



HR At a Glance - People

A Practical Desk Reference for Small Business Leaders

HIRING THE RIGHT PERSON

Bad hires are costly. A little structure goes a long way.

Before You Post

- Define job responsibilities
- Determine compensation range
- Create a clear job description
- Identify must-have qualifications

During Hiring

- Use consistent interview questions
- Document interview notes
- Verify employment eligibility
- Conduct reference checks

Before the Offer

- Confirm compensation and start date
- Prepare offer letter
- Obtain signed acceptance

ADDRESSING EMPLOYEE ISSUES

What you document today protects your business tomorrow.

Document When

- Performance concerns arise
- Attendance issues occur
- Policies are violated
- Coaching conversations take place
- Corrective action is issued

Good Documentation Includes

- Date and time
- Objective facts
- Business impact
- Expectations moving forward
- Employee response when applicable

Avoid

- X Opinions
- X Assumptions
- X Emotional language
- X Personal attacks

MANAGING EMPLOYEE EXITS

How you handle exits matters as much as how you handle hiring.

Before the Meeting

- Review documentation
- Confirm decision
- Prepare final pay information
- Review benefit continuation requirements

During the Meeting

- Be direct and respectful
- Clearly communicate the decision
- Explain next steps

After the Meeting

- Disable access
- Collect company property
- Update records
- Notify payroll

Red Flags

- You're hiring out of desperation
- No one agrees on what success looks like
- Reference checks were skipped

Red Flags

- Employee doesn't know there is a problem
- Expectations were never clearly communicated
- Documentation is incomplete

Red Flags

- Documentation is incomplete
- The decision feels emotional
- Similar situations were handled differently

Lean in HR Tip

Hire for character and capability. Skills can be taught. Integrity cannot.

Lean in HR Tip

If it isn't documented, it may be difficult to defend later.

Lean in HR Tip

Most termination mistakes happen before or after the meeting - not during it.

KELLY'S RULES OF PEOPLE MANAGEMENT

1. Address issues early.
2. Document facts, not feelings.
3. Be consistent.
4. Set expectations before accountability.
5. Difficult conversations rarely get easier with time.

HOW URGENT IS THIS?

ADDRESS TODAY

- Harassment concerns
- Safety concerns
- Threats
- Wage or pay issues

ADDRESS THIS WEEK

- Performance concerns
- Attendance issues
- Team conflict
- Employee complaints

ADDRESS THIS MONTH

- Job descriptions
- Handbook updates
- Process improvements
- Manager training

BEFORE YOU TAKE ACTION

Before making any employee-related decision, ask yourself:

- | | |
|---|---|
| <input type="checkbox"/> Do I have the facts? | <input type="checkbox"/> Am I treating this employee consistently with others? |
| <input type="checkbox"/> Have I documented concerns? | <input type="checkbox"/> Would I be comfortable explaining this decision six months from now? |
| <input type="checkbox"/> Have expectations been clearly communicated? | |

Most HR issues become more difficult when they are ignored. Early conversations, clear expectations, and consistent documentation often prevent small concerns from becoming major problems.

Need a Second Opinion?

Take the free HR Snapshot to identify hidden people risks before they become expensive problems.