

To: *Kristin Scott, Professor*

From: *Claire Pond* Date: *Oct 28, 2021*

Subject: Recruitment Plan, Part 1

I propose the use of the following three recruitment sources: Joonko, diversityjobs.com, and ziprecruiter. We can use these websites to diversify our workforce and expand our pool of candidates. I also propose the use of structured interviews that consist of behavioral and situational questions to give more insight into the candidate's past and future behavior, and avoid biased interviewers or potential lawsuits. Finally, I propose the use of an emotional intelligence test from the Greater Good Science Center as a final test to see how the candidates will perform in this position, rather than relying solely on referral sources.

Rationale for Recruitment Plan

Joonko is a website that contains a talent pool of women, veterans, and people of color. Their goal is to help companies like us diversify with qualified, underrepresented candidates. Each member of the website had to be interviewed in order to join, verifying that they are worthy of being in the talent pool. We know they are trustworthy because many large companies, such as Adidas and Nike, use their services. The cost of this website is \$850 per month, which may seem like a lot, but it will be of significant use in diversifying our employees. This will benefit the company because as the workforce moves towards being more diverse, we do not want to be left behind. Diversity can offer a great advantage when it is used correctly, but we cannot have that advantage if we do not have a diverse workforce. I would also suggest using diversityjobs.com, as it offers a pool of diverse and bilingual candidates. Bilingualism is also becoming more and more important in today's world. There will likely be customers who call to complain, but do not speak English. Having employees who speak other languages will offer us a huge advantage in our industry. Diversityjobs.com will also provide resumes and background information about the candidates, cutting out some work for us. It costs \$225 to post a job for 30 days, but offer additional services such as creating customized marketing campaigns, social media promotion, and sending email alerts to relevant candidates. These services could be extremely beneficial for us, as they help identify a more narrowed down, relevant candidate pool. Finally, I would suggest using ziprecruiter. Ziprecruiter is the number one rated job search on iOS and Android. It costs \$299 per month and will further increase our qualified pool of candidates. They highly value diverse candidates, as they have articles on their website explaining it is an important quality for many hiring companies today. This will benefit the company simply

because of the amount of candidates who use it (over 7 million job seekers monthly). Like the other sources, they also supply us with the candidates who apply to our job posting's contact information and resume. Although it alone may not help with diversity as much as Joonko or diversityjobs.com, when all three websites are used in combination, it will greatly help our company grow.

A structured interview consists of predetermined questions that are asked to each interviewee. This will avoid the use of accidental illegal questions, as well as prevent bias towards or against any employees that may have been asked different questions. When candidates are asked different questions, it is easier to have a bias because not every candidate has the opportunity to prove themselves and their qualification with that question. Within these types of interviews, we can use situational and behavioral questions. Situational questions are those that ask how a candidate would handle a situation that may arise on the job. An example of a key question that is situational is "If an unhappy customer calls you and begins to cuss you out because their coffee maker is not working (and they of course haven't had their coffee for the day), how would you handle the situation?" This will give you insight as to how they would do if they were to be hired because it is a question specific to a situation that is likely to occur. A behavioral question asks how the candidate has handled a situation in the past. An example of another key question that is behavioral is "When you have received criticism in the past, how have you handled it?" This question will show how the candidate has actually handled a real life situation in the past, rather than what they would ideally like to do in a high stakes situation. It is helpful because it gives a better understanding of who they are as a person, rather than who they would like to be. This structured interview format is important because it is often easy for an interviewer to be biased or ask an inappropriate or illegal question. In order to avoid any lawsuits or a bad reputation, we should switch to this type of interview process. These types of questions will also be beneficial to the company because they will give us a better understanding of the potential employee and how they would perform on the job, allowing us to hire more qualified candidates.

I propose using the emotional intelligence assessment from the Greater Good Science Center. We discussed in class how the Greater Good Science Center has proven to provide valid and reliable results, which is extremely important in a hiring process. Emotional intelligence is a person's ability to identify and regulate one's emotions and understand the emotions of others. A high understanding of EI helps people build relationships, reduce team stress, defuse conflict, and improve job satisfaction. All of these traits are extremely important in a potential employee. When unsatisfied

customers are calling your employees, emotional intelligence is radically important. They need to be able to understand the emotions of the customer and put them first, all while regulating their own emotions. It is easy to get defensive or angry when an unhappy customer is yelling at you, but in order to deescalate the situation and resolve their problem, our employees need to stay calm and not let those emotions show. This will also allow our employees to enjoy their jobs more, as they will build relationships with people on their teams and work better together. The Greater Good Science Center Emotional Intelligence assessment is free, causing no extra cost to our hiring process, but adding a whole lot of value.

Relying on reference checks alone is not a very reliable method of hiring, as the people that candidates put down for referrals will obviously give them a good review. In addition, a referral source is allowed to decline to offer information about the employee. Past employers can be sued for defamation of character if they make statements about the employee that are not 100% factual rather than opinion. This is a fine line, and for that reason, many past employers will decline to offer information about the candidate. Having a strong interview and overall selection process is much more effective than checking referrals. The structured interview process that contains behavioral and situational questions as well as the emotional intelligence assessment are reliable, valid, and avoid any potential lawsuits. Using the process I have suggested, we will be able to hire the best candidates for these customer service positions. A structured interview avoids lawsuits by ensuring that no illegal questions are asked and also helps to prevent bias by ensuring the same questions are asked to all candidates. Behavioral questions show how a candidate has acted in tough situations in the past, allowing us to see how they may handle one in the future. Situational questions provide a basis of morals and how the candidate will ideally handle tough situations in the future. Finally, an emotional intelligence assessment offers insight to their ability to handle dissatisfied customers.

Actions Request:

Following my research looking into the best way to hire qualified candidates, I request that we implement a new selection process. It begins with using Joonko, diversityjobs.com, and Ziprecruiter in order to find a more diverse, qualified pool of candidates. If you are interested, the websites provide free trials of their services and I can have this set up for us. I also request that we use a structured interview process that contains both behavioral and situational questions. Finally, we should rely more on the emotional intelligence assessment and the interview process than referrals, as they are more valid and reliable.

To: Kristin Scott, Professor

From: Claire Pond Date: Oct 28, 2021

Subject: Performance Management Plan, Part 2

I propose the implementation of a performance improvement plan for employees who are not performing to our standard. This will allow us to avoid any legal trouble as well as ensure that our employees know that we care about them and want to help them improve.

Rationale for Performance Management Plan

Performance Improvement Plan for: <Name>

Description of the underperformance:		<Enter a description of the nature of the underperformance.>		
Aim of the Performance Improvement Plan:		<Enter the overall aim of the Performance Improvement Plan.>		
Plan Start Date:		<Enter the date the Performance Improvement Plan commences.>		
Plan End Date:		<Enter the date the Performance Improvement Plan finishes.>		
Improvement Objectives <i>What, specifically must the individual do to improve their performance to meet expected standards?</i>	Success Criteria <i>How will you know when the expected standards of performance have been met?</i>	Additional Support Required <i>What additional development or support does the individual require in order that they are able to achieve the expected standards?</i>	Review Schedule <i>When will progress against the improvement objective be reviewed? How will evidence of progress be collected? Who will review progress?</i>	Objective Outcome <i>When will the final review of the plan be undertaken and by whom? What is the final outcome? What action will be taken if expected standards are not met?</i>
<Enter improvement objective 1>	<Detail success criteria for improvement objective 1>	<Detail the additional support required to succeed in achieving improvement objective 1>	<Detail when progress against improvement objective 1 will be reviewed, how and by whom.>	<Detail the specific consequences if the individual does not achieve improvement objective 1>
<Enter improvement objective 2>	<Detail success criteria for improvement objective 2>	<Detail the additional support required to succeed in achieving improvement objective 2>	<Detail when progress against improvement objective 2 will be reviewed, how and by whom.>	<Detail the specific consequences if the individual does not achieve improvement objective 2>
<...>	<...>	<...>	<...>	<...>
Line Manager: _____		Date: _____		Overall outcome if plan objectives are achieved / not achieved: <Enter overall outcome / consequences if the Performance Improvement Plan is / is not completed satisfactorily by the plan end date.>

I chose the above performance improvement plan template because it is extremely thorough and leaves no room for potential errors or lawsuits. Though it may take some

extra time to fill out, we do not want to leave out any vital information. The template requires a description of the underperformance, which allows specificity to what needs improvement. The next blank is to set a goal for the employee. This goal should be SMART - specific, motivating, achievable, results oriented, and time oriented - in order to maximize improvement and avoid any misunderstanding. The plan also needs a start and end date to give a timeline to the employee. Other requirements of the template include improvement objectives to further describe in more detail the goal of this plan and success criteria to describe what determines if the employee has met the goal at the end of the timeline. Additionally, it asks what additional support is required in order to help the employee reach this goal, showing that we want the employee to succeed. There is also a review outcome that sets a schedule for when, how, and by whom the employee's improvement will be reviewed. This ensures that we have an exact plan as to how and who will determine if the employee has succeeded in improving. At the end, there is a place for what will happen with both successful and unsuccessful outcomes. This warns them about what will happen if they do not meet the goal, and also motivates the employee to achieve the goals we have set for them in a positive way. Finally, it includes the imperative place for a manager to sign and date the performance improvement plan. I would also add a space for the employee in question to sign, as it is necessary for them to agree to and understand the plan. Without acknowledgement from both parties, the agreement is void. I like this template because it offers a space for more than one objective to be added to the plan and does not leave any important information out. It will be very effective because of how thorough it is, which offers the benefit of preventing any bad blood with employees or lawsuits from employees who are not successful in reaching the goals or improving performance.

The Americans with Disabilities Act of 1990 protects individuals with disabilities from being discriminated against in the workplace and all employment practices. The ADA Amendment of 2008 expands the definition of a disability and makes it easier for an individual to establish that he or she has a disability. Sue puts us in a bit of a sticky situation because we cannot legally ask her if she has a disability. However, we do have to be accommodating of her health issues. We can reasonably accommodate her by modifying her work from home and work from the office schedule. I suggest that we allow her to work in a hybrid model, meaning some days she works from the office and others she works from home. However, her performance at home is lacking, so this is where the performance improvement plan will come in handy. As long as we accommodate her, the ADA does not protect her from having to do quality work. To minimize any legal trouble, we can use the above form with Sue. We will describe her underperformance as a high volume of customer complaints about unprofessional and unresolved issues. The goal of the plan should be to reduce the number of complaints we receive about her. I think the timeline of the plan should be a month long. I will sit

with her at the end of the month to look over the outcome and determine the next step. Her improvement objectives will be to be professional at all times with customers and to ensure that each problem our customers encounter is resolved. We will know she has succeeded when the amount of complaints that we get about her reduces and is more comparable to the other employees. I think the goal should be equal to or less than 1 complaint per week on average. In the additional support column, we can ask Sue what we can do to help her be successful. It seems that working from home may be helpful to her, so we can suggest that she works from home 1-2 days a week. I can review her performance with her weekly and discuss any complaints that she received that week. The successful objective outcome will be that we can reduce the meetings to bi-weekly, and we can continue to decrease the frequency of meetings as she continues to improve. The unsuccessful objective outcome will be that she gets an official written warning. In the initial meeting as we set up her performance improvement plan, we should also discuss with her a progressive discipline plan. This meeting will be her first verbal warning, and if she does not improve by the end of the performance improvement plan, it will be her first written warning. Following the first written warning will be a second written warning, followed by temporary suspension, and then termination. At each stage, we must be sure she is aware of the next step in the process in order to avoid any legal trouble. We must also have her sign and date each written warning, showing the timeline and that she was aware of her underperformance.

Actions Request:

I request that we use the above template as a performance improvement plan for Sue and any other employees who may have performance issues.

Conclusion:

In order to improve our company as a whole and avoid any legal issues, we should implement the above plan. Joonko, diversityjobs.com, and ziprecruiter are three strong sources of candidates and will help us diversify our company. A structured interview process containing situational and behavioral questions will avoid any bias or illegal questions, allowing us to hire more qualified candidates. In addition to this revised interview process, we should add the emotional intelligence test to further identify if the candidates are a good fit for the job. This test will provide a better understanding of the candidate's ability to perform and should be used in addition to reference checks, which alone are not very telling. Finally, the implementation of a performance improvement plan will ensure that our employees are performing to the best of their ability and help us avoid legal problems. This proposal will highly benefit our company because as we

grow and diversify, we need to be sure our employees know that we care about their well-being. It is also imperative to be thorough and careful when it comes to legal issues as we expand, and this proposal will help us to do so.

Works Cited

"40+ Performance Improvement Plan Templates & Examples." *TemplateLab*, 29 Apr. 2021, <https://templatelab.com/performance-improvement-plan/>.

"Diversity Recruiting." *Joonko*,
https://explore.joonko.co/landing-page-1?utm_source=google&utm_medium=cpc&utm_campaign=14239958639&utm_term=recruiting+diverse+candidates&utm_content=127035511858&hsa_acc=3315173535&hsa_cam=14239958639&hsa_grp=127035511858&hsa_ad=529290697376&hsa_src=g&hsa_tgt=kwd-339807669811&hsa_kw=recruiting+diverse+candidates&hsa_mt=p&hsa_net=adwords&hsa_ver=3&gclid=CjwKCAjw2bmLBhBREiwAZ6ugozKDP3TBMxXM0_dZga-02mYyVOUXXohwp-ydoStZyUNh3UyNeoQFdhOC5w0QAvD_BwE.

"Diversityjobs." *Betterteam*, <https://www.betterteam.com/diversityjobs>.

"Is ZipRecruiter Good for Recruiters?" *ZipRecruiter*, 8 Apr. 2020,
<https://www.ziprecruiter.com/blog/is-ziprecruiter-good-for-recruiters/>.