



# THE BOTTOM LINE TO PEAK PERFORMANCE

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Helping You Build a Path to Results through Business & Individual Coaching

## Employment Laws You Should Know

There are many complex laws that govern the employer-employee relationships as well as the provisions requiring reporting or record-keeping. The more employees you have, the more such laws apply, and the more likely the employer is to inadvertently violate a law due to not knowing the requirements.

Here are two of the laws of interest:

**At-will employment** defines the employment relationship in many states. Under this approach, the employer and employee both may terminate the employment relationship for any reason or no reason at all, just so long as the reason is not illegal or otherwise prohibited by law, such as discrimination. Without an express or implied agreement of employment, employees are usually considered "at-will."



**Consolidated Omnibus Budget Reconciliation Act ("COBRA")** is a federal law that requires employers to allow employees to continue their health insurance coverage after termination, in the same insurance group, at the group rate and providing the same benefits.

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## Employee Loyalty

To get loyal employees employers must:

- ✓ Select employees carefully so they match the job and the company environment
- ✓ Pay fair market value wages and salaries
- ✓ Provide training in safety and job skills

Often when speaking to organizations or talking with clients, the subject of employee loyalty comes up. The questions asked are usually the same: "How come employees aren't loyal any more?" or "How can I find employees that will be loyal to me?" The questions are the same and so is my response. Employees today are as loyal as they were years ago. Today's employees, like many employers have lost the ability to define and recognize loyalty in the employee-employer relationship.

Employers are looking for employees that will express their loyalty by doing what is expected of them, going the extra mile when really needed, follow the company rules, be reliable and remain a good employee (that is, "don't leave us"). Employees on the other hand want a place to work that is reliable, safe, pays fairly, has good co-workers and is free of discrimination.

One would think that it would be pretty easy to match the two. But often it's not. The primary reasons employers are not able to find loyal employees is they don't invest enough time looking for loyal employees, and they don't invest enough effort in creating a work place that employees want to be loyal to.

Employers often fail to recognize that the employee loyalty of the past did not walk in the door with the employee as a part of the recruitment process.



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# ONE MINUTE IDEAS

**Use praise to inspire employees** who are performing poorly in one area but well in others. *Here's how:* Praise what the employee is doing well, and then say: "Now, I want you to take the same approach on this other matter."

Adapted from *Coaching for Performance*, John Whitmore, Nicholas Publishing.

## Reward Staffers for Imperfection

Encourage your staff to take calculated risks by promising to reward them for not being perfect.

Have them come to their next performance appraisal ready to regale you with examples of their well-intentioned mistakes.

Adapted from *Leadership and the Customer Revolution*, Gary Heil, Tom Parker, and Rick Tate, Van Nostrand Reinhold

*Here is a simple but powerful rule – always give people more than what they expect to get.*  
— Nelson Boswell



**K**  
Knowledge

**A**  
Attitude

**S**  
Skills

**H**  
Habits

Assists businesses and individuals to improve performance and bottom line results *thru...*

- Business & Individual Coaching
- Strategic Business Planning, and
- Management & Leadership Development

*"We can't solve the problems of today using the same kind of thinking we used to create them"* — A. Einstein

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Employers often fail to recognize that the employee loyalty of the past did not walk in the door with the employee as a part of the recruitment process. It was developed over time, as a part of the employment process. Loyalty, after all is a relationship. It is very similar to love. When we give love we expect love in return – so too with the relationship of loyalty.

The first and most important step in any relationship is finding the right person – a match. That person must be able to do or learn how to do the job, and they must be able to fit into the culture of the company. Finding the right person for the job means clearly defining the requirements of the job and matching it to a person that has the required skills and work habits. Finding a loyal employee is finding a mate for your work place.

After hiring the right person for the job, the relationship must be nurtured. Clearly define expectations. Pay employees the market value of their skills. Be a fair, consistent employer – not fairly consistent, but consistently fair. Continuously train employees to work safely and efficiently. Teach them that you cannot give them lifetime employment, but their increased skills will provide them lifetime employability should they need to transfer their skills.

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## Not All Jobs Are Alike

### Why Behavioral Interviewing Must Be Job Related

One of the most important aspects of behavioral interviewing is keeping the questions job related. However, "job related" doesn't mean that the question relates to just ANY job. **For the behavioral interviewing technique to be effective, the questions must relate to specific areas required by the job for superior performance.**

Not all jobs are alike. In a customer service position, communicating with others and customer orientation may be the most crucial areas to success. Meanwhile, an executive level position may require competitiveness and a sense of urgency. A thorough job benchmark and an unbiased assessment of the job will quickly reveal the key performance objectives that are required for superior performance.



By connecting the questions you ask to those specific performance objectives, you can get to the root of an applicant's behavior in areas that directly affect success on the job.

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*The victory of success is half won when one gains the habit of setting goals and achieving them. Even the most tedious chore will become endurable as you parade through each day convinced that every task, no matter how menial or boring, brings you closer to fulfilling your dreams.*

— Og Mandino, 1923-1996, American Motivational Author, Speaker

