Contents

Preface ix

1 Employee Selection: How Do I Find, Attract, and Select the Best? 1
   Finding Your Candidates
   Conducting the Interview
   Preemployment Testing and Screening
   Making the Job Offer

2 HR Policies: Why Do We Need Them and What Should They Look Like? 35
   The Employee Handbook

3 Performance Management: How Do I Evaluate Performance and Conduct Meaningful Performance Reviews? 49
   Developing a Performance-Management System
   The Performance-Appraisal Process
   Conducting the Performance Appraisal

4 Employee Relations and Retention: How Do I Keep Good Employees and Maintain Working Relationships at All Levels? 71
   Fostering Effective Workplace Communication
   Structuring Reward and Recognition Programs
   Maintaining Work-Life Balance
Providing Meaningful Career Growth
Resolving Workplace Conflicts
When Employees Leave: Conducting the Exit Interview

5 Compensation: How Should Employees Be Paid? 97
Wage and Hour Laws
The Compensation System
Variable Pay: Bonuses and Incentives

Legally Required Insurance Programs
Benefits That Provide Economic Security
Benefit Days: Holidays, Vacation, and Sick Days
Health Insurance
Employee Assistance Programs
Retirement Benefits

7 Regulatory Issues: What Are the Major Employment Laws and How Do I Comply with Them? 153
Laws Prohibiting Discriminatory Practices
The Family and Medical Leave Act
Occupational Safety and Health Act of 1979
Immigration Reform and Control Act of 1986

8 When Bad Things Happen to Good Employers: How Do I Handle Volatile Workplace Issues? 185
Electronic Mail, Internet, and Computer Use
Violence in the Workplace
Substance Abuse in the Workplace
Monitoring Other Workplace Dishonesty
Conducting Employee Investigations
9 Termination and Discharge: How Do I Fire an Employee Legally and Humanely? 213
   The Termination Process
   Post-Termination Compensation and Benefits
   Other Post-Termination Matters

10 Workforce Reorganizations: How Do I Manage Workforce Size in a Changing Business Climate? 231
   Acquisitions and Mergers
   Economic Challenges
   Planning the Layoff
   Implementing the Layoff
   Considerations for Remaining Workers

Tools and Templates 249
Index 269