

Human Resource Management

Characteristics of an effective orientation program:

- The hiring manager is responsible for the success of the orientation.
- The program incorporates technical and social aspects of the job.
- Employees receive formal and informal introductions to managers, working groups, and peers.
- Employees receive useful information pertaining to the company's products, services, customers, and strategic plans.
- Employees receive required training.

Definitions

- **Bullying** does not have an exact legal definition, but is generally considered as intimidation or abuse of authority.
- **Harassment** is directly related to protected areas including sex, race, religion, age, sexual orientation, or disability.
- **Violence**, in this context, can be defined as abuse, threats, or assault committed in relationship to work.

Incidents may manifest as:

- **PHYSICAL:** Attacks, threats, or unwanted sexual advances.
- **VERBAL:** Offensive or critical jokes, gossip, threats, or criticism.
- **WRITTEN:** Offending notes, email, text messages, and/or letters.

Prepare

Know what position you are hiring for.
Get comfortable with asking open ended questions and probing.
Set aside a room or interview space that makes for optimal conversation and open communication.

Design

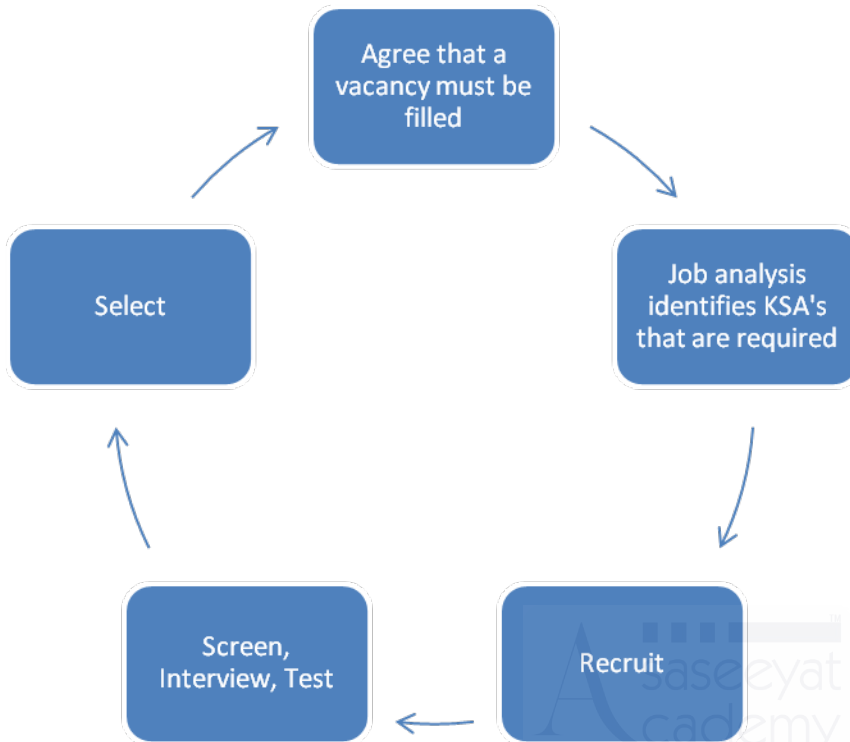
Make sure you have ample time and questions available that fit the complexity of the job.
Write your questions ahead of time, and include a scoring matrix that will allow you to easily recognize when answers that you are looking for are being showcased.

Interview

Remember that candidates and interviews can both throw off an interview.
Some people are better at sitting down to a conversation than others.
It is the interviewer's job to:

- Put the candidate at ease
- Maintain control and flow of the meeting
- Listen

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JOB ANALYSIS

Consider the knowledge, skills, and attitudes that are required for the position, and make sure that they are included in a job description.

RECRUIT

Attract the right candidates to the position.

FILTER CANDIDATES

It is not necessary to interview every candidate. By the same token, some folks do not interview well and yet can provide supporting and interesting information to you through screening and testing.

INTERVIEW

Structured, formal interviews will give you far more valid and reliable results than informal ad-hoc interviews.

SELECT

Check references. Make an offer to the right candidate, and be prepared to negotiate.

During a crisis, follow the POLITE plan:

- POSITION YOURSELF SO THAT YOU KNOW WHERE YOU ARE IN RELATION TO AN OPPONENT, AND THE EXIT.
- Observe warning signs and pay attention to them, particularly if the distance between you is narrowing, or the other person begins speaking in single syllables.
- Listen empathetically and avoid remarks that could be considered condescending.
- Instincts: listen to, and make good use of, them.
- Talk to the other person and try to establish rapport. This will help you to gauge, and influence, their mood.
- Eye contact can also be an effective way of building rapport. Read the situation carefully, however, as some angry people will see unwavering eye contact as threatening. Use eye contact to establish a connection, not to intimidate.