FrankCrum
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RECRUITING SUCCESS

A GUIDE TO HIRING AND ONBOARDING TOP TALENT

Table of Contents

Intro

This comprehensive guide equips you to build a successful hiring process from start to finish. It walks you through defining your needs, crafting an attractive job description, and leveraging various recruitment channels to find the best candidates. Learn best practices for interviewing, including pre-screening and legal considerations.

Finally, provide guidance on building a well-structured onboarding program. This step-by-step approach empowers you to find and retain top talent for your organization.

Identifying Hiring Needs

AS YOUR BUSINESS GROWS AND YOUR TEAM EVOLVES, YOU WILL FIND YOURSELF NEEDING TO HIRE TALENT. THIS COULD BE DUE TO PRODUCTION INCREASES, EMPLOYEES TAKING ON NEW ROLES, OR NATURAL TURNOVER. BEFORE JUMPING INTO THE HIRING PROCESS, IT IS CRUCIAL TO ASK YOURSELF SOME KEY QUESTIONS.

What do you need?
Clearly define the role and skills required with a job description.

How will you compensate for the role?
Research market rates and set a competitive budget.

How many hours does this role need to fill?
Will the employee be full-time or part-time and exempt or non-exempt?

A **Job Description** clearly defines job duties, tasks, and performance expectations. The job description is made up of the following sections;

The **Job Title** should be specific and accurately reflect the role.

The **Job Summary** should provide a brief overview and should relay why the job exists.

Duties and Responsibilities of the role are listed in order of importance. They should be concise and include active language (e.g., design, manage, lead).

Qualifications determine what the job holder would need to successfully perform the job. This can include certifications, degrees, training, experience.

The **employee's work environment and physical requirements** provide an understanding of the environmental conditions, such as exposure to extreme weather and noise levels, and physical aspects, such as heavy lifting and sitting for prolonged periods for the role.

Job descriptions should also include a **disclaimer** stating that the roles and responsibilities may change over time with or without notice, nor is the job description meant to cover all tasks or responsibilities.

What is Exempt?

Exempt employees are exempt from receiving overtime. Exempt employees must meet the Fair Labor Standards Act exemption tests.

Why are Job Descriptions Important?

Informative job descriptions are more than just recruitment tools; they are cornerstones of effective employee management. Beyond empowering candidates with a clear picture of the role and company culture, they serve multiple purposes:

- **Managing Expectations:** Job descriptions establish a clear understanding of employee duties and responsibilities. This can be referenced during performance reviews to ensure everyone is on the same page.

- **Legal Compliance:** By outlining essential job functions, descriptions help ensure compliance with labor laws like the FLSA (Fair Labor Standards Act) and ADA (Americans with Disabilities Act) regarding fair pay and accommodation.

- **Standardized Requirements:** Clear descriptions can aid in preventing biased hiring practices by focusing on necessary skills and qualifications, creating a standardized approach for filling positions.

Building Fair Compensation Packages

Employers can use salary ranges to help ensure pay equity among employees. It is important that employers have data supporting explanations for why they pay employees certain rates. Employers without experience or knowledge of compensation packages should consult with an expert for help developing a compensation package. Reach out to your FrankAdvice HR Consultant for more information.

Recruitment

Writing an Effective Job Posting

A compelling job posting can be the first element the applicant sees about your company. It can also attract the right candidates, who will be better suited for the role. Here is a simple guideline to follow when you are creating a job posting for current vacancies.

1. **Include a simple, compelling title.**
2. **Share information about the company, including the culture.**
   A. A fantastic opportunity to describe your history, values, and overall company mission.
3. **Describe the job and ideal candidate.**
   A. Outline the qualifications and skills required for the right candidate.
   B. Detail the experience and skills that would make an individual successful in this role.
4. **Provide compensation and benefit information**
   A. Go beyond the basics! Detail your comprehensive benefits that support employee well-being, and do not forget to mention the exciting benefits that make this job truly special.
   B. Be mindful of Pay Transparency laws, which require employers to disclose information about employee compensation.
5. **Provide a straightforward way to apply.**
6. **Reread and edit the job posting.**

Pay Transparency on the Rise

A growing number of states are mandating that employers disclose salary ranges in job postings, signaling a shift towards greater pay transparency. This legislative change aligns with job seekers' increasing preference for positions that openly communicate compensation. Additionally, businesses are reporting a higher caliber of applicants when salary ranges are included in job descriptions, suggesting that this practice can enhance recruitment efforts.

Wage & Hour Guidelines on Pay Transparency per State

Sourcing Candidates

FINDING GREAT CANDIDATES FOR OPEN POSITIONS DOES NOT HAVE TO BE A ONE-SIZE-FITS-ALL APPROACH.

Here are a Couple of Smart Strategies to Consider:

Look within Your Team First: Current employees who are interested in promotions or transfers can be fantastic resources. They will already have a head start on understanding your company culture and systems.

Tap in Your Employee Network: Employee referrals are a proven way to find qualified external candidates more quickly. Who better than to recommend notable talent than the people who already work here?

Target Diverse Communities: Connect with minority groups, social clubs, and professional organizations. This helps your job openings reach a wider range of qualified candidates.

Local Education Centers: Building relationships with local trade schools, community colleges, and universities provides a pipeline of talented individuals looking to launch their careers within your industry.

Leverage Social Media: Social media platforms are powerful tools for attracting talent. Post your openings on job boards, utilize your professional network, and engage with relevant online communities to reach passive applicants.

Explore Niche Job Boards: Look beyond traditional job boards. If you seek specific skills or experiences, consider niche boards catering to veterans, older workers, or other targeted demographics.

Make an Impact at Job Fairs: Participating in job fairs allows you to showcase your employer brand and connect with potential candidates directly. Develop a well-defined strategy to maximize your success at these events.

Smart Use of AI: AI automates routine recruiting tasks like sourcing and screening candidates, allowing recruiters to focus on strategic hiring decisions. While AI provides valuable insights, human judgment remains essential for the final selection. Keep up to date with evolving legislation regulating employment-related uses of AI.

Interview

Pre-Screen process

The Pre-Screen Process is reviewing applications to determine who to interview based on previous experience and qualifications. The next step is to complete a phone interview to review basic experience, salary requirements, and location or schedule requirements. The phone interview can last up to 20 minutes, and employers should be able to get an idea of the candidate's communication skills, professionalism, and ability to perform the job based on previous experience.

Salary History Bans

In order to assist in closing the wage gap between job candidates doing the same or similar work, several states and municipalities have passed laws restricting an employer's ability to ask about an applicant's salary history. Employers should consider being transparent about the salary range at the onset of the recruiting process. Additionally, employers should audit their pay practices on fair, measurable criteria such as education, experience, and performance history.

Formal Interview

Once a candidate has completed the prescreening process and is eligible to move forward, the next step would be to schedule a formal face-to-face or video conferencing interview. Whomever is completing the interview should be clear about what is required to perform the job, as well as required experience, knowledge of the industry, and skills required to perform the job.

If possible, candidates should be interviewed by several individuals rather than a single interviewer. The interview is the time to address any inconsistencies or gaps within the resume.

Questions

Questions during the interview should be open-ended to give the interviewer the ability to elaborate. In addition, behavioral questions can be asked to give the interviewer a sense of how the candidate acted in previous situations, which is a good indication of how the candidate will act in the future.

The employer should make sure the interview process is not discriminatory, and that the employer is finding the best candidate without regard to protected characteristics. All questions asked during the interview should be considered legal.

Questions to Avoid	An Alternative Question Would Be
Do you have childcare arranged?	Are you able to meet the attendance requirements of this job?
Do you have a disability or medical condition that would prohibit you from doing this job?	Can you perform the essential functions of the job with or without a reasonable accommodation?
When did you graduate?	Are you a high school (college) graduate?
What is your religion?	Are you available to work on weekends?
Do you have a green card (work visa)?	Will you be able to verify your eligibility to work in this country?
You have an interesting accent. What nationality are you?	(Do not comment on speech patterns or ask about ethnicity or country of origin.)
How old are you?	Are you 18 or older?
What kind of work does your spouse do?	(Do not ask about marital status in any way.)
How old are your children?	Are you able to meet the attendance requirements of this job?

Best Practice for Interviewing

Employers should have an organized setup for conducting interviews to better ensure a fair and consistent process.

Interview Notes

To aid in fairness and consistency, it is beneficial to develop questions to ask during the interview. However, interviewers will also use probing questions to dig deeper into a candidate's response during the discussion. This personalized approach allows for common ground for all candidates but also allows for a fulfilling conversation. The best time to summarize your interview notes is right after the interview. An employer should have a separate document, which is absent from the candidate's application and resume, to document notes. This keeps these notes distinct from the candidate's application materials. If you are unsure of where to begin, our FrankAdvice team can assist you with writing appropriate questions based on the open job description.

Interview notes and documentation of any candidate not hired should be filed together for one year after the position closes, per federal law. The EEOC (Equal Employment Opportunity Commission) regulations require that employers keep all personnel records for one year and apply to all employers covered by federal anti-discrimination laws.

Federal Contractors

Federal Contractors are required to maintain certain records when conducting job searches, such as a copy of the job posting, the search criteria used, and the date the search was conducted. For a full list of requirements, review the OFCCP's Recordkeeping Requirements.

Selecting the Top Candidate

Once the interview process is complete and all candidates have been interviewed, it is time to make a final decision on who is best qualified to fulfill the job duties and responsibilities of the position.

All candidates should be measured using the same pre-established, job-related criteria. This assists the employer in determining who the best candidate is and protects the employer against potential claims of discrimination.

An employer faced with two equally qualified applicants, one of whom is in a "protected" category (i.e., age, disability, race), does not have to give the protected candidate preferential treatment. But the employer should be able to provide a legitimate, nondiscriminatory reason for why it chose a candidate and why it rejected the other candidates.

Furthermore, any company policies or procedures regarding personal relationships, anti-nepotism, etc., must be applied consistently. An employer's failure to consistently apply any of its policies may result in a charge of employment discrimination.

Title VII of the Civil Rights Act, as amended, protects employees and job applicants from employment discrimination based on race, color, religion, sex, and national origin. There are federal, state, and local regulations which include other protected characteristics.

Job Offer

A JOB OFFER IS A FORMAL PROPOSAL MADE BY AN EMPLOYER TO A CHOSEN CANDIDATE, INVITING THEM TO JOIN THE COMPANY IN A SPECIFIC POSITION.

It marks the end of the hiring process and the beginning of the onboarding procedure once accepted by the candidate. The job offer should include a complete package of what the candidate can expect to receive as an employee.

Verbal Job Offer

The appropriate representative should contact the top candidate by telephone to advise and congratulate them on being selected for the position. The representative should explain all the terms and conditions of the employment offer and be prepared to negotiate certain employment terms, such as the start date and salary. Once terms have been finalized, the verbal offer should be followed by a written job offer.

Written Job Offer

An employer is best served by sending a written offer letter as soon as a verbal job offer has been communicated to the prospective employee. The written offer should set forth and reiterate all the key aspects of the verbal job offer as communicated to the prospective employee. The offer letter then serves as a written record of the verbal offer to avoid confusion between the parties.

The written job offer should include the following; the start date, title of the position, job responsibilities, supervisor, rate of pay, including bonus or incentives, required schedule, and whether the employment is at-will or for a fixed duration. The offer letter should also confirm the date on which the candidate must respond to the offer.

Conditional

An employer has the right to condition a job offer on a candidate's completion of certain additional requirements based on the nature of the position. If an employer has additional conditions, such as background checks, drug screenings, submitting proof of licensure or education, etc., they should be noted in the written offer letter. If the candidate fails to provide the additional information or fails to meet the conditions of employment, the employer may withdraw the job offer.

Recording Rejections and Expired Offers

Record of rejections to employment offers should note the date the candidate rejected the offer, who spoke to the candidate, and any documentation received from the candidate. If the candidate failed to successfully complete the conditions of employment by the expiration date, the employer should send the candidate a letter confirming that the conditions were not satisfied, and the offer has been withdrawn.

If the candidate neither accepts nor rejects the offer letter by the offer expiration date, the offer has expired. Employers should send a letter to such candidates confirming that the offer has expired.

Absent Written Agreement, employment relationships are presumed to be at-will, except in Montana. At-will means that an employer can terminate an employee at any time. Likewise, an employee is free to leave a job at any time.

Onboarding & Orientation

Onboarding

Empower your new hires for long-term success! Explore these best practices to craft a sensational onboarding experience.

Make the New Employee Feel Welcome

Before the employee's first day of employment, the employer should announce the hiring and give a general description of their background. On the first day of employment, the employee should be introduced to the other employees. Consider the new employee joining someone for lunch.

Coordinate with the Employee's Supervisor

Supervisors must be prepared for the new employee's arrival and coordinate with upper management or Human Resources. The new employee should begin on a day when his or her supervisor is in the office and has time to properly orient the individual. Supervisors must give the new employee their undivided attention throughout the orientation process. A focused orientation will be more effective and will demonstrate that the supervisor is accessible and respects the new employee's time. This is also the perfect opportunity for a supervisor or manager to communicate the company's mission and values to a new employee. This way, the new employee understands the business and its culture from the very first day. Have work assignments ready for the new employee on the first day. Review the work assignments carefully to ensure the employee fully understands the work. Encourage the new employee to come forward with any questions.

Company Property and Equipment

To maximize efficiency and demonstrate your commitment to new hires, have all company-provided property and equipment set up and ready for their first day. This includes configuring their computer, setting up their phone, and ensuring they have the necessary tools. A prepared workspace sends a positive message that the company is organized and invested in their success.

For any equipment that the employee can take home and bring back, like a laptop or phone, have them acknowledge company policies and procedures regarding its use, care, and repercussions if they fail to return. This can be done through a sign-off document. This step fosters accountability for the equipment and ensures everyone is on the same page about expectations.

Give a Tour of the Workplace

Give the new employee a tour of the workplace. Before the tour, provide the new employee with an organizational chart and an overview of the entire organization. During the tour, identify the areas the new hire will be required to frequent in fulfilling his or her responsibilities and introduce the employees with whom the new employee will be interacting. Also, point out where the restrooms, lunchroom, supply room, exits, and stairways are located. A tour of the building is also a good time to educate the new employee about the employer's emergency evacuation procedure and parking guidelines.

Create a Schedule for the First Week

Create a schedule for the new employee's first week of work, which includes meetings, training sessions, and scheduled lunches with other employees in his or her department. Giving the employee an overview of what to expect during the first week of work will reduce the anxiety commonly experienced by new employees.

Arrange for Training

Before their arrival, the employer should schedule any required compliance training, including training on harassment, discrimination, ethics, and conflicts of interest, as well as any required safety training. Different or additional training may be necessary depending on the individual's position and the employer's industry.

Orientation

Orientation provides the opportunity to introduce a new employee to an organization's mission, values, and culture. Orientation typically happens during the first few days or early weeks of the employee's tenure, often in a meeting that brings several new employees from various departments together.

Orientation is an ideal time for organizational leaders to welcome new employees and introduce themselves. These leaders and senior employees can explain the company's mission and values with storytelling and share examples of success. Time should be spent educating all new employees regarding policies and reviewing the employee handbook.

Explain Policies and Procedures

During the orientation process, new employees must be made aware of the employer's policies and procedures. A summary of this information may be compiled in an employee's handbook. Time should be spent highlighting the following policies;

- Work Schedule
- Absences and Tardiness
- Dress Code
- Payroll
- Overtime
- Vacation and Holidays
- Prohibited Conduct

New Hire Paperwork

New employees should be given time to complete new hire paperwork and ask questions. The following is a list of forms, some of which are required, that the new employee typically completes;

- Job Description
- Handbook Acknowledgement
- I-9, Employment Verification Form
- Income Tax Form (W-4)
- Direct Deposit
- Personal Contact information
- Emergency Contact information

Some employees may need to complete additional paperwork depending on their position in the organization.

Compensation and Benefits

If the employee did not complete an offer letter, the employer should prepare a form for each new hire that explains the employee's compensation and eligibility for benefits, retirement plans and bonuses. Based on state law, this may be a requirement. If the position is commission based, an employer should have a policy around payout, including in the event of termination.

When discussing benefits, employers must explain if there is a probationary period that must be satisfied before employees are eligible to receive medical insurance and/or life insurance. New employees should be educated about employer's profit sharing and retirement plans, including when they are eligible to start participating in such plans. Employees should be provided with summary plan documents (SPDs).

Assign a Mentor

A mentor should be assigned to provide the new employee with guidance to transition into the position and succeed. Selecting the right person as a mentor is critical to the success of a mentoring program. The mentor must have sufficient knowledge and experience to educate the new employee about the organization. Consider an individual's personality, work ethic and accessibility when determining who is best qualified to mentor the new employee.

Regular meetings between the new employee and mentor should be scheduled over the first few months of employment. Scheduling mentor meetings in advance will increase the likelihood of a productive discussion and provide the new employee's supervisor with advance notice.

After the First Day

New employees will continue to have questions and require assistance after their first week. It is common for a new employee to think of questions after they have had some time to review and consider the training and information they have been provided.

After the first day, employers need to nurture the employment relationship and regularly connect with the new employee to find out how he or she is adjusting to the new job and to assist with any questions or issues that may arise. Also, determine if they require any additional assistance or training.

Performance Review

30-60-90-day Review

During the onboarding process, holding check-ins with employees is crucial for managers to assess how the onboarding process is going and identify any areas where the new employees might be struggling. Managers can also discuss goals, review expectations, and ensure the employee is aware of the expectations. It can also be an opportunity for new hires to give feedback on their experience that can help the company improve the onboarding process and company culture for future hires. Most importantly, regular check-ins with new employees show that you care about their success, which can help increase employee retention and engagement.

Corrective Action & Performance Discussions

Outside the employee performance review process, there may be an opportunity where the employee's performance is not meeting expectations during the year. If you notice performance that does not meet expectation, have a conversation to identify areas of improvement. Management must discuss performance issues, giving employees the opportunity to correct them. For more on this topic, please refer to the Corrective Action E-book.

Why FrankCrum

Although FrankCrum clients appreciate our long and successful track record, financial stability, technology capabilities, and the wide range of services we offer, what we hear most often is that they appreciate being able to speak with a live person who gives them straight answers to what may sometimes be difficult questions.

That's the way we do business - one person at a time, one client at a time. It's literally part of our DNA as the FrankCrum family of businesses: what we call "A Family of Employer Solutions."

Our company history began in 1981, when Frank W. Crum, Jr. and his father started offering temporary staffing services, with a deep commitment to the success of business owners. Because of that commitment, we have expanded our professional offerings over time as clients partnered with us to help them grow.

Today, that family of businesses - still owned and operated by Frank Crum, Jr. and now his son, Matt and daughter, Haley - offer HR services through FrankCrum PEO, workers' compensation and general liability insurance through Frank Winston Crum Insurance and staffing services through FrankCrum Staffing. You'll find the same operational philosophy in all three companies; Frank refers to it as "doing the right things for the right reasons."

It boils down to this: Running a business can be hard. Managing your human resources program shouldn't be. Let us know how we can help.

To learn how FrankCrum can help your business, call 800-277-1620 to schedule a consultation.

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