

# THE EMPLOYMENT PROCESS

By Ron Frame

In my introductory column I discussed the individualized nature of the management relationship between the manager and the managed.

This relationship does not emerge from the simple signing of new-employee tax forms, but is grown and developed over a period of time within a particular setting; the period of time is the span of employment and the setting is the environment of employment. Both are controlled by the manager and represent a process important to productivity. We call it "The Employment Process."

The Employment Process can be seen as a continuum, beginning with the candidate's job application and ending with the employee's final check. The Process may have a life of 30 minutes or 30 years, will exist separately for each employee and has four definable stages: SELECTION, INDUCTION, RETENTION AND TERMINATION. To understand the process as a whole, lets look at its parts.

**SELECTION:** This is where candidate search, employee acquisition and commitment occur. In the business of growing plants, reasonable questions leading to selection might include: What is the expected role of the plant? Ground cover, ornamental, playing surface, shade? Can it do what it's expected to do? Within a reasonable time frame? At what cost of support and maintenance? At what purchase cost?

These same kinds of investigative inquiries fit the employee selection effort too, and should, in painful detail, be examined as part of the manager's responsibilities to the goals of the organization. What one does at the time of selection has a great deal of influence over what happens at times of production.

**INDUCTION:** I garden a bit and worry a lot about plants, soil preparation, fertilizer, trimming foilage back, watering, depth of

planting, drainage, other plant proximity and other things that may affect health and productivity of the plant. Such an induction process has many parallels to the induction of employees to the job, to the productive environment.

Both in the garden and on the job, we have harvest in mind... productive results. The manner in which the new employee is prepared and inducted — introduced — to the job has a lot to do with the potential productivity of that expensive, newly acquired asset...and a lot to do with the manager's personal career development.

**RETENTION:** You have acquired and you must retain an asset (an employee). Whether plant or employee, you want whatever it is you selected to do what it is supposed to do over its expected life; it is a resource for the achievement of goals, thus you expect it to make contributions to those goals. Should you assume that its mere presence is enough (plant 'n' forget it) then you are doomed to disappointment. If you don't maintain it, care for it, nourish and nurture it over its productive life, it will fall short of expectations and become a liability rather than an asset.

This is all very applicable to the retention and development of employees. With plants, one operates at three levels of maintenance; preventative, routine and emergency — just as with mechanical equipment. Guess what? Effective employee retention requires the same approach; one works to avoid problems, satisfies routine maintenance needs and deals with unanticipated, emergent problems.

The point of active retention programs is important; to justify payroll expense, the value of productivity must exceed the cost of utility. Employee maintenance for retention purposes makes dollars and cents sense, as well as personal career sense.

**TERMINATION:** I am always bothered by the need to terminate a plant whose productivity has irretrievably waned. I could easily get two crops of lettuce and radishes if I didn't like those seed spires so much. My raspberries could produce so much better if I could bring myself to tear out the old canes and let the eager new

growth mature to productivity.

With employees, we often delay termination decisions beyond the point dictated by wisdom and let productivity value sink below a cost break-even point. Termination actions play a very important role in crew productivity and can be positive acts rather than dreaded, negative ones. Managers practice their finest avoidance skills here, to the great benefit of no one and great cost to the organization and personal effectiveness.

These four sub-processes make up The Employment Process. While briefly described here, in the next few columns we will deal with each sub-process in sufficient detail to demonstrate the importance of the employment process to successful and cost effective human resource management.

## UW—EX Turf Meetings

The University of Wisconsin Extension has scheduled two turf meetings for this late winter period. The topic of both is "Progress Through Research." They will be held as follows:

- March 18 — Columbus Club in Appleton. Registration at 9:00 A.M. Program begins at 9:30 A.M. The fee is \$12.00.
- March 19 — Holiday Inn in Eau Claire. Registration, program and cost is the same.

The 1985 program speakers from the UW—Madison are Jim Love, Wayne Kussow, Bob Newman, Dan Mahr and Gayle Worf.

Our best to the  
"GREENEST  
THUMBS"  
in the State...  
enjoy a  
bountiful 1985!



WISCONSIN SECTION  
PGA OF AMERICA