EAST COAST

RISK MANAGEMENT

Protecting And Improving Your Bottom Line

Successful Hiring Guide

As you proceed through this guide, you will find that hiring the right candidate for the job requires many steps, a substantial amount of time and careful attention to detail. The saying, "your people are your best investment" is overused for a reason – it is a true and timeless statement. And if you don't invest the time and resources to find the right people, your organization will never reach its full potential. Even worse, hiring the wrong employees inevitably leads to wasted time and money and opens your company up to liability and risk. If your organization is growing, then you must make this time investment now so that it will continue to thrive into the future.

The New York Times has a regular blog on its website called "You're the Boss – The Art of Running a Small Business" where small business owners across the United States share their insights and advice on how to thrive in today's economy. While the blog focuses on all things business related, time and again the topic turns to the importance of human capital. Check out the post, The Hidden Costs of Bad Hiring, which sums up exactly what many businesses have gone through as a result of hiring the wrong people. Managers and leaders of all sized companies often feel they are too busy to effectively hire and will settle with just a "warm body" to fill the position, but we realize that this is a short-sighted solution that can cause a lot of harm to the organization.

In this Successful Hiring Guide, ECRM leads you through ten (10) clearly outlined steps to attract, recruit and hire the best people for your business. Within each step, you will find links to articles or blog posts that provide a deeper dive into the information discussed. And throughout the guide, you will find links to easily customizable templates and samples for you to start using immediately. Finally, don't forget about your most important link – the ECRM Human Resources team. We are just a call or email away, ready to provide you with any additional guidance your organization needs.

We understand that the initial expenses and time involved in hiring and training can sometimes be prohibitive. But some openings just can't wait. You may need an experienced professional to come into your organization and hit the ground running. If your organization has immediate needs for safety professionals, ECRM can assist you with prompt deployment of a qualified individual to assist you in identifying, controlling and eliminating hazardous conditions. For more information about ECRM's Project Safety Staffing, please contact Mark Beck at (724) 864-8745.

Meet the East Coast Risk Management HR team:

Cara Mia Londino, Esquire
Director of Human Resources
Cara graduated magna cum laude with a Bachelor's in Human Resources from Point Park University in Pittsburgh and went on to earn a Juris Doctor degree from Duquesne University School of Law. Cara is experienced in all areas of Human Resources including EEO laws, ADA, Fair Labor Standard Act, FMLA, COBRA, DOT, hiring practices, fitness for duty, compensation and benefits.

Alex Pointon, PHR
Human Resources Consultant
Alex received her B.A. in Political Science and Spanish from the University of Pittsburgh. She began her career as an immigration paralegal and has a broad scope of experiences in HR with a focus in HR compliance, employee relations, talent management, employee engagement and retention intiatives as well as FMLA/ADA administration and guidance.

Laura Pokrzywa
HR Representative
Laura earned her B.S. in Journalism from Iowa State University. She creates employee handbooks and offers human resources support. She launched her professional writing career at a trade magazine, writing feature articles and regular columns. In addition, Laura has spent many years as an advertising copywriter.

ECRM's SUCCCESSFUL HIRING GUIDE

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Step 1: IDENTIFY HIRING NEED

Maybe you had a resignation. Maybe you've acknowledged an area of potential growth in your business. Whatever the reason, you are reading this because you have identified a hiring need. Now it is time to put together a justification for this open position. Are you backfilling a position just because you can? Is there actually a need for a full-time employee or can some of the work he/she was doing become automated or absorbed by others?

Identify why there is a need now. Did the last person resign, quit or was fired? If your organization completes exit interviews, now is the time to review the data. This is a good opportunity to identify any issues or concerns within the particular department or management.

Step 2: CREATE JOB POSTING

The best tool for creating an effective job posting is a strong job description. Review the job description for the position that you are looking to fill. Is it time to update the job duties? Are they still accurate and valid? Are the education/experience requirements realistic? Have there been any changes to licensing requirements?

Well-written job descriptions help define employees' roles better and can attract the most qualified candidates. Job descriptions are also essential to ensuring fair hiring and promotion practices as they are used for determining FLSA status (exempt versus non-exempt) and pay rate. **For more guidance on developing job descriptions check out these tools located in the Reference section of the guide:**

1. ***DEVELOPING JOB DESCRIPTIONS***
2. ***JOB DESCRIPTION SAMPLE – TRUCK DRIVER***
3. ***JOB DESCRIPTION SAMPLE – BILLING OFFICE CLERK***
4. ***JOB DESCRIPTION TEMPLATE***

Once you have job description, then you are ready to create the best job posting to advertise your open position.

JOB POSTING BASICS:

The essential elements of a good job posting are:

- Company Name
- Job Title
- Job Description
- Location

Make your posting stand out to the highest quality job seekers by including:

- Information on the unique company culture, team and work environment
- Present a message about how people are valued and the your commitment to quality and to your customers

For more tips on how to make your job posting stand out, check out *Monster.com's Job Posting Best Practices*

Step 3: RECRUIT

Usually the first question employers have when there is a job opening is whether they should promote internally or look externally for candidates. Here are pros and cons of both:

Promoting internally:

- ✓ Employee already understands the organization, its customers/clients and how the business functions.
- ✓ Promoting from within increases employee morale.
- ✗ Can lead to stagnancy.

Hiring externally:

- ✓ The new energy and perspective gained from an outside hire can be exciting and motivational.
- ✓ Finding outside talent fills a void where there are no current employees ready or willing to be promoted or transferred.
- ✓ Bringing in an outsider is a great way to foster change, encourage rethinking of organizational goals, processes and the inner workings of the company.
- ✗ External hires received significantly lower performance evaluations in their first two years on the job compared to internally-promoted employees.

For even more information on this subject, check out ECRM's blog post: Promoting From Within Should Never Be Overlooked

If you are pursuing external candidates, you need to know how to get that posting in front of the most qualified people. Check out this article on our blog to see what your best option is for where to post your ad:

Time to talk about job postings...

Step 4: SCREEN CANDIDATES

They say you shouldn't judge a book by its cover, but **RESUMES** are a different story. Make sure to carefully scrutinize every resume received for red flags:

- ✓ The resume should be professional-looking and well-organized.
- ✓ Has the candidate jumped around from job to job and industry to industry? Or did he/she join businesses and stay? This is important because turnover is costly to an organization.
- ✓ Are there spelling and grammatical mistakes? If so, what does this say about a person's quality of work and initiative if they can't even Spellcheck their own resume?
- ✓ Look for long breaks (several months or years) in employment. Make sure to ask the candidate about these periods of unemployment to determine if they were just sitting on the couch or engaging in something productive.

Generally, education level comes into play only when candidates haven't had more than five years of job experience. After that, where they went to school and what they did there matters significantly less. Of course, education does matter much more for positions that require specialized knowledge in, say, science or law. For most employers, relevant experience and specific technical skills will be the most important details.

After you've screened the resumes, take those that look promising and begin scheduling **PHONE SCREENS**. This should be a brief conversation in which you ask the candidate for general information on why they are looking for a job now and what made them apply to your posting. You'll want to assess the candidate's interest and see if he/she is well-spoken and enthusiastic. From this conversation, you can decide if you want to bring him/her in for a face-to-face interview.

About Job Applications…

While a resume provides useful information about a candidate, it does not tell the entire story. For example, a resume usually will not state if a candidate is eligible to work in the United States, why the candidate left his or her previous position, or whether the candidate has been convicted of a crime. Employers can obtain this information and other necessary details via job applications. Furthermore, most job applications require applicants to certify that the information provided is true and accurate to the best of their knowledge.

Completed job applications must be kept as part of HR records for at least three years. Therefore, you do want to be a bit selective on who completes an application. Tip: all candidates brought in for an in-person interview should complete an application.

Check out the EMPLOYMENT APPLICATION TEMPLATE in the Reference section.

Step 5: INTERVIEW

Interviewing is the most important part of the employee selection process. And the most crucial part of the interview is a carefully-prepared set of questions. You want to learn if the candidates can do the job and how well they will fit in with your team. Therefore, your questions should help you gain insight into an applicant's experiences and his/her personality. During the interview, you will be able to further investigate the applicant's responses to the employment application and his/her experiences based on their resume. Open-ended questions are the best way to really get to know a candidate. It is vital, though, that you do not ask questions that elicit any information about the candidate's health, national or ethnic origin, religion, family status, etc. to avoid any possibility of discrimination or bias on the basis of a protected class. Your best practices are:

- **Prepare before the interview**. Review the candidate's resume and have your interview questions ready before he/she walks into the building.
- **Use open-ended questions.** Candidates should be able to choose their own terms when answering questions:
    - *"Tell me about a time that you had to take a calculated risk at work."*
    - *"Could you describe for me how you would handle a situation where you knew a coworker was stealing?"*
    - *"What has been your greatest professional achievement?"*
- **Ask one question at a time.** Don't rush or dominate an interview. You should be speaking no more than 30% of the time.
- **Word questions clearly.** Avoid using company-specific acronyms that could confuse the candidate.
- **Be careful asking "why" questions.** These questions may cause applicants to feel defensive, e.g., that they have to justify their response, which may inhibit their responses to this and future questions.
- **Try to make the candidate feel at ease.** Offer the candidate a beverage and make sure to conduct the interview in a private, quiet area. Avoid checking your phone or other distractions.

For extra help, look in the Reference section to find our *Interview Questionnaire* and our handy guide, *Interview Questions – What to Ask and What to Avoid,* before you conduct your next interview.

Step 6: SELECT THE RIGHT CANDIDATE

When considering candidates, be wary of these common biases that can lead to hiring pitfalls:

- ✗ **The halo effect**: Latching onto one particular aspect of the candidate such as his/her appearance, credentials, who he/she knows or is related to, etc. **Don't let one aspect influence all of your other judgments.**
- ✗ **The cloning effect**: Hiring someone with a background, education, or attributes similar to your own, even though those attributes don't necessarily qualify the person for the particular job.
- ✗ Making **hasty decisions** is the biggest reason a bad hire is made. Take your time to find the right candidate. If the need is urgent, hire a temporary employee while you continue your search.

When deciding who to hire, consider the following:

- ✓ Get input from other members of your team – this will help eliminate biases.
- ✓ Evaluate based on a candidate's answers. Be sure **to ask all candidates the same (or similar) questions** -- even if at first they might not seem like a person you'd be interested in hiring. First impressions, stereotypes and personal biases come into play during an interview so evaluating a candidate based on their answers to your questions is usually more indicative of a candidate's strengths and weaknesses than your "gut feeling." And remember, it is illegal in most cases to hire a candidate based on gender, race, ethnicity, religion, color, age, familial/marital status, disability status, sexual orientation and genetics.
- ✓ Check references. Sure, most people will only give you names of people who will give them glowing recommendations, however you would be surprised by how many candidates simply do not take the initiative to secure the references or can't find a former supervisor to speak highly of him/her. If you ask for references from candidates, make sure that you ask for former managers – anyone can find a coworker who liked him/her. Checking references doesn't guarantee that you've found the superstar candidate, but it will ensure that you eliminate any potential "duds."

Step 7: MAKE AN OFFER

This is the moment that you – and the candidate – have been waiting for! There's no legal requirement that says you must send a new hire a formal offer letter, but it is a best practice. Offer letters can be an effective employee relations tool by formalizing the offer and making it more tangible and professional. Plus, a written record outlining the job offer helps prevent misunderstandings about the conditions of employment. The offer letter should outline the expectations of both the employer and employee, the job, the pay and benefits, the relationship (contractual, at-will, etc.), and any conditions that must be met after acceptance but before assignment (e.g. background checks, physical examination, drug test, completion of an employment application, etc.). Employers can run into legal issues though, if the offer letters are not crafted appropriately. Here are a few tips to help avoid potential issues:

- Always write the offered salary in hourly or weekly rate – even for a salaried employee.
- Include an "at-will employment" statement.
- Make sure the letter states that the offer is contingent upon successful completion of the pre-employment requirements.
- Always include a start date.
- Avoid inadvertent creation of job security. An offer for "an administrative assistant job for a one-year period" may create an implied contract for one year.

Many employers, especially in the construction, manufacturing and even healthcare industries rely on **functional capacity tests** (also called pre-employment fitness/strength tests) to ensure that individuals are physically capable to do the job. To learn more about functional capacity evaluations, check out the entry on this subject on our blog: Time to Talk about HR's Role in Preventing Worker's Comp Claims.

You may use the ***OFFER LETTER TEMPLATE*** found in the Reference section to assist you with writing your own offer letters.

Step 8: PRE-EMPLOYMENT REQUIREMENTS

Background Checks, Motor Vehicle Record checks, Reference Checks, Employment Verifications and Pre-employment Drug Screens are all tools that employers have to assist them in ensuring that the candidate chosen for the position is suitable, has been truthful during the interview process and will ultimately be successful in the role.

A background investigation generally determines whether an applicant may be unqualified for a position due to a record of criminal conviction. The primary reason to conduct background checks is to avoid harm or legal liability to your business. For example, a candidate with a criminal conviction may present risks such as: harm to your business through embezzlement or image and reputational issues; harm to other employees by sexual harassment or workplace violence; harm to your customers by, for example, sexual assault on premises; harm to the public by negligent driving. In some industries, such as healthcare or education, background checks are not an option – they are required by federal or state law.

Note: If you need assistance in running background checks for applicants, we can help! There are many options and variations in types and levels of background checks. And it might not hurt to remember that, just like some candidates, criminal background checks can be flawed. Many contain incorrect or misleading information. Additionally, it is vital that you choose the right background checking company to navigate you through the decisions. Background checking companies are not required to obtain a license – anyone with a computer and access to public records can declare themselves a "vendor." Therefore, East Coast Risk Management has relationships with several reputable, pre-employment screening firms that can provide you with special pricing on background checks, Motor Vehicle Record checks, etc. Please contact ECRM Human Resources for more information if interested.

Background Check Best Practices:

1. **Determine the business purpose for gathering criminal history and document that reason.** For example: if you are hiring a preschool teacher's aide, you obviously don't want someone with a record of violent crimes. If you are hiring an accountant, you want to avoid anyone who has been convicted of theft or fraud. This practice will allow you to narrow the criminal background check to seek only relevant information.
2. **Do not run the background check until after you have made a conditional offer of employment.** Select your ideal candidate based on experience and education. THEN run the background check. (Hint: You should remove all "criminal history" questions from your applications – disqualifying candidates based on their criminal records has been coming under scrutiny as a practice that adversely impacts certain classes of individuals. For more information, check out our blog post Ban the Box. It is imperative that you are consistent with the background checking process: run the same background check for all candidates in similar positions or with similar responsibilities. Don't leave any room for accusations of selective screening.
3. **After you get the results, keep it in context.** Consider the nature and gravity of the offense, the time that has passed since conviction or completion of a sentence, and the nature of the job being sought. In general, if the criminal conviction was relatively minor and occurred more than five years ago, you can probably let it go. However, if it was more recent, more serious, or there is a history of repeated offenses, you will need to consider that against the position being filled. Again, whatever you decide: always be consistent. Always treat all candidates equally.
4. **Give the candidate an opportunity to respond if something comes up on the background check.** The candidate's explanation of circumstances, rehabilitation efforts, or references may be just what you need to make that decision—either way. Again, though, it is important to remember that you need to be consistent. For example, if you "let it go" that one applicant for a Foreman position had a DUI six years ago because he provided a straight-forward explanation and came across as sincere, then the next time another applicant for that same job has a similar infraction on his/her record, you may have to take the same action. Anytime you make an exception for one person, you need to make it for all applicants moving forward.
5. **Protect candidates' privacy**. Sharing of any information should be as limited as possible. Any negative information found on a background check should be shared with the hiring manager only if it is considered relevant to the position. Additionally, if information MUST be shared, make sure that individuals know that it must be kept in the strictest confidence and that any violation of this could lead to disciplinary action.
6. **Document everything.** As always, keep good records of any decisions that result from information found in a background check and why you decided to take the action that you did. Keep this information for all candidates and employees in their personnel/HR files.

Checking Motor Vehicle Records:

WHY: Motor Vehicle Record checks (MVRs) provide employers verification that an applicant or employee has a valid driver's license and allow employers to review the driver's history of operating violations and accidents. Obtaining and reviewing an applicant's MVR is a critical step during the hiring process of any employee who will be required to operate company vehicles or will have driving responsibility. Because of the proven link between past traffic violations and future driving performance, ongoing MVR checks should be a qualification of employment for certain jobs.

Not only do MVRs assist companies in hiring safe drivers, they also help to protect you from liability. An employer who fails to consider relevant information about a job applicant's driving experience and qualifications may be considered to have engaged in "negligent hiring." In this case, if a company hired a driver with a poor driving record because they did not obtain a MVR, the company could be held liable for damages or injuries caused by the employee driver in the event of a vehicular accident. Additionally, it's often not enough to just screen an employee's MVR at the time of hire. Employers can be charged with "negligent entrustment" for any motor vehicle accident caused by an employee if the employer failed to monitor that employee's driving record during the course of his/her employment. Therefore, it is imperative to have a comprehensive policy on the use of company vehicles and MVR checks. The policy should lay out the process for running MVRs for new hires and, on a continuing basis, for employees. Additionally, the policy needs to outline the standards used for disqualifying applicants/employees from operating company vehicles or driving on behalf of the organization. You can review a sample policy by referring to the **Vehicle Fleet Safety Policy Sample.**

HOW: To obtain a MVR, it must be requested either by the individual or on behalf of the individual by the employer/insurance agency through the licensing state's Department or Bureau of Motor Vehicles. It is necessary to request information from all states in which a driver-applicant has held a license for at least the past three years, and to monitor any changes in the licensing state of an existing driver.

MVRs Continued…

Employers can request MVRs in most states via an online process. Results are returned instantly or within a few hours depending on the particular state. However, before requesting an applicant's or employee's MVR, employers **must obtain a written consent** from the individual and may be also required to have the employee complete a state-specific authorization form. Because MVR checks require information such as Driver's License number, Social Security Number and date of birth, employers must only request the MVR after the employee has been made a conditional offer of employment.

State-by-state MVR links:

Delaware
Georgia
Indiana
Illinois
Kentucky
Maryland
New York
North Carolina
Ohio
Pennsylvania
South Carolina
Tennessee
Virginia
West Virginia

ABOUT THIRD-PARTY PROVIDERS: For employers requiring MVR checks in only one state or a small number of states, contacting the applicable states' DMV for access is a relatively simple and cost-effective option. However, for employers lacking the manpower to run these checks, third-party background screening firms can be utilized. There is typically a fee per MVR. But it may be worth it as these firms have access to an electronic bridge that connects with each state's Department of Motor Vehicles (DMV) in order to consolidate access under one electronic umbrella, making the process faster and easier. Contracting with a firm may make sense if your organization needs to access multiple states on a regular basis for hiring and for annual MRV checks.

Reference Checks:

WHY: A reference check generally involves contacting applicants' former employers, supervisors, co-workers, professors, etc. to verify previous employment and to obtain information about the individual's knowledge, skills, abilities and character. "Hire the best and reject the rest," the saying goes. Typically, past performance is a strong indicator of future performance and can reveal an individual's professionalism, productivity, job skills and interpersonal communication abilities. A thorough reference check helps distinguish between a true "super star," liars and everyone in between.

HOW: On the employment application or following the interview, ask the applicant for the names and contact information of two or three professional references. Make sure to specifically request at least one former supervisor. When contacting references make sure to ask about the candidate's attendance record, what his/her strengths and weaknesses are and if the individual contacted would consider rehiring this applicant.

Employment Verifications:

WHY: Employment verifications can be as simple as contacting the applicant's former employers and requesting basic information about the candidate's former position. Usually, employers won't provide more information than what is needed to verify the individual's dates of employment, salary, and eligibility for rehire. Nevertheless, this information will quickly tell you if the candidate has falsified any information and his/her status at the time they left their previous employer (i.e. was the person fired or did he/she resign and provide at least a two-week notice).

HOW: Based on the applicant's resume or employment application, call at least the two most recent employers to verify that the employee's work history and status.

Pre-Employment Drug Screens:

According to the American Council for Drug Education, 23 million Americans use marijuana at least four times a week and 18 million regularly abuse alcohol. When that substance abuse is allowed into the workplace, the risk of accidents increases, insurance costs rise, productivity decreases, and profits fall. Drug testing is one way you can protect your workplace from the negative effects of drug abuse. A drug testing program can deter people from coming to work unfit for duty and also discourage alcohol and other drug abusers from joining your organization in the first place.

Industries that are regulated by the Drug-Free Workplace Act or the U.S. Department of Transportation (DOT) have specific rules and regulations to follow pertaining to drug and alcohol testing. If your organization does business with the federal government, and is subject to the Drug-Free Workplace Act of 1988, you would be required to create a drug-free workplace which includes establishing a drug-free policy, conducting employee and management education, providing employee notifications on the policy and establishing a drug-free awareness program.

The DOT also requires industries that fall under its regulatory umbrella to conduct random drug and alcohol testing for workers in safety-sensitive areas, including testing for reasonable suspicion and on a post-accident basis. Companies hiring certain classifications of drivers, train operators, ship captains or pilots are required to comply with screening mandates within the Federal Department of Transportation guidelines, 49 CFR Section 40. Rules include the maintenance of auditable records pertaining to pre-employment, random and post-accident drug and alcohol testing. Because of the complexity of these federal regulations, if your organization needs assistance with setting up a drug screening policy for purposes of DOT or federal contractor compliance, please contact our ECRM HR team and we will be able to assist you.

For the rest of the U.S. companies that are not required to have a drug-free workplace, it is up to you to set policies and prevent drug abuse for employees at work. If your organization will be drug/alcohol screening candidates or employees, it is vital that you have a thorough drug and alcohol testing policy that is in alignment with the activities of your employees and the culture of the company. The policy must reflect the purpose of a drug/alcohol-free work environment, the types of drug/alcohol tests administered, the situations that trigger testing, and consequences for violation of the policy. ECRM can help your organization create a tailor-made drug and alcohol testing policy that complies with the various state and federal laws.

A standard 5- panel drug test is used to detect the most widely abused drugs, such as marijuana, cocaine, opiates, PCP and amphetamines. Other options for panel drug tests—7, 9, 10 or extended—include screening for additional drugs such as benzodiazepines, barbiturates, methadone, propoxyphene, methaqualone, fentanyl, extended opiates and ecstasy.

For drug testing, especially in those safety-conscious industries, East Coast Risk Management recommends a 10-panel Drug Screening for the following drugs:

1. Amphetamines
2. Benzodiazepines
3. THC
4. Cocaine
5. Methadone
6. Methaqualone
7. Opiates
8. Phencyclidine
9. Barbiturates
10. Propoxyphene

Step 9: PREPARE FOR THE FIRST DAY

Now that your new hire has completed his/her pre-employment requirements, it is time to get ready for Day 1. Effectively orientating new employees to your company is critical to establishing successful, productive working relationships. Starting a new job is one of the most stressful and nerve-wracking ordeals that a person goes through. The purpose of new employee orientation is to welcome the employee, provide him or her with information and access to resources, and create a positive first impression that will cultivate pride in the company and the employee's daily work. The first few days of a person's employment sets the tone for the course of his/her employment, so make it count. Also, orientation doesn't have to be formal; just make sure the employee gets the introductions to people, processes and information that they'll need to get off on the right foot. Here are a few suggestions on what to do before the new employee walks into the door:

- ✓ Notify all employees that a new employee is starting and explain what his/her job will be. Encourage all employees to give the employee a warm welcome.
- ✓ Clear your schedule for the employee's first week of work. This is not the time to be out-of-town or locked up in meetings.
- ✓ Make sure the employee's work space (if applicable) is available, clean and organized.
- ✓ Determine the employee's supply and equipment needs (including building keys, etc.) and make sure to procure that equipment before his/her first day.
- ✓ Set up computer access for the employee, if applicable (login usernames/passwords, email, company drives, etc.)
- ✓ Call the employee and welcome him/her before the first day. Have the new employee's direct supervisor do the same.

First and foremost, on the employee's actual first day of work, you will need to show him/her the ropes and get him/her to complete the final new hire forms and requirements:

- Review the employee's work schedule, work hours and meal break periods.
- Discuss exempt vs. non-exempt status. Make sure the employee understands his/her status and what it means:
  - Exempt = salaried, not eligible for overtime.
  - Non-exempt = paid hourly, eligible for overtime.
- Discuss the procedure for requesting time from work.
- Talk about vacation, sick, personal time off.
- Review the company's handbook and all additional policies and procedures (including harassment and guidelines for reporting it, unacceptable conduct, workplace violence and disciplinary policies.)
- Review the employee's job description.
- Review the company's safety program.
- Review the process for reporting workplace injuries.
- Show the employee around the workplace and make sure to include pointing out the following:
  - Bulletin boards with important company information and federal/state posters
  - Fire alarms and extinguishers
  - First aid kit
  - Location of Material Safety Data Sheets (MSDS)
  - Location of Personal Protective Equipment
  - All other safety materials/locations (such as eyewash station, etc.).
- Complete new hire paperwork
  - Form W-4
  - State and Local Tax Employee Withholding forms
  - Form I-9, Employment Eligibility Verification Form
    - Must be completed within three (3) days of employee's first day of work
    - Form can be found at www.uscis.gov > I-9 central
    - If your company is required by state law to comply with E-Verify, this must be done within three days, as well.
  - Emergency contact sheet
  - State-specific or Industry-specific forms.

Tip! A best practice is to create a checklist with all of your company's orientation activities so that the manager can review every to-do and track the progress. At the end of the orientation, have the employee sign off on the checklist. This ensures that all important matters were reviewed with the employee and in the case of litigation, proves that the employee was made aware of all of the requirements and rules at the beginning of his/her employment.

Step 10: SUCCESS!

If you've followed this guide, there is no doubt that you are on your way to ensure that you are hiring the best people for the job. Now you need to make sure that you are always engaging your employees so that they will stay with the company for the long-term. Remember that ongoing employee satisfaction and team morale cannot be ignored. Every interaction with employees is an opportunity to get them excited and passionate about their jobs. In fact, a 2012 Gallup study of 50,000 businesses found that those organizations with the highest employee engagement had incredible effects on company performance:

- 48% fewer safety incidents
- 41% fewer quality incidents (defects)
- 21% higher productivity
- 37% lower absenteeism
- 65% lower turnover (in low-turnover organizations)
- 41% fewer patient safety incidents
- 10% higher customer metrics
- 22% higher profitability
- 28% less shrinkage
- 25% lower turnover (in high-turnover organizations)

That being said, check in with your new employee to see what is working and what needs to be improved. Get feedback on the new hire process from his or her perspective.

At the end of the employee's first week, schedule some time to talk to the new employee and ask the following questions:

Let's Talk

- Is there any aspect of your job that you wish we had focused more attention on during your first week?
- Are there any other resources that you need?
- Is there anything that you think we could change to help other new staff during their first week on the job here?
- What was the best part of your week?
- What was the most challenging thing you had to deal with this week?
- If you had questions, was someone always available to answer them?
- Have you been introduced to everyone?

At the end of the employee's first month, follow up with him/her and ask these questions:

Let's Talk

- What part of your job do you find most rewarding?
- Tell me about some of your successes during your first month.
- Do you feel that this job meets your expectations?
- Do you have any suggestions on process improvements?
- Do you feel that you need any further training in any aspect of your job?
- Is there anything you need from me to help you be more effective?