



Leadership & Management Certification Training Series

Session 1: Recruiting and Onboarding Employees

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Introduction and Goal of Session



- Review laws affecting how you hire and onboard new hires.
- Learn best practices for effective hiring and initial onboarding processes.
- Come away with practical steps you can implement today to help diminish problems down the road.

A group of stylized human figures, one orange and seven blue, standing in a line. A magnifying glass is positioned over the orange figure, highlighting it. The background is a light blue gradient with a subtle grid pattern.

Finding the Best Candidates

8 Steps

Step 1: Job Analysis



- What is our internal environment like?
 - Organizational successes and challenges.
 - Job-specific successes and challenges.
- What is our external environment like?
 - Market competition and client/customer demands.
 - Salary and benefit review
 - Legal considerations (e.g., equal pay and pay transparency laws)

Step 2: Job Design and Description



- The “vacant” position versus the gap(s) that we really need to fill.
 - “Must-Have” Qualifications vs. “Nice-to-Have”
 - Soft Skills
 - What makes their current employees successful?
- Job Posting vs. Job Description
 - A job description is an internal document used by human resources teams, hiring managers, and employees as an overview of a role.
 - A job posting or job ad is an external document used by hiring teams in recruiting efforts.

Step 3: Job Postings



Practical considerations:

- Free vs. Paid Job Ads
 - Company website
 - Diverse job boards
 - Trade associations' job boards
 - LinkedIn, Indeed, ZipRecruiter
 - Think outside the box

Step 3: Job Postings (cont'd)



Legal considerations:

- When advertising open positions, it is illegal for an employer to show a preference for or discourage someone from applying for a job because of their race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), disability, genetic information, or other protected traits. There are state and municipal laws that expand on these protections (e.g., NYC - bans discrimination against the unemployed).
- An exception to equal opportunity law allows employers to discriminate against applicants and employees "on the basis of [their protected trait] where [those traits, e.g., religion, sex, or national origin are] a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise."
- To be eligible to use the BFOQ exception, an organization must prove that no member of the group they are discriminating against could perform the job. For example, there is a legally mandated retirement age of 65 for airline pilots, so it would be a BFOQ to advertise for candidates under the age limit.



Pay Transparency Laws



Depending on the jurisdiction, these laws require employers to:

- Provide applicants the salary range for a posted position at a specified point during the hiring process;
- Provide employees salary range upon request, when changing jobs, or upon hire;
- Include salary range in job postings.
 - California - eff. 1/1/23
 - Colorado - eff. 1/1/21
 - Connecticut - eff. 10/1/21
 - District of Columbia - eff. 3/25/24
 - Hawaii - eff. 1/1/2024
 - **Illinois - effective Jan. 1, 2025**
 - Maryland - eff. 10/1/24
 - Massachusetts - eff. 7/31/25
 - Minnesota - eff. 1/1/25
 - Nevada - eff. 10/1/21
 - Jersey City, N.J. - eff. 4/13/22
 - New York - eff. 9/16/23
 - Cincinnati, Ohio - eff. 3/13/20
 - Toledo, Ohio - eff. 6/25/20
 - Rhode Island - eff. 1/1/23
 - Vermont - eff. 1/1/25
 - Washington - eff. 1/1/23



Pay Transparency Law - Illinois



- Applies to all employers (public and private) with 15 or more employees. These requirements under the Illinois Equal Pay Act will take effect on **January 1, 2025**.
- Requires an Illinois employer or employment agency to:
 - include pay scale and benefits (wage and salary) information in all job postings;
 - announce opportunities for promotion to current employees by no later than 14 calendar days after the employer advertises the job to prospective external employees; and
 - ensure that any third-party advertising has the information regarding the pay scale and benefits.
- The law defines “pay scale and benefits” as “the wage or salary, or the wage or salary range, and a general description of the benefits and other compensation ... the employer reasonably expects in good faith to offer for the position.”



Pay Transparency Law - Illinois



- Requirements apply to any positions that (1) will be physically performed, at least in part, in Illinois OR (2) will be physically performed outside of Illinois, but the employee reports to a supervisor, office, or other work site in Illinois.
- If an employer did not make pay scale and benefits information available to the applicant, through public or internal postings for the job, the employer “shall disclose ... the pay scale and benefits to be offered for the position prior to any offer or discussion of compensation and at the applicant’s request.”
- Additionally, employers “shall not refuse to interview, hire, promote, or employ, and shall not otherwise retaliate against, an applicant for employment or an employee for exercising any rights.”
- Employers will be required to make and preserve records that document the pay scale and benefits for each position, as well as the job posting for each position.

Step 4: Identifying Recruiting Sources



- Company website and social media
- ATS or searchable database
- Employee Referrals
- College/University Alumni Job Boards
- Job Fairs
- Client or Customer Introductions
- Creating a Pipeline (internships, scholarships)
- External recruiters

Using External Recruiters

- When to use an external recruiter
- How to find a good recruiter
- Agency recruiter's role
- Retainer vs. contingency
- Standard fees
- Staffing agreement



Technological Tools for Recruiting



- Applicant Tracking Systems (ATS) - with job alerts for applicants
- LinkedIn recruiting products
- Texting
- Mobile Friendly Employment Application
- For a fee, you can access resume banks on various platforms
- Use recruiting data to help improve processes, reviewing time to fill, source of hire, new hire turnover, etc.

Step 5: Selection for Interview



- Selection Method and Standards
 - How do candidates get selected for each stage of interviews?
 - Will you have multiple stages (initial, second with direct supervisor, third with stakeholder)?
 - Who will be involved at each stage and why?
 - Put your protocol and standards in writing.*
- Initial interviews:
 - Start with reviewing the Selection Criteria.
 - Select those who meet the Selection Criteria.
 - Consider obtaining input from those who will directly supervise the new hire.
- Second and Third interviews will be more substantive/deeper dives.

Artificial Intelligence in Recruiting



- AI in Recruiting: Process of using artificial intelligence to streamline and automate time-consuming and repetitive manual tasks associated with recruiting.
 - Enhance the recruiting process
 - Reduce hiring time & cost by sourcing and screening applicants
 - Reduce human bias
 - Data-informed decision making
 - Improve the candidate experience
 - It is **not** meant to replace human interaction or eliminate recruiters



Artificial Intelligence in Recruiting



- The EEOC is focused on ensuring that the rise of AI does not mask discrimination in the recruitment process.
- In 2022, the EEOC and U.S. DOJ issued joint guidance related to the intersection of AI and the Americans With Disabilities Act.
- In May 2023, the EEOC issued technical on when the use of AI or algorithms in employee selection procedures may create a disparate impact on protected classes in violation of Title VII.
- The EEOC's Technical Assistance document makes clear that "...**employers may be held responsible for the actions of their agents**, which may include entities such as software vendors, if the employer has given them authority to act on the employer's behalf. This may include situations where an employer relies on the results of a selection procedure that an agent administers on its behalf."
- Employers are responsible, at a minimum, to ask the vendor what steps the vendor has taken to evaluate whether the tool or test may cause an adverse disparate impact.



OFCCP Guidance on AI



- On April 29, 2024, the US Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) issued guidance on how federal contractors and subcontractors should use AI to ensure compliance with existing EEO obligations under federal law.
- *Tension with EEOC*: The OFCCP's guidance states that third-party AI vendors of employment-related software are not liable for complying with OFCCP's nondiscrimination and affirmative-action requirements—only federal contractors and subcontractors.
- Federal contractors cannot delegate their compliance obligations to third-party AI vendors and cannot shift liability to those third-party AI vendors.



OFCCP Guidance on AI (cont'd)



- Guidance requires federal contractors to maintain extensive records about their use of AI to allow the agency to perform compliance evaluations and complaint investigations.
- For example, if federal contractors or subcontractors use a third-party AI vendor, they must ensure that vendor contracts allow them to provide OFCCP with all AI-related records and cannot use a third-party vendors' unwillingness or inability to provide such records as a defense.
- OFCCP requires federal contractors and subcontractors to show that their use of AI is valid if it has a disparate impact on a protected group.
 - Validity can be shown with studies of the AI selection procedure (e.g., resumé scanners, search algorithms, etc.) focused on content, criteria, and construction.



OFCCP Guidance on AI (cont'd)



- OFCCP must also include in scheduling letters to federal contractors a request for information on how they intend to use AI in an employment context.
- Federal contractors selected by OFCCP for an audit must initially identify any AI used when they make key employment decisions.
- If, after analyzing key employment decisions, OFCCP finds adverse impact on a job group or title based on a protected group status, then it will give the contractor an opportunity to include statistical controls, such as preferred qualifications in hiring.
- If the OFCCP's analysis still detects disparate impact, it will ask if tests used are validated and consistent with business necessity.
- If the tests are valid, then OFCCP will not determine that there was disparate impact on a protected group. However, if the tests are invalid, then a disparate impact may exist.

Takeaways on AI



- **EEOC guidelines apply when AI is used to make or inform employment decisions about whether to hire, retain, promote “or take similar actions.”**
- **A selection process that uses AI could be found to have a disparate impact in violation of Title VII if the selection rate of individuals of a particular race, color, religion, sex or national origin, or a “particular combination of such characteristics” (e.g., a combination of race and sex, such as for applicants who are Hispanic women), is less than 80% of the rate of the non-protected group.**
- **ERs are responsible for any adverse impact caused by AI tools that are purchased or administered by third party AI vendors.** ERs cannot rely on the AI vendor’s own predictions or studies of whether their AI tools will cause adverse impact on protected groups.
- **AI tools used for employment selection should be assessed under the Guidelines’ adverse impact standards** -- early and often.

State/Municipal Laws on AI



- **Colorado** - In May 2024, the Governor signed into law a bill that will require businesses to take steps to prevent potential bias from AI products in hiring, health care, and finance. The requirements including conducting impact assessments and giving customers details of the data used to train their AI models. Effective 2/1/2026.
- **New York City** - In July 2023, NYC's Automated Employment Decision Tool law went into effect prohibiting NYC ERs from using Automated Employment Decision Tools (AEDTs) in hiring and promotion unless they meet certain requirements, including providing appropriate notice to applicants and ensuring an independent bias audit is conducted on the tool annually.

IL HB3773 - Signed Into Law Aug. 12, 2024



- Amends the IL Human Rights Act; effective 1/1/2026
- IL ERs could face civil rights claims for using artificial intelligence tools in hiring and other employment decisions, if they have a **discriminatory effect**.
- It requires ERS to **notify EES and applicants** whenever they are using AI with respect to "recruitment, hiring, promotion, renewal of employment, selection for training or apprenticeship, discharge, discipline, tenure, or the terms, privileges, or conditions of employment."
- Discrimination based on all of the protected classes under IL law – as well as using "zip codes as a proxy for protected classes."



Social Media



- More than 20 U.S. states now bar employers from asking applicants to pull up their social media pages during an interview or to share their usernames and passwords. EU regulators go a step further, forbidding hiring managers from viewing a candidate's social media unless that person explicitly consents.
- The problem is that accessing the social media information often reveals protected traits about the applicant.
- Legal hiring practices should focus on skills, qualifications, and conduct within the work context - not outside of work.



Social Media (cont'd)



Minimize risk as follows:

- (1) Have someone other than the hiring decision-makers do a social media screen; (2) have that person only report back when there is a clear red flag; and (3) only do this as part of the background check once a candidate has been selected.
- Be consistent. If you look at one applicant's social media profile, look at all of them.
- Note that some state laws prohibit adverse action based on off-duty conduct, except under narrow circumstances (e.g., IL Right to Privacy in the Workplace Act).



Salary History Bans



States, or jurisdictions within them, that have salary history bans include:

- Alabama
- California (and San Francisco)
- Colorado
- Connecticut
- Delaware
- District of Columbia
- Hawaii
- Illinois
- Maine
- Maryland
- Massachusetts
- Minnesota
- Missouri
- Nevada
- New Jersey
- New York
- Ohio (Columbus, Toledo, Cincinnati)
- Oregon
- Pennsylvania (Philadelphia and Lehigh Cty,)
- Rhode Island
- Vermont
- Washington

Step 6: Effective Interviewing



- Interview protocols – number and participants
- Employment Application
- Virtual vs. In-Person Interviews
- Timing
- How many interviews are too many?

Step 6: Effective Interviewing (cont'd)



- Integrating company values
- Importance of consistency
 - Especially at the initial stages, have some standard questions to be asked of every candidate that is tied to their skills, qualifications, and experience.
 - If more than one interviewer, assign interviewers to cover certain topics.
 - Prepare your interviewers.

HANDOUT: Interview Do's and Don'ts



A Note on Notes

- Note-taking is an interviewing technique that helps keep your hiring process consistent across the board.
- It is the first step in documenting the interview, both in terms of a candidate's qualifications and in defending a hiring decision later on when there are claims of unfair discrimination.
- It ensures that interviewers don't confuse candidates and don't overlook important factors in a hiring decision.
- Taking notes during an interview serves as a baseline for scoring candidates later on.
STAY OBJECTIVE AND APPROPRIATE. STICK TO NOTES ON SKILLS, QUALIFICATIONS, AND EXPERIENCE.
- Taking notes during an interview helps candidates feel confident that the interview is fair. When candidates see interviewers paying attention and documenting the conversation, they have more confidence in the process and the outcome.
- HR should be keeping all application records, job postings, resumes, pre-employment screenings, evaluation forms, offer (or rejection) letters, etc. for **at least ONE YEAR** after the decision to hire/not hire is made.

Step 7: Candidate Evaluation/Selection



- Interviews (in-person and/or virtual) form the basis of preliminary assessment.
 - Goals: To assess the knowledge, skills and abilities the candidate possesses; to learn how they have applied and tested work skills; and to determine where their aptitudes lie.
- Complete a candidate evaluation form for each applicant. Why?

HANDOUT: Candidate Evaluation Form (Sample)

- Depending on the position, pre-employment testing may be considered.
- Post-conditional offer: verification of prior employment and, references and criminal background checks.

Step 8: Creating & Presenting the Offer



- Determine comp
- Extend a **conditional** offer
- Background checks**
- Reference checks**
- Verify any certifications
- Employment verification
- Social media check **
- Written offer letter

Background Checks



- **Why conduct them?** If an ER does not conduct a background check, the only information they have to go on is the information provided by the employee in an interview, or on their resume and application.
- ERS want to avoid legal liability for the conduct of its EES. For example, situations involving sexual harassment, sexual assault, or other workplace violence, negligent driving, or other harm to the employer's business through financial loss or image and reputational issues.
- Creating a defense against legal claims like negligent hiring, is a major reason for conduct criminal history searches of job applicants. A multilevel jurisdictional criminal records search can be strong evidence that the employer exercised due care in hiring.

Background Checks - FCRA Requirements



The Fair Credit Reporting Act (FCRA) governs the use of consumer credit reports and investigative consumer reports and applies on behalf of an employer. If you get background information (for example, a credit or criminal background report) from a **third-party** company in the business of compiling background information, the FCRA requires the following **before** you request the check:

- Tell the applicant or employee you **might use the information for decisions** about his or her employment. This notice must be in writing and in a **stand-alone format**. The notice can't be in an employment application. You can include some minor additional information in the notice (like a brief description of the nature of consumer reports), but only if it doesn't confuse or detract from the notice.
- Get the applicant's or **employee's written permission** to do the background check. This can be part of the document you use to notify the person that you will get the report. If you want the authorization to allow you to get background reports throughout the person's employment, make sure you say so clearly and conspicuously.
- **Certify to the company from which you are getting the report** that you: (a) notified the applicant and got their permission to get a background report; (b) complied with all of the FCRA requirements; and (c) won't discriminate against the applicant or employee, or otherwise misuse the information in violation of federal or state equal opportunity laws or regulations.

Background Checks - FCRA (cont'd)



When taking an adverse action based on information obtained through a company in the business of compiling background information, the FCRA has additional requirements:

Before you take an adverse employment action, you must give the applicant or employee:

- a notice that includes a copy of the consumer report that you relied on to make your decision; and
- a copy of "A Summary of Your Rights Under the Fair Credit Reporting Act," which you should have received from the company that sold you the report.

This is the opportunity for the candidate to review the report and explain any negative information.

After you take an adverse employment action, you must tell the applicant or employee (orally, in writing, or electronically):

- that they were rejected because of information in the report;
- the name, address, and phone number of the company that sold the report;
- that the company selling the report did not make the hiring decision, and can't give specific reasons for it; and
- that they have a right to dispute the accuracy or completeness of the report, and to get an additional free report from the reporting company within 60 days.

HANDOUT: FCRA Compliance Checklist

Background Checks - EEO Laws



- **Equal employment opportunity (EEO) laws** - Make sure that background investigations comply with all applicable EEO laws. See, <https://www.eeoc.gov/laws/guidance/background-checks-what-employers-need-know>.
- Any background information you receive from any source must not be used to discriminate in violation of federal law. Apply the same standards to everyone.
- Need to ensure that the policy or practice does not have a "disparate impact" and is "job related and consistent with business necessity." Avoid making employment decisions based on background issues that may be more common among people of a certain race, color, national origin, etc. (e.g., residential addresses).

Background Checks - Criminal History (IL)



In 2021, a bill amended the IL Human Rights Act, so that employers that perform criminal history checks are required to satisfy the following requirements before basing an employment decision on an individual's "conviction record."

1. Perform an interactive assessment (similar to EEOC guidance). An ER can base an adverse employment action on an individual's criminal conviction only if: (1) there is a "substantial relationship" between the individual's criminal offense(s) and the job sought or held; or (2) the ER believes that the individual poses an "unreasonable risk" to the property or safety of its workforce, customers, or members of the public. If one of these factors is met, the ER must next perform "interactive assessment" and consider the following factors:

- the length of time since the conviction;
- the number of convictions that appear on the conviction record;
- the nature and severity of the conviction and its relationship to the safety and security of others;
- the facts or circumstances surrounding the conviction;
- the age of the employee at the time of the conviction; and
- evidence of rehabilitation efforts.

2. Comply with the Adverse Action Notification Process (similar to FCRA). The employer must (a) notify the candidate that their criminal conviction will be the basis for an adverse employment decision, (b) provide the candidate with a copy of the criminal history report, and (c) provide the individual with at least 5 days to respond with information that challenges the accuracy of the conviction record, or some other mitigating evidence. If the candidate is not able to challenge the accuracy of the conviction, or provide sufficient evidence of mitigation, the employer can then send the individual a notification informing them of the adverse action being taken, and proceed with the disqualification.

3. Inform the candidate of their right to file a charge with the IL Dept. of Human Rights. Here's the difference --

- The IHRA requires employers to include within both their pre-adverse action notice and adverse action notice "the employer's reasoning for the disqualification."
- The IHRA requires employers to state in their adverse action notice that the individual has the right to file a charge with the Illinois Department of Human Rights.

Reference Checks



- A reference check generally involves contacting applicants' former employers, supervisors, co-workers and educators to verify previous employment and to obtain information about the individual's knowledge, skills, abilities and character.
- Reference checks are important because past performance is usually a strong indicator of future performance and can reveal an individual's professionalism, productivity, job skills and interpersonal communication abilities. They are also useful for uncovering bloated or fabricated history/experience.

HANDOUT: Reference Check Communication (Sample)

Best Practices: Choosing the Right Candidate



- Make sure that your process is documented.
- Have a ready, reliable summary of benefits and the right point person.
- Be ready to answer questions about culture.
- A company reveals a lot about its culture through the interview process.
- If you're going to use AI, understand the steps that the vendor has taken to ensure their systems operate fairly and without bias. Make sure that this is documented and regularly updated. Better yet, pay a 3rd party to audit and then act on deficiencies. *You can't pass the buck to the software vendor* . Stay on top of the changes in AI.
- If you're going to check social media and websites (1) have someone other than those involved in the hiring process do a social media screen (2) have that person only report back when there is a clear red flag; and (3) only do this as part of the background check once a candidate has been selected.
- If you are going to conduct background checks, ensure compliance with the FCRA and other applicable laws.
- Train, train, and train your HR team and all others who have a hand in the recruitment process.

An illustration featuring a group of stylized human figures. On the left, four identical dark blue silhouettes of people stand in a row. To their right, a fifth figure is shown in a dynamic, forward-leaning pose, reaching out with its right arm to assist a sixth figure who is running towards the right. The background is a light blue gradient, and the foreground consists of a dark blue diagonal band. The word "Onboarding" is written in a bold, white, sans-serif font across the center of the image.

Onboarding

Mind the Gaps



- The time between acceptance and their first day.
- Consider providing the answers to questions they may have, such as where to go on day one, who to ask for upon arrival and what to wear.
- The time shortly after orientation and early stages of onboarding.

Orientation is Basically Paperwork



- Orientation is just one step of a true onboarding program.

HANDOUT: New Hire Document Checklist (Sample)

IL SB 0508 - “No Match” EE protections



- Effective January 1, 2025 (signed into law 8/9/24). Amends the IL Right to Privacy Act. Adds requirements for employers and protections for EES who are flagged by an employment eligibility verification system (e.g., E-Verify) for discrepancies between EE’s name and SSN - “no match.”
- **ERS Are Not Required to Enroll in E-Verify.** The amendment clarifies that SB 508 does not require any ER to enroll in any Electronic Employment Verification System, including E-Verify and the Basic Pilot program, unless obligated by federal law.
- Verification Requirements Must Be No Greater than Federal Requirements. An ER cannot impose work authorization verification or re-verification requirements greater than those required by federal law.
- **ERS Cannot Take Adverse Action Based on a Notification of Discrepancy Alone.** If an ER receives notification from any federal or state agency regarding work authorization discrepancy (e.g., employee name and social security number do not match), an ER cannot take any adverse action against the EE, including re-verification, based on receipt of the notification alone. ERS must first follow a notice process.

IL SB 0508 - "No Match" EE protections (cont'd)



- **ERS Must Provide Notice of Inspections.** If an ER receives a notice of inspection of work authorization documents from a federal or state agency, the ER must provide notice to EES of the inspection within 72 hours that includes the name of the entity conducting the inspections, the date that the ER received notice of the inspection, the nature of the inspection, and a copy of the notice received by the ER. The Illinois Department of Labor (IDOL) will develop a template posting for employers.
- **Employers Must Provide Notice to Employees if Discrepancy or Ineligibility is Found.** ERS must provide notice to an EE if a discrepancy regarding an EE's work authorization status is found by the ER or agency or if an inspection finds that an EE's documents do not establish that they are authorized to work in the U.S..
- ERS must provide notice between 5-7 business days, depending on the nature of the finding. Likewise, the contents of the notice also depend on the nature of the finding, but generally include: (1) a statement describing the finding, (2) the time period to contest the finding, and (3) a statement that the employee may have a representative of the employee's choosing in any discussions with the employer or inspecting entity.

Beyond the Paperwork



- Content that's designed to engage them:
 - a friendly note from their manager,
 - first-day “cheat sheet” information,
 - welcome messages and photos from new teammates
 - a glossary of company acronyms,
 - details about the new hire's department and job responsibilities.
- Communications with the current team.
- Creating a welcoming environment.

Onboarding is Part of EE Engagement



Four elements of successful onboarding:

1. Self-Confidence in job performance.
2. Clarity of role
3. Social integration
4. Knowledge of company's culture and values, its goals and history, and its power structure

All of these require feedback, training of hard/soft skills, coaching and support.

1. Self-Confidence in Job Performance



- The more confident that a new EE feels about their capacity to do a good job, the more motivated and eventually successful the new EE will likely be.

2. Role Clarity



- How well does the new EE understand their new role and the expectations tied to them?
- If the expectations are vague, the performance will suffer.
- Being able to articulate expectations to the new EE can stop performance problems before they begin, which ultimately leads to bad attitudes.

3. Social Integration



- Meeting with the organization's "insiders" is an important part of learning about an organization - what makes it tick and what success looks like for its employees.
- An effective working relationship will not be established without social comfort and acceptance from peers and supervisors.
- High quality relationships with leaders and peers are tied to job satisfaction.
- Examples: in-office meetings, assigned mentoring, regular social events

4. Knowledge of and Fit Within Culture



- Understanding an organization's politics, goals and values, and learning the firm's unique language are all important for a new EE to be well-adjusted to the job and organization.

Tools to Facilitate Onboarding



1. **A written onboarding plan.** A formal document that outlines the specific timeline, goals, responsibilities and support available to new hires will help them succeed because it spells out what they should do and what assistance they can expect.
2. **Stakeholder meetings.** Schedule them for set intervals and make clear to all what is to be covered. These touchpoints help new EE's management and the EE meet expectations.
3. **Online onboarding, if feasible** - but in a limited manner.

Executives vs. Hourly Employees



- Executives have more stakeholders with whom to interact.
- They are normally brought in to help with specific strategic initiatives that may require changing the status quo rather than fitting into it.
- They often are confronted with unique and challenging situations that require unique solutions.
- In contrast, non-executive EES are usually presented with paperwork, rules, and if lucky, mentors and knowing who to go to for more information. There is usually room for improvement here.

Development and Performance Management of New Hires



- Have a game plan to discuss early on in the onboarding process.
- Receiving feedback is just as important and providing feedback to the new EE.
- 30/60/120-day check-ins with input from direct supervisor and HR:
 - Discuss the EE's experience and check if it matches their expectations
 - Review their performance and offer feedback
 - Check whether the employee has any concerns or issues
 - Talk about career planning and progression
 - Retrieve feedback about onboarding and any suggestions
 - Identify if they need any additional training

Best Practices: Onboarding



- ✓ Implement the basics prior to the first day on the job.
- ✓ Make the first day on the job a welcoming experience.
- ✓ Use formal orientation programs.
- ✓ Develop a written onboarding plan.
- ✓ Make onboarding participatory, as opposed to just observational. Get feedback!
- ✓ Be sure your program is consistently implemented.
- ✓ Be sure that the program is being monitored over time.
- ✓ Use technology to facilitate the process.
- ✓ Use milestones, such as 30, 60, 90 and 120 days on the job—and up to one-year post-hire -- to check in on EE progress.
- ✓ Engage stakeholders in planning.
- ✓ Include key stakeholder meetings as part of the program.
- ✓ Be clear with new employees in terms of objectives, roles, and responsibilities.

Resources

- Katrina Kibben, Three Ears Media - newsletter and blog
- SHRM (Society of Human Resources Management)
- NHRA (National Human Resources Association)
- ASA (American Staffing Association)





Thank you for joining us!



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