

BEST PRACTICES, Human Resources - Employment

Title: Final Report on Best Practices For the Employment of People with Disabilities In State Government # 313

Source: U.S. Equal Employment Opportunity Commission **Co Area:** EEO

Addl Info: http://www.eeoc.gov/facts/final_states_best_practices_report.html

Abstract: This report highlights best practices of four states - Florida, Maryland, Vermont, and Washington that promote the hiring, retention, and advancement of individuals with disabilities in state government jobs. EEOC has identified a number of state employment practices worthy of consideration and even replication. For example:

- * The states surveyed include individuals with disabilities as part of their diversity programs and their targeted outreach and recruiting efforts.
- * Vermont provides for a "must interview" to anyone with a disability who meets the minimum qualifications for a state job.
- * Washington passed legislation creating a supported employment program for individuals who need on-the-job training and long-term support to work successfully.
- * Maryland and Vermont have tracked information related to the provision of reasonable accommodations that could be used to assess the effectiveness of their reasonable accommodation procedures.
- * In 2004, Florida established the Agency for Persons with Disabilities and Maryland elevated its former Office on Individuals with Disabilities to cabinet- level status. These legislative and executive actions send a clear message "from the top" that people with disabilities are a state priority.
- * Florida has secured a waiver from the Social Security Administration, enabling it to move persons with developmental disabilities into jobs without immediately jeopardizing their eligibility for Medicaid and Social Security Income benefits.
- * Vermont has participated in a pilot project to establish "disability program navigators" at four state One Stop Career Centers established under the Workforce Investment Act to help people with disabilities access these services more easily.

Title: Recruitment Procedures Manual # 396

Source: Wittenberg University **Co Area:**

Addl Info: http://www5.wittenberg.edu/administration/human_resources/hiring_guide.html

Abstract: One of the most important management decisions you will make is the selection of a new employee. What can you do to help ensure that you get the best person available? What are your responsibilities in the hiring process? The purpose of this Recruitment Procedures Manual is to help answer these questions by providing an overview of the policies, procedures and responsibilities for which the hiring supervisor will be accountable.

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Title: Best-Practice Recruitment Strategies # 402

Source: University of California San Diego **Co Area:**

Addl Info: http://facultyequity.ucsd.edu/pdf/Legal_and_Illegal_Questions.pdf

Abstract: The California Fair Employment Practices Act provides that no pre-employment inquiries or specifications, direct or indirect, may be made concerning a job applicant's race, religious creed, color, national origin, ancestry, age, sex, medical condition, or physical handicap.¹ The Act further prohibits any non-job-related inquiry, either verbal or through use of an application form, which may directly or indirectly affect the employment opportunities of those protected by the Act. The Act does not otherwise limit the rights of employers to seek full information about the prospective employees or to establish the job performance qualifications they consider essential. Whatever qualifications or standards are set, however, must be applied equally to all persons.

Questions asked in an interview may be vulnerable to misinterpretation and/or knowing violation of laws. The Pre-employment Inquiry Guidelines² below may help to formulate acceptable, appropriate interview questions. In all situations, whether or not covered by the examples shown here, pre-employment inquiries must be job-related.

Title: How to Avoid Hiring a Crook # 526

Source: Inc.com Magazine - Recruiting Trends **Co Area:**

Addl Info: <http://www.inc.com/articles/1999/11/15757.html>

Abstract: (Give site time to open) The usual routine of reviewing and interviewing is not enough to weed out the criminals from your candidate pool. Dennis L. DeMey, coauthor of Don't Hire a Crook says:

- * 29% of applicants lie about having higher education.
- * 25% lie about their duration of previous employment.
- * 23% have used other names.
- * 18% lie about criminal convictions.
- * 16% have had serious motor vehicle violations.
- * 6% supply false Social Security numbers.

- * Verify a candidate's Social Security number through a credit bureau such as Trans Union, Equifax, or Experian, or run a credit report.
- * Do a criminal history search.
- * Get references from prior employers.

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Title: Best Practices in Diversity **#** 749

Source: Georgia State University **Co Area:** EEO

Addl Info: http://www.gsu.edu/images/ODDEP/Best_practices_in_diversity_2000_2001.pdf

Abstract: Best practices in diversity are steps taken by employers to actively support equal employment opportunity by attracting and retaining a diverse workforce.

In an effort to publicize Georgia State University's involvement in commendable actions geared toward community outreach, recruitment, promotion, retention, training, cultural programming and curriculum development; the Opportunity Development and Diversity Education Planning Office has compiled a report containing information submitted by our colleges, divisions and individual departments outlining their efforts in these particular areas.

Title: Hiring Top Talent: Best Practices in University Recruiting **#** 761

Source: Best Practices, LLC **Co Area:**

Addl Info: <http://www.prnewswire.com/cgi-bin/stories.pl?ACCT=104&STORY=/www/story/01-24-2007/0004511835&EDATE=>

Abstract: With baby boomers poised for retirement, the imminent mass exodus has motivated human resources professionals nationwide to ramp up for a university recruitment hiring binge. In anticipation of this spring's race to attract top university talent, HR executives and directors across industries can benefit from learning how world-class companies operate their university recruiting programs.

To assist in that effort, benchmarking and consulting firm, Best Practices, LLC, has released an insightful study, Hiring Top Talent: Best Practices in University Recruiting (to download a complimentary excerpt, please visit: <http://www.best-in-class.com/bestp/domrep.nsf/products/35B9FC096E9213328525715B005F9338!OpenDocument>). For the study, leading HR experts from 79 companies answered survey and interview questions sharing insights into such crucial campus recruiting issues as:

- * How should our program be structured for maximum efficiency?
- * Where should we be spending our time to effectively attract top talent from key universities?
- * What attributes of university candidates are the most successful predictors of job performance?
- * What characteristics should my team use to evaluate and prioritize the schools that we engage?
- * How did our productivity in the past year compare to that of our peers?

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Title: Best Practices in Interviewing - How to Interview Legally and Effectively # 778

Source: About.com

Co Area:

Addl Info: <http://humanresources.about.com/od/interviewing/a/interviewtips.htm>

Abstract: We all know how litigious our society has become in the area of employment-related issues. Every recruiter, hiring manager, executive, and department manager must realize that asking the wrong interview questions or making improper inquiries can lead to discrimination or wrongful-discharge lawsuits, and these suits can be won or lost based on statements made during the interview process.

Thus, it is important to incorporate risk management into your interviewing process to help minimize your firm's exposure to employment practices liability.

Page 2 - Illegal interview questions and

Page 3 - How to Develop a Legal Interview and Interview Questions

Title: Best Practices for Advising on Form I-9 Compliance from Lookout Services # 840

Source: Lookout Monitor

Co Area:

Addl Info: <http://www.prweb.com/releases/lawyer/compliance/prweb556370.htm>

Abstract: In the current environment, with enforcement ramped up against employers, companies are more and more frequently turning to professionals, looking for advice on how to avoid fines, sanctions and even jail time. The I-9 form presents challenges for employers. The form contains about 29 acceptable verification documents. In fact, given that receipts for documents are also acceptable in some cases, the number of acceptable documents is even higher. This alone presents challenges because one needs extensive document training to correctly fill out the form. The employer is frequently at a loss as to which documents to accept and how to enter them onto the I-9 form.

Some of the many benefits to a digital I-9 form include:

- 1) Errors and omissions on the I-9 form are virtually eliminated.
- 2) The need for ongoing audits is eliminated.
- 3) Built-in tutorial facilitates "learning while doing."

Examples of digital software compliance features:

- 1) Automatic e-mails repeatedly notifying staff of required actions.
- 2) Tracking Form I-9 retention requirements to eliminate risks over time.
- 3) Listing of errors that prevent completion of the Form I-9.

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Title: Hiring Top Talent: Best Practices in University Recruiting # 916

Source: Research and Markets

Co Area:

Addl Info: http://www.researchandmarkets.com/reportinfo.asp?report_id=446698&t=e&cat_id=

Abstract: This study involved a two-pronged approach. Best Practices, LLC researchers surveyed 80 managers and executives from 79 leading corporations across multiple industries to collect benchmark data on program structure, scope, budgets, staffing levels, key activities, technology and tools. In addition, the research team conducted in-depth interviews with the leaders of nine surveyed university recruiting organizations to uncover executive insights and winning practices.

Interviews focused on best practices for selecting colleges for recruiting, allocating recruiting budgets among selected schools, compensating interns and co-ops to maximize conversion rates and handling compliance issues. Interview partners were selected because they demonstrated efficiency (such as a high intern conversion rate) or described best-in-class practices in areas of interest. The interview partners were chosen from among a segment of respondents with a high volume of college hires.

Title: Best Practices in Employee Layoffs - Again # 930

Source: About.com

Co Area:

Addl Info: <http://humanresources.about.com/b/2011/07/22/employee-layoffs-again.htm>

Abstract: Treat people with dignity. Do the layoffs individually with Human Resources and the employee's manager present. Complete the process on the same day. Do not even consider a mass meeting, telephone conference call, or an email to lay people off. They deserve more than that from you. Additionally, giving your employees information about the business problems and some sense of layoffs coming up as soon as you think they may be necessary will increase the trust of the remaining employees.

Original article at http://humanresources.about.com/od/layoffsdownsizing/tp/workforce_reduction.htm which also covers severance pay, who, when & how.

Link to Downsizing With Dignity - <http://humanresources.about.com/od/layoffsdownsizing/a/downsizing.htm>

Also see 'Best practices' for handling layoffs

<http://www.wnewsj.com/main.asp?SectionID=49&SubSectionID=156&ArticleID=172046&TM=1031.88>

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Title: On Boarding at Mason: A One Stop Shop **#** 966

Source: George Mason University **Co Area:**

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: Mason has long had an orientation program as part of its on boarding process. However, the university wanted employees to complete new hire paperwork, obtain a Mason ID and a parking pass (if needed), and learn the basics of PatriotWeb1, preferably on their first day of work.

The challenge for a new employee was that in order to accomplish these first few steps at Mason, they needed to put on some real mileage. Mason is a distributed university with multiple campuses and hundreds of offices. New employees needed to visit three different offices on their first day. But the three offices were not near each other and generally not near the employee. Parking could be a challenge and when you aren't familiar with the campus, it could take all of one day, or part of 2 to 3 days to get it all done.

In January 2007, the Office of Human Resources & Payroll launched the New Employee Welcome (NEW) Center. The NEW Center is a one-stop shop for most2 faculty and classified staff on their first day of employment at Mason. At the NEW Center, employees complete their new hire paperwork including their direct deposit, tax forms, their I-9, 403(b) auto-enrollment, and conditions of employment. They also receive their Mason ID and a temporary parking pass. Between January 2007 and August 2008, the NEW Center has welcomed 840 new employees, 421 faculty members and 419 staff members.

Title: Starting and Operating an Internal Executive and Faculty Search Function **#** 976

Source: University of Georgia **Co Area:**

Addl Info: <http://www.sacubo.org/awards/bestpractices/archive/2009bp/>

Abstract: The Executive and Faculty Search Group (EFSG) was created at the University of Georgia in October 2006. The mission of the group is to assist senior administration in the acquisition of top talent in the ranks of the senior management, faculty leadership, faculty, directorships, and other critical positions. The process excellence provided by this internal search group continuously exceeds the level of quality an external search firm would provide, at a fraction of the cost.

The EFSG team improves the quality of the search process and significantly shortens the service times (search days to fill) by assuming all administrative and talent sourcing duties, including search committee and candidate communication, placement of advertising, research, direct cold-call recruitment efforts, use of assessment reporting tools, candidate scheduling, and document management.

Many of the gifted individuals recruited to the University would not have committed to come were it not for the exceptional efforts of the members of the EFSG team.

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Title: Conducting Layoffs: 'Necessary Evils' at Work # 1005

Source: Harvard University

Co Area:

Add Info: <http://www.exed.hbs.edu/cgi-bin/wk/6084.html>

Abstract: Executive Summary:

"The core challenge for everyone who performs necessary evils comes from having to do two seemingly contradictory things at once: be compassionate and be direct," say Joshua D. Margolis of Harvard Business School and Andrew L. Molinsky of Brandeis University International Business School. Their research sheds light on best practices—typically overlooked—for the well-being of those who carry out these emotionally difficult tasks. Q&A Key concepts include:

- * Most managers who conduct layoffs feel a mix of emotions that may catch them by surprise: sympathy, sadness, guilt, shame, anxiety, and perhaps anger.

- * Best practice for managers includes understanding yourself and recognizing your limitations. Recognize ahead of time the emotional cocktail that you will likely experience when performing a layoff, say the researchers.

- * Companies should focus not only on getting the task done and on ensuring the well-being of victims, but also on the well-being of those who perform the layoff.

- * Conduct training beforehand; have pairs or teams perform the tasks together; provide a good physical environment in a nonpublic, quiet area of the organization; and later allow those who carried out the layoffs to decompress and debrief.

Title: Bringing Student Employment Aboard # 1048

Source: Florida Atlantic University

Co Area: Student Affairs

Add Info: <http://www.sacubo.org/docs/bestpractices/2010/Employment.pdf>

Abstract: Florida Atlantic University has created a stand-alone Student Employment Program which mirrors and integrates into the University's Human Resource function. Prior to this distinction, Student Employment was a 'paper-processing' function within the Office of Financial Aid. There was little or no follow-up with students and/or their worksites. There was absence of orientation or proper transitioning when a student was no longer eligible to work in 'student-status.' Directors of both areas (Financial Aid & Human Resources) engaged in dialogue to address the situation and determine best practice for effective and efficient handling of the program. Over a two year time frame, the transition was made. The outcome was establishing a full hiring program from online application processing, through new hire orientation. In addition, the Student Employment Program has embraced and implemented electronic personnel action form (E-PAF) completion as an environmentally sensitive action consistent with the going green initiative of paper reduction. Among the many challenges previously facing student employees was compliance with laws inclusive of I-9 completion, multiple visits to Financial Aid, sporadic worksite information and inconsistent posting of positions.

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Title: Saving Money, Yielding Better Results: Implementing an Internal Executive and Faculty Search Function # 1155

Source: University of Georgia **Co Area:**

Addl Info: <http://www.sacubo.org/docs/bestpractices/2010/Internal.pdf>

Abstract: The mission of the group is to assist senior administration in the acquisition of top talent in the ranks of the senior management, faculty leadership, faculty, directorships, and other critical positions. It is estimated that the University saves approximately \$400,000 per year in search fees and related expenses through this innovative program.

The EFSG team improves the quality of the search process and significantly shortens the service times (search days to fill) by assuming all administrative and talent sourcing duties, including search committee and candidate communication, placement of advertising, research, direct cold-call recruitment efforts, use of assessment reporting tools, candidate scheduling, and document management.

Title: Balancing Hiring Flexibility and Budget Control in a University Compensation System # 1195

Source: Florida State University **Co Area:**

Addl Info: <http://www.sacubo.org/docs/bestpractices/2012/CompensationSystem.pdf>

Abstract: The Florida State University Office of Human Resources (FSU HR) created innovative tools and new practices to help hiring and budget managers make data driven and ultimately better compensation decisions. The tools provide just-in-time information and data that can be used to assess the value of the job internally and externally; assess how competitive the University is in the labor market for the job; assess where a potential candidate would fall within a classification's current pay range based on set criteria; test the value of increase responsibilities for compensation when an employee is given a lateral promotion; and test potential compression issues considering "time in job" for others in the position and skill levels. In addition, with the assistance of outside compensation consultants, changes to an existing broadband system have reduced pay range dispersion and allowed for more defined benchmarking to approximate the value of a position in the labor market. The tools and practices assist managers in balancing hiring flexibility and budget control by using real-time, criteria-based information to drive compensation decisions and pay allocations.