Human Resources Series

1. HR’s Strategic Role
2. Workforce Planning & Employment
3. Benefits
4. Labor & Employee Relations
5. Compensation Fundamentals
6. Health, Wellness, & Disability Management
7. HR Development

Agenda

1. Equal Employment Opportunity (EEO)/Affirmative Action
2. Recruitment
3. Selection
4. Career Development
5. Managing Transitions
### EEO/Affirmative Action

**Title VII of the Civil Rights Act passed in 1964 and amended by the EEOA in 1972:**
- Prohibits discrimination based on race, color, religion, gender, or national origin.
- Established the Equal Employment Opportunities Commission
- Covers employers with 15 or more employees, employment agencies, labor unions, educational institutions, state and local governments and others.

### EEO/Affirmative Action

**California Fair Employment and Housing Act (FEHA):**
- Prohibits discrimination and harassment in employment on the basis of race, religion, creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex and sexual orientation.

### EEO/Affirmative Action

**What is an Equal Employment Opportunity Employer?**
- All employment decisions based on job and business related reasons.
EEO/Affirmative Action

• Equal Employment Opportunities Commission (EEOC) requires an annual EEO report for:
  – Employers with 100 or more employees and federal contractors with at least 50 employees and federal contracts of $50K.
  – Annual report is due September 30.
  – Includes breakdown of the work force by race and gender for nine job categories.

EEO/Affirmative Action

• EEOC requires employers to maintain EEO records on their employees
  – Accurate reporting allows employers to prove compliance
  – Easier for employers to conduct internal investigations

EEO/Affirmative Action

• Two types of discrimination are:
  • Disparate treatment-protected groups are intentionally treated differently
  • Adverse impact-intentional or unintentional employment practices that appear neutral but have a discriminatory effect on a protected group
EEO/Affirmative Action

• Exceptions to the definition of discrimination
  – Work-related requirements if it is job related and required by business necessity.
    • Example: Firefighters must be able to lift a certain amount of weight over their shoulders.
  – Bona fide occupational qualification (BFOQ) if gender, religion or national origin is a BFOQ to perform the normal duties of the position.
    • Example: Being female for a women’s bathing suit model.

EEO/Affirmative Action

• Exceptions to the definition of discrimination continued:
  – Seniority systems that are not designed to discriminate.
  – Preferential quota systems may temporarily give preference to qualified members of underrepresented protected classes.

EEO/Affirmative Action

• Affirmative Action Plan (AAP) allows employers to identify conspicuous imbalances in work force and take positive steps to correct
  – AAP are voluntary except for certain federal contractors and subcontractors with 50 or more employees and $50K or more in government contracts.
EEO/Affirmative Action

Elements of AAP
- Work-force analysis.
- Job group analysis.
- Two-factor availability analysis
- Utilization analysis.
- Goals and timetables
- In-house programs and community service
- Auditing

EEO/Affirmative Action

- Impact of changing demographics on staffing needs
  - 50% increase in population by the middle of the 21st Century
  - Population will be split evenly between non-Hispanic Caucasians & members of various protected groups.
  - By middle of 21st Century senior citizens will make up more than 20% of the population.

EEO/Affirmative Action

- Special Programs-ensures all employees are treated in a manner that is respectful of their differences.
  - Diversity training for all employees.
  - Accommodating disabilities.
    - American with Disabilities Act (ADA) requires employers to make reasonable accommodation for qualified individuals with disabilities.
EEO/Affirmative Action

• Next steps:
  – Review Department Affirmative Action Progress Report, assess status, and augment ways to meet goals.

Recruitment

• Recruitment Objectives
  – Demand analysis—Where do we want to be? Are we growing or retrenching? In what areas? Does the current staff have the needed SKA’s to be successful?
  – Supply Analysis—Where are we now? Do we have the right personnel mix to enable the organization to achieve its short-term and long-term business goals? Where are the gaps?
  – Strategic Analysis—Will we look internally or externally to fill vacancies? What sources should we use? What level of performance are we looking for?

• Identifying selection criteria
  – Job analysis is the procedure by which jobs are researched to determine what activities and responsibilities they include such as:
    • Knowledge or body of information for task performance.
    • Skills is the level of competency needed for task performance.
    • Abilities is the trait or capability necessary to perform the job.
  – Job description details the required tasks, knowledge, skills, abilities, responsibilities and reporting structure for the job.
Recruitment

• What are examples of:
  – Tasks?
  – Knowledge?
  – Skills?
  – Abilities?
  – Reporting structure?

Recruitment

• Internal and external recruitment sources
  – Consider the following factors
    • Type and level of position
    • State of the economy
    • Regional labor market

Recruitment

• Examples of recruitment sources
  – Internet
  – Newspapers
  – Professional Journals & Associations
  – Temporary Agencies
  – Executive Search firms
  – State Employment Agencies
Recruitment

• Evaluating recruitment program effectiveness:
  – Short-term considerations
    • Average time to recruit qualified applicants
    • Selection and acceptance rates
    • Cost per applicant hired
    • Quantity and quality of applicants
    • EEO implications
  – Long-term considerations
    • Performance of hires
    • Tenure/turnover of hires
    • Absenteeism per hire
    • Training costs

• Next steps:
  – Assess current and future staffing needs.
  – Add “best practices” such as utilizing team interviewing, court passive job seekers, and advertising flexible work schedules and benefits to applicants.

Selection

• Selection process involves a series of filters designed to narrow the field of applicants:
  – Resume referral process
  – Selection interviews
    • Prescreening-when an organization has a high volume of applicants and phone conversations are needed to judge prequalification factors.
    • Structured-interviewer asks each applicant the same questions
    • Patterned/targeted-interviewer asks each applicant questions that are from the same knowledge, skill, or ability area but not necessarily the same.
    • Stress-interviewer assumes an aggressive posture to see how applicant responds to stressful situations.
Selection

- Selection interviews cont.
  - Behavioral-interviewer focuses on how the applicant previously handled situations. (Interviewee tells a story that illustrates their past performance)
  - Directive-interviewer poses direct questions to the applicant in this highly structured type of interview.
  - Nondirective-interviewer asks open questions and provides general direction but allows the applicant to guide the process.

Selection

- Legally acceptable questions should be:
  - Job related and not involve race, creed, gender, national origin, marital status, number of children, disability, etc.

Selection

- Interviewing skills and techniques
  - Establish and maintain rapport
  - Listen carefully
  - Observe nonverbal behavior
  - Provide realistic information about the position
  - Ask questions that are planned
  - Take notes
  - Summarize at the end of interview the next steps
Selection

- Job Previewing is honest & provides complete information about the job & work environment
  - Description of a typical day on the job.
  - The organization’s vision, mission, and values.
  - A succinct description of the organization’s products and/or services.
  - Aspects of the job that have been rewarding and difficult for other employees.
  - Opportunities for professional development and advancement.
  - Unique aspects of the job.
  - Pending organizational layoffs, reorganizations, mergers, acquisitions, etc.

Selection

- Pre-employment Testing must be:
  - **Valid**
  - **Reliable**
  - **Job related predictor**

- Types of checks
  - **Academic**
  - **Work**
  - **Financial** (must be business necessity and consistent with Fair Credit Reporting Act)
  - **Personal**
  - **Background checks for criminal records**

Selection

- Evaluating a Selection Program:
  - **Reliable**—must measure or predict behavior with a high degree of consistency.
  - **Valid**—measures the degree to which inferences made from interviewing and reference checks are correct and accurate.
  - **Job related predictor**
Selection

– Next steps:
  • Assess departmental selection practices for effectiveness and legal compliance.

Career Development

• Career Development:
  – The process by which individuals progress through a series of stages in their careers, characterized by a unique set of issues, themes, and tasks.

• Three key players involved in career development process.
  – Individual
  – Manager
  – Human Resource Development professional
Career Development

Manager role:
- Coach
- Appraiser
- Adviser
- Consultant on action plans for employee

HR Development Manager or Leadership role:
- Identify future organizational staffing needs.
- Succession planning.
- Assess career strategies and training programs.
- Develop career planning model (career paths and ladders).
- Match organizational needs with individual abilities.
- Provide career training, on-the-job development, and counseling.

Development Programs
- Self-assessment tools.
- Tuition reimbursement.
- Vestibule training.
- Mentoring
- Professional coaching.
- Internship.
- Job rotation/enlargement.
- Fast-track programs.
Career Development

• Mobility within the organization
  – Promotions.
  – Lateral transfers and dual ladder programs.
  – Demotions (voluntary and involuntary).
  – Relocations.

Career Development

• Next steps:
  – Assess current career development programs in place within department.

Managing Transitions

• Transitions:
  – Downsizing the size of the workforce to increase profitability or reduce losses.
  • Attrition.
  • Early retirement buy-outs.
  • Voluntary severance programs.
  • Layoffs.
  – Mergers and acquisitions are two or more organizations attempting to integrate their staffs.
Managing transitions

- Ways to manage transitions/survivor management
  - Outplacement programs provide assistance to misplaced or displaced employees.
  - Job search strategies is an informal program to assist employees in developing and implementing search strategies.
  - Early retirement.
  - Retraining.

Questions/Comments

Thank you!