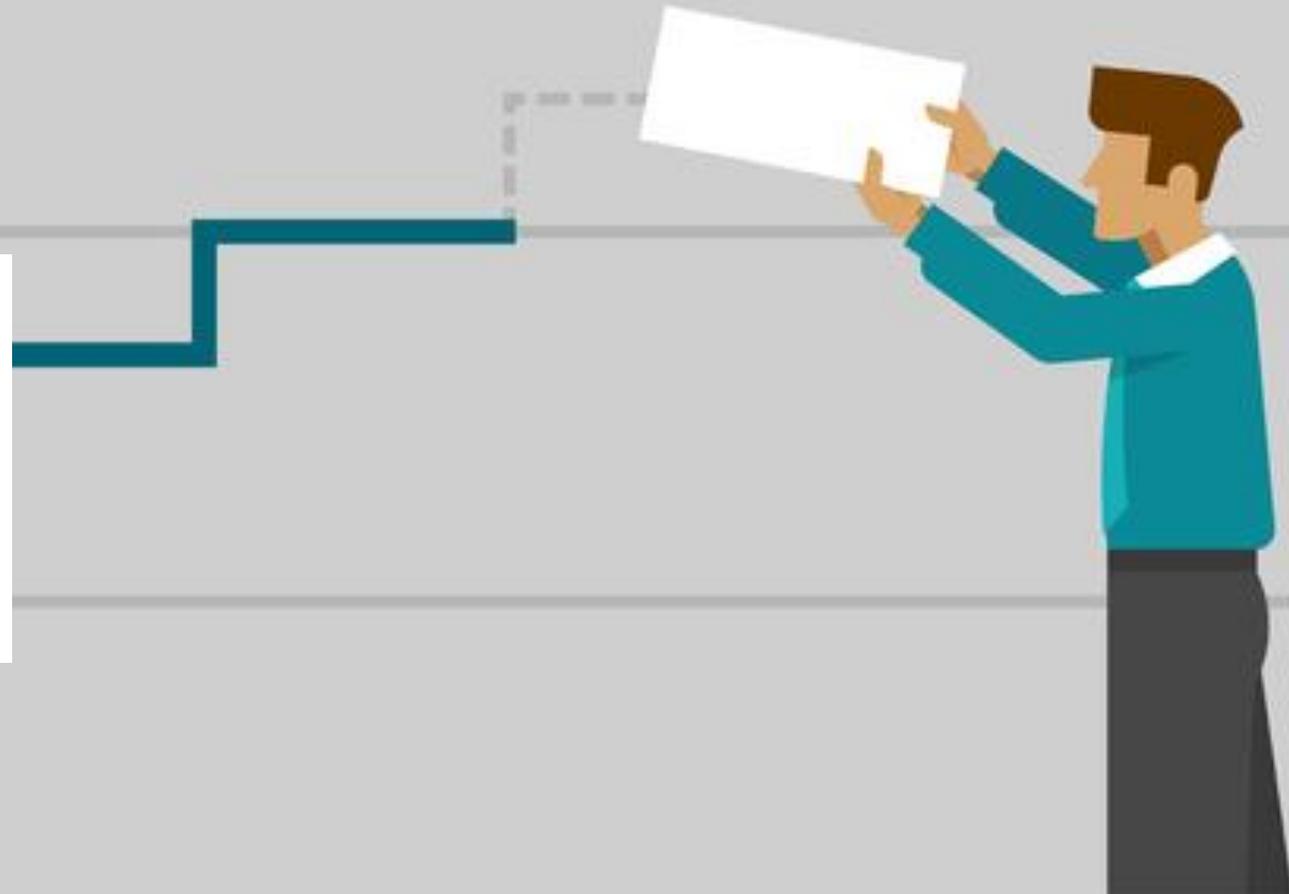
*Take action to avoid performance problems before they occur*

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## Coach for Success

- A culture of high performance should be strongly encouraged and supported.
- Managers are expected to advise, support and coach employees
- Managers are also expected to lead by example.

# Managing employee performance



# Goal Setting and Planning

**S M A R T**

SPECIFIC

MEASURABLE

ACTIONABLE

RELEVANT

TIMELY



## Goals vs Objectives

- Goals are general, intangible, broad, abstract and strategic generally set by senior management
- Objectives are specific, measurable, narrow, concrete and tactical generally set by managers. Objectives must be SMART

# Performance Reviews

## Mid-Year Review

A formal discussion done halfway through the year regarding the employee's progress on goals and performance to date

- Provide positive and constructive feedback
- Identify and eliminate roadblocks
- Revise goals as needed

## Annual Review

A formal discussion done at the end of the review period regarding the employee's past year's performance and setting performance goals for the next year

- Helps in assessing training and development needs
- Serves as a basis for rewarding outstanding employees
- Builds positive working relationships and increases morale

# Common performance rating errors

## Lack of differentiation

**Central Tendency** – Rating all employees with an average score (ie. good performance or meets expectations rating)

**Leniency** – Rating all employees high

**Severity** – Rating all employees low

## Recency Effect

Rating employees based on behaviors and outcomes demonstrated toward the end of the review period

## Halo/Horns Effect

Rating employees based on the manager's own judgement of that employee as highly competent or incompetent in one area for all areas

## Personal Bias/Favoritism

Rating employees based on the manager's own attitude towards that employee and not on the outcome or behavior

## Inaccurate Information/Preparation

Rating is based on an inaccurate assessment due to lack of time in gathering relevant information about the employee's performance

# Why should I address performance PROBLEMS?

- Dealing with performance problems is a real challenge for any manager. Experienced managers often say it is one of the toughest parts of their jobs.
- Nevertheless, it is a key managerial responsibility, and failure to address poor performance can have a greater impact than you may appreciate.



# Misconceptions

## MYTHS

**Dealing with poor performance is time-consuming. My time is better spent managing productive employees.**

**If I take action against one employee, it will lower the morale of the others & create a less productive work environment.**

- While dealing with poor performance can be time-consuming, failing to address poor performance sends a clear message to your team that you have unique standards for poor performers.
- Poor performance usually gets worse over time, rarely does it correct itself without action on the part of the manager.

- Actually, taking such action can have just the opposite effect. Most employees want and expect to be held accountable for their work and resent it when others do not “pull their weight.”
- Building a productive team can begin by setting clear expectations and addressing failure to meet those expectations.

## FACTS

**Constructive counseling given early and regularly usually leads to performance improvement and eliminates the need to consider more formal action that is even more unpleasant.**

Telling employees that they are not performing satisfactorily is unpleasant and requires special human relations skills.

Thankfully, very few individuals enjoy criticizing others. But as a result, most employees receive little or no feedback from their managers on performance shortcomings.

# Complaints & Grievances

## Best Practices

Develop company policy and procedure

- Include “No Retaliation” Clause
- Develop steps for filing complaints/grievances

Take complaints and grievances seriously – DO NOT “sweep it under the rug”

Conduct investigations and ensure they are done thoroughly and timely

- Ensure confidentiality – require that of those involved
- Provide interim protection
- Determine stakeholders – who will conduct investigation?
- Develop a plan (consider interview questions and order of interviews)

# Complaints & Grievances

## Best Practices

Consider all sides/perspectives and remain objective and unbiased

Provide a response/decision to both parties (do not provide details of discipline if applicable)

Conduct investigations and ensure they are done thoroughly and timely

DOCUMENT, DOCUMENT, DOCUMENT

Seek legal counsel if necessary



# Coaching and Counseling

# Six Coaching Steps

## Demonstrate



Demonstrate your belief in the employee's ability to improve

- Show confidence in the employee's ability and willingness to solve the problem. Ask him or her for help in solving the problem or improving their performance. Ask the employee to join in with you with the goal of increasing the employees' effectiveness as a contributor to your organization.

## Describe



Describe the performance problem to the employee.

- Focus on the problem or behavior that needs improvement, not on the person. Use descriptions of the behavior with examples so that you and the employee share meaning.
- Ask for the employee's view of the situation. Do they see the same problem or opportunity for improvement that you do?

## Determine

Determine whether issues exist that limit the employee

- Ask yourself whether the employee has the ability to perform the task or accomplish the objectives.
- Four common barriers are time, training, tools, and temperament. Determine how to remove these barriers, assuming one exists.
- Determine whether the employee needs your help to remove the barriers—a key role of a manager—or if he or she is able to tackle them alone.

# Six Coaching Steps

## Discuss

Discuss potential solutions to the problem or improvement actions to take

- With a lower-performing employee, ask the employee for their ideas about how to correct the problem, or prevent it from happening again. With a high performing employee, talk about continuous improvement.

## Action Plan

Agree on a written action plan

- The written plan should list what the employee, the manager, and possibly, the HR professional, will do to correct the problem or improve the situation. Identify the core goals that the employee must meet to achieve the appropriate level of performance that the organization needs.

## Follow-Up

Set a date and time for follow-up

- Determine if a critical feedback path is needed, so the manager knows how the employee is progressing. Offer positive encouragement. Express confidence in the employee's ability to improve. Recognize, however, that the only person who is in charge of their performance improvement is the employee. As much as you try to help, he or she is the one who is ultimately in charge of their growth and improvement.

# Disciplinary Action

## 4 Step Progressive Discipline Policy



**COMPANY reserves the right to combine or skip steps depending on the facts of each situation and the nature of the offense.**

# Tips when writing employees up



Be consistent with everyone



Be specific by giving specific examples (who, what, when, how)



Be factual about what happened stating policies violated, date and time



Note Consequences by informing the employee and documenting conversation



Have the employee sign and date the write-up



Allow for response

# Rewards and Recognition

Rewards and recognition enables you to attract and retain top talent, keeps productivity high and helps keeps your company ahead of the competition.

Treat your rewards and recognition programs as a critical strategic tool.



# Why should you reward?

## Positive reinforcement

Positive reinforcement is an effective tool in increasing productivity. When you reward employees, who go the extra mile, it boosts their confidence and supports repeated behavior.

## Employee retention

Deciding to reward employees could help you reduce employee turnover.





## How to Reward

### Set team goals

First, take a hard look at your business. Where could you improve? Let that guide how you reward employees as a team.

- For example, maybe you're trying to increase drink sales. See if your wait staff and bartenders can upsell to meet that amount.
- If you're trying to lower food costs, challenge your kitchen staff to reduce waste until you hit the right percentage.



## How to Reward

### Encourage individual goals

- Attendance based goals help reduce no call-in's or absence.
- Another way to reward employees is by setting goals for each individual.
- Ask every team member if there's a personal goal, they'd like to achieve for themselves.

# Employee Separation

Making the decision to terminate an employee and conducting the termination meeting are two of the most difficult responsibilities managers have.



# Types of Terminations

## Voluntary

An employee provides a resignation stating his or her intention to leave the organization within a specified period of time

Reasons for voluntary terminations include:

- A new job
- Personal reasons (e.g., relocation, health, family obligations)
- Retirement

## In-voluntary

The employer initiates termination of an employee's employment

Reasons for involuntary terminations include:

- Unsatisfactory performance
- Organizational change
- Misconduct
- Includes violations of the employer's code of ethics and conduct, policies, practices, procedures or rules.

**Employer is required to provide the employee with their last payroll check at COB**

# Primary laws that pertain to In-voluntary terminations

## **Title VII of the Civil Rights Act of 1964:**

Prohibits employers from terminating employment based on race, color, religion, gender and national origin.

## **Pregnancy Discrimination Act (PDA):**

An amendment to Title VII, prohibits termination of employment based on pregnancy and childbirth.

## **Americans with Disabilities Act (ADA):**

Prohibits employers from terminating employment based on disability.

## **Age Discrimination in Employment Act (ADEA):**

Prohibits employers from terminating employment based on being age 40 and older.

# Primary laws that pertain to In-voluntary terminations

## **Uniformed Services Employment and Reemployment Rights Act (USERRA):**

Prohibits employers from terminating employment based on military service.

## **Family and Medical Leave Act (FMLA):**

Prohibits employers from terminating employment based on requesting FMLA leave or use of FMLA leave.



## Employment–At-Will

Employment at will pertains to the employer’s right to terminate the employment relationship at any time, for any reason, with or without notice, if the employer does not violate oral or written contracts, public policy, or covenant of good faith and fair dealing.

# Importance of an Exit Check-list



Ensuring that the exit of one employee does not interrupt the flow of business



Making the offboarding process comply with company policies, certifications, and recommended safety measures



Collecting feedback from employees to provide insight into the success of the company's policies for employees



Safeguarding company's assets: both physical assets as well as proprietary knowledge

# Sample:

## Employee Exit Checklist

### Prepare Paperwork

- 401 (k) information
- Health check information
- Non-disclosure agreement
- Non-competent agreements
- Tax documents
- Outstanding reimbursements

### IT Permissions and Access

- Update passwords
- Revoke employee's access
- Remove employee from payroll
- Update directory and org chart
- Update company website
- Redirect calls and emails

### Knowledge Transfer

- List of important contacts
- Useful resources
- Location of records
- Status report of ongoing projects
- List of outstanding tasks

### Exit interview

- Exit interview questionnaire
- Have discussions after survey
- Analyze the data collected
- Retrieve insights

### Recover company assets

- IT equipment
- Mobile phone
- ID cards or badges
- Parking tags
- Uniforms
- Access card or keys



# Conducting an exit interview



**Retrieve and protect property**



**Identify any morale or culture problems**



**Emphasize obligations the employee may have regarding the confidentiality of trade secrets and employer data**



**limit the risk of lawsuits being filed later**

# How to minimize risk - Employee Separations

## Regularly Review Personnel Policies, Forms, and Employee Handbooks

- Written and oral representations to employees can create a binding contractual obligation that may override employment at-will.
- Ensure policies, forms, and manuals are up to date regularly.

## Train Supervisors and Managers

- Managers should be trained on different labor and employment laws , as well as company policies and procedures.
- Managers should not be afraid to consult with HR for discipline and termination guidance

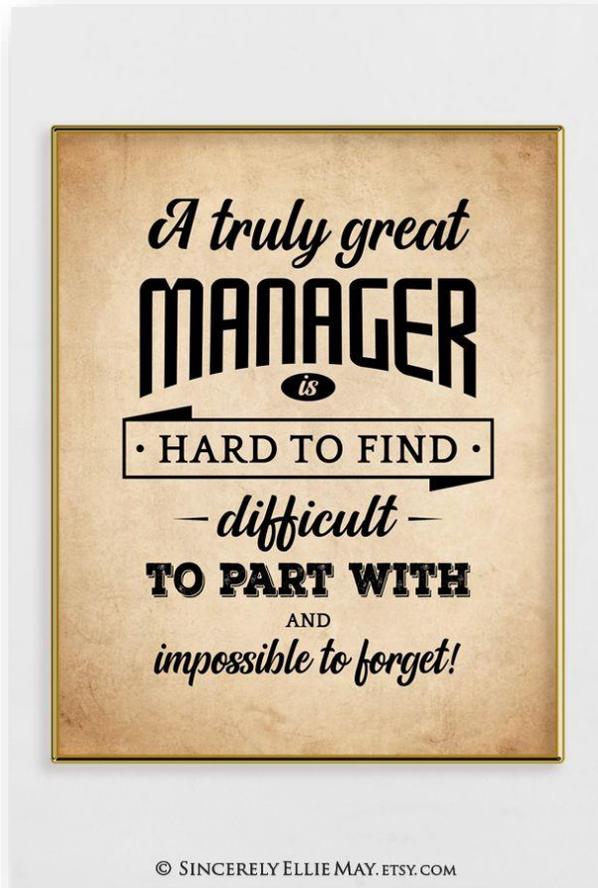
## Be Consistent in the Application of Company Policies and Procedures

- Inconsistent application of policies and procedures often results in claims of unfair and wrongful treatment by employees

## Take Special Precautions when Terminating an Employee

- Review Reasons for Termination and the procedures leading to discharge
- Document the discharge process
- Respond carefully to inquiries on employee's performance

# Skills for a Successful Manager



Earning RESPECT



Organization Skills



Collaboration Skills



Motivation Skills



Critical Thinking and Emotional Intelligence Skills



Communication Skills



Business Acumen Skills

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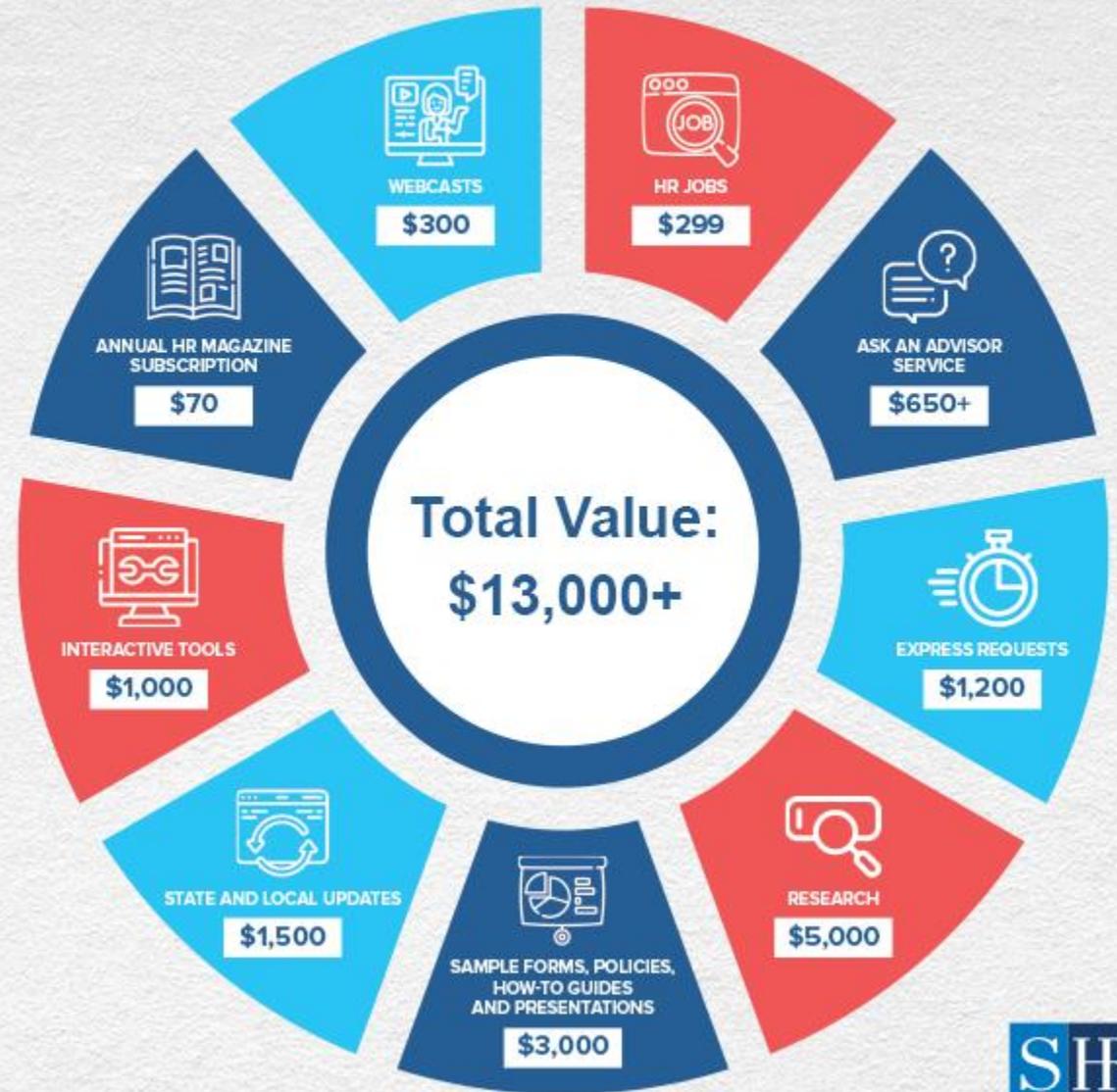


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A close-up photograph of a white ceramic coffee cup filled with a latte, featuring intricate latte art on the surface. The cup sits on a matching white saucer, both placed on a rustic wooden surface. In the background, there are scattered coffee beans and a wooden spoon, creating a warm and inviting atmosphere.

# Raffle!

**Infusion Coffee G.C. to 4  
current SHRM Guam members**

**AND**

**Infusion Coffee G.C. to the  
first 3 Non-SHRM Guam  
Members who sign-up before  
the end of April 2021!**



# Thank You!

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