THE STAFFING PROCESS
The Staffing Process

- Recruiting
- Interviewing
- Hiring/Firing
The Staffing Process

RECRUITING

Job Descriptions

- Does a Job Description exist?
- Does it need to be updated?
- Updated job descriptions protect your CU in several ways and are often used in court proceedings as evidence.
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RECRUITING

Elements of job description:

- **Position**: Name of Position
- **Reports to**: Direct Supervisor
- **Status**: Exempt or Non-Exempt. In event of Fair Labor Standard’s Act (FLSA) audit, it helps to have this specified.
- **Date**: Placing month and year of last revision helps assure that this is the most current JD.
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RECRUITING

Elements of job description:

- **Desirable Qualifications:** Qualifications that are desirable but not “required”. I.e. for some positions, Credit Union experience. If the candidates meet the requirements, you can justify hiring a person because they have Credit Union experience in addition to meeting the requirements.

- **Signatures:** Used to verify that upper management agree with the job as described.
Elements of job description:

- **Footer Statement:** “Nothing in this job description restricts management’s right to assign or reassign duties and responsibilities to this job at any time”

This statement is a good “disclaimer” that is more specific than the usual **requirement** that is listed that states, “Other duties as assigned”.
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RECRUITING

Use your Job Description for writing the…

Classified Employment Ad!
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RECRUITING

Writing Employment Ad’s

**Headline:** Attention Grabbing Phrase or Specific Job Title. Usually “**bolded**”.

**TELLER**

**Subhead:** (optional) supports Headline. Key requirements or opportunities related to the position.

**TELLER**

Requires Credit Union Experience
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RECRUITING

Writing Employment Ads

The Body: Main section of the ad. Includes a brief description of main job responsibilities, and specific information about the position, i.e. the required Skills, Knowledge, Abilities and Experience. Also add specific information relative to the position, like “position requires travel. Dates and times applicant can apply, or to whom and where a resume should be sent, is also included here.
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RECRUITING

Writing Employment Ads

**Signature**: (optional). Identifies the company and features the company name or logo with address and phone number.

**Statement**: (optional). This section can include an EOE statement, or “No Phone Calls Please”.
TELLER
Full-Time, Credit Union Experience Required

Westland Branch of Acme Credit Union seeks individual with 2 years Credit Union experience. Other requirements: computer skills, great customer service skills, cash handling skills, extensive background check processed and must be bondable. Excellent benefits package, including Health, Dental, Pension, and more! Apply in person through 6/1/03 at 1234 State Street or call (800) 555-1212.

Acme Credit Union: For People, Not Profit!

An Equal Opportunity Employer
TELLER

Acme Credit Union (Westland) seeks indivl. w/ 2 yrs. CU exp. Must have computer, cust. serv. & cash handling skills. Background check processed & must be bondable. Excellent benefits package w/ health, dental, pension & more! Apply in person thru 6/1/03 at 1234 State St. or call (800) 555-1212.

EOE
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RECRUITING

Saving Money While Advertising!

- Abbreviate…You can easily save $50 on an ad!
- Check with local college “Alumni Associations”….they will often let you run online ad’s for free.
- Monster.com, HotJobs.com, Yahoo.com…great ROI, ex-$300 ad will run for **60 days** vs. Detroit News ad that will run for $300 on **ONE** Sunday. Also, get benefit of computer savvy candidates.
INTERVIEWING
The Staffing Process

INTERVIEWING

The EEOC has suggested that an employer consider the following three questions in deciding whether to include a particular question on an employment application or a job interview:

- Does this question tend to have a disproportionate effect in screening out minorities or females?
- Is this information necessary to judge this individual’s competence for performance of this particular job?
- Are there alternative non-discriminatory ways to secure necessary information.
Interviewing Questions and Age

Age/date of birth: Generally, age is considered not to be relevant in most hiring decisions, and therefore, date-of-birth questions are improper. Age is a sensitive pre-employment question, because the Age Discrimination in Employment Act protects employees 40 years old and above. It is permissible to ask an applicant to state his or her age if it is less than 18. If you need the date of birth for internal reasons, i.e., computations with respect to a pension or profit-sharing plan, this information can be obtained after the person is hired.
Interviewing Questions and Race

Race, religion, national origin: Generally, questions should not be asked about these matters, either on employment applications or during job interviews. The requirements that an applicant furnish a picture has been held to help support a claim for race discrimination when it was demonstrated that an employer never hired a minority applicant, the theory being the picture was required so that an employer would remember which applicants were members of minorities. A sexual harassment plaintiff might similarly argue that the employer pre-screened applicants for physical attractiveness. Ordinarily, Title VII of the Civil Rights Act of 1964 requires that employers make reasonable accommodations for their employees’ religious practices, thus eliminating the necessity for asking whether an applicant’s religious beliefs would prohibit his or her working at certain times and on certain days in most situations.
Interview Questions and Education

Education: If a job for which an application is being made does not require a particular level of education, it is improper to ask questions about an applicant's educational background. Applicants can be asked about educational background, schools attended, degrees earned, and vocational training when the performance of a job requires a particular level of education. For example, inquiring into the English language proficiency and educational background of a secretarial candidate is proper, while the same inquiry would probably be improper for a janitorial applicant. The EEOC and some courts have looked closely at an employer's educational requirements to determine whether they are being used to exclude from employment minorities who, generally-speaking, have obtained lesser levels of education.
Interview Questions and Arrest

Arrest, conviction records: The EEOC takes the position that questions concerning arrests are improper unless the applicant is being considered for a "security sensitive" job and the employer does an investigation to determine, in effect, whether the applicant was likely to have committed the crime for which he or she was arrested. The EEOC also says that questions about an applicant’s conviction record are improper unless the employer can show that the conviction is in some way related to the position being applied for. The EEOC takes these positions because of statistics which show that minorities are arrested and convicted at considerably higher rates than Caucasians.
Interview Questions and Citizenship

Citizenship: The anti-discrimination provision of the Immigration Reform and Control Act provides that an employer cannot discriminate because an applicant is not a U.S. citizen. Therefore, in order to avoid charges of discrimination under this Act, citizenship questions should probably be deleted from employment applications. The Form I-9 is the appropriate place to determine citizenship status instead of the employment application.
Interview Suggestions

- Screening Interviews: Place Ad, Collect Resumes, Create “Screening Interview Questionnaire” to save time!
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INTERVIEWING

Benefits of using a “Screening Interview Questionnaire”:

- Consistency - ensures you ask the same questions of each applicant.
- Saves you and applicant valuable time - i.e. applicant is earning $15/hr. you will pay no more than $11/hr.

Sample “Screening Interview Questionnaire” enclosed in seminar notes.
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INTERVIEWING

What kind of questions do I ask?

Interview Strategically… Tie your interview questions to the job description, seeking a more accurate measure based on the candidate’s actual experience.
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INTERVIEWING

Two valid assumptions are the basis for effective interview questions:

- Measurements of past behaviors are good predictors of future behavior. They tend to reveal whether the candidate’s competencies will match performance expectations.

- Questions that are closely linked to performance expectations are likely to reveal the candidate’s ability to perform the job.
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INTERVIEWING

**Strategy 1**: Ask for a demonstration.

**Strategy 2**: Ask for Descriptions of Past Experience with Job Barriers. This requires the interviewer to “know” the specific job barriers.

**Example**: Instead of “give me an example of a time you dealt with a difficult member?”, state…”give me an example of a time when you dealt with a difficult member who had a valid complaint against the credit union?”. 
Strategy 3: Ask for a Description of Behavior in Comparable Situations. An effective interviewer would ask, “Can you give me an example in which you had several things that needed to be done at the same time that were of equal importance? What did you do? You can use non-work experiences to describe this situation.”

For this strategy to be successful, the interviewer must know how a well-qualified candidate would behave and recognize the competency requirement can be demonstrated in a range of similar situations.
Strategy 4: Ask how past Behavior Relates to Performance Expectations. Ask the question, “Tell me about how your work experience qualifies you for this job”, as opposed to “Tell me about yourself”. This elicits a response more geared toward measuring if the individual fits with performance expectations and job requirements.
Strategy 5: Ask for Descriptions of Accomplishments. Ask candidates how they meet competency requirements or how they produce accomplishments for the organization. “What have you done to make the organization more effective?”
The Staffing Process

TERMINATING

A Necessary Evil of the HR Function!
"At-Will Employment"

"At-Will" employment means the employer and the employee can terminate employment at any time for any or no reason. (Of course the employer can’t terminate for “illegal reasons”, like discrimination).

But…this does not mean that a terminated employee can’t sue your Credit Union!

Take the necessary precautions to prevent expensive litigation from occurring!
The Staffing Process
TERMINATING

Performance Appraisals

“The Path of Least Resistance is Avoidance.”
Managers sometime have a tendency to rate staff who are under-achievers as “meets expectations” or “average” in order to “keep the peace” at the office.

Train and demand that your managers to give honest appraisals to their staff. If there is a problem, maybe it can be fixed?! If not, there is documentation that a problem existed and you tried in good faith to fix it.

If you fire Sally (a minority over age 50) for poor performance, and she “meets expectations” and has no disciplinary documentation in her personnel file….your CU could stand to be sued in court for a HUGE sum of money!!
The Staffing Process

TERMINATING

“Documentation and Discipline Policies”

All Disciplinary actions and policy infractions (late, tardy, etc.) should be documented, dated and (preferably and when appropriate) signed by the manager and employee.

Perhaps a formal or informal progressive discipline policy may be implemented. No matter how this is documented, the most important element is CONSISTENCY! CU’s need to show a pattern of consistency in executing their termination procedures.

Make certain you include language in your policies manual and other personnel documents that does not imply any sort of “employment contract”….I.e. reiterate the “at-will” disclaimer and avoid contractual language, however small the implication.