5 Common Management Mistakes and how to avoid them!

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Mistake #1
Mistake #1 – Gut Hires

Avoid Over-Reliance on Personal Factors

Prefer Structured Selection Tools
- Structured Interviews
- Behavioral Assessments/Tests
- Reference Checks
- Try Before You Buy

Remember Success in Lower Position May Not Predict Success in Supervisory Position
Avoid Prohibited Questions

Q Original name of an applicant.
Q Maiden name.
Q How long have you lived at your current address?
Q Do you own your home?
Q Where were you born?
Q Birthplace of parents or spouse.
Q Require birth certificate, naturalization or baptismal records.
Q When were you born?
Q How old are you?
Q Date of high school graduation.
Q Questions about religion.
Q Race, complexion of skin or attitude about working with co-workers of different race.
Q Requirement of a photograph.
Q Questions about physical characteristics (i.e., weight, height, color of hair, etc.).
Q Marital status.
Q Presence of children or intention of having children.
Q Gender.
Q Any medical information or questions about use of workers’ compensation benefits.
Q Citizenship (may ask about legal right to work in the United States but this will be addressed later).
Q Lineage, ancestry or national origin.
Q Dates of military service or if receiving veteran disability pension.
Q Listing of clubs, societies or lodges where applicants have membership.
Q Do you belong to a labor union?
Q Do you own a car?

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Mistake #2
Mistake #2: Misclassification Of Employees

Remedy: Review Standards/Seek Advice

- Is your worker an Independent Contractor or a bona-fide Employee?
- Is your Employee correctly classified as exempt (salaried) or non-exempt (hourly)

Example: Customer Service Representatives

- Get it right before you hire!
Misclassification Of Employees

Resource:
US DOL Factsheet 17a
US DOL Factsheet 13
DOL Factsheet #17a

Administrative Exemption

• The employee must be paid a salary not less than $455 per week ($23,660/year); AND
• Primary duty must office or non-manual work directly related to the management or general business operations of Company or Client; AND
• Primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

Executive Exemption

• The employee must be paid a salary not less than $455 per week ($23,660/year); AND
• The employee must direct the work of at least two or more other full-time employee; AND
• The employee must have the authority to hire, fire, advance, promote or change of status of other employees
Mistake #3
Mistake #3: Not Having a Handbook

Remedy: Get a handbook!

A proper employee handbook
- sets behavioral expectations
- confirms company adherence to law
- emphasizes management discretion

Be sure policies are adhered to consistently
- courts look at policies and practices

Don’t borrow your friends handbook or download one from the internet!
Is your current handbook complaint?

Probably not, if:

- It is more than 3 years old
- It is more than 60 pages
- You have expanded into other states since it was drafted
Mistake #4
Mistake #4: No Documentation

Remedy: Be Proactive and DOCUMENT!

- Treat employee with respect
- Select your timing/setting carefully
- Avoid surprises
- **Document!**

Remember: Those who are treated with respect & care recover more quickly and are less likely to sue
Mistake #5
Mistake #5: No Feedback

Remedy: Develop Feedback Skills & Habits

- Supervisor has co-equal responsibility for employee’s success
- SMART standards and expectations
  - Specific
  - Measurable
  - Achievable
  - Relevant
  - Time-bound
- Provide continuous, specific performance feedback
Resources

- Gallup Management Journal (http://gmj.gallup.com)
- *12: The Elements of Great Managing*, Rodd Wagner and James K. Harter, Ph.D.
- Great Places to Work Institute (www.greatplacetowork.com)
- *Tell Me How I'm Doing: A Fable About the Importance of Giving Feedback*, Richard L. Williams Ph.D.
- Monday HR Minute