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**HR101 Series**

Employment Cycle Timeline

1. **HIRING PROCESS**

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| --- | --- | --- |
| **Pre-Work Stage** | Complete Job Analysis | * + - Employee feedback     - Log sheets     - Essential functions of the job     - Physical and mental demands, environmental conditions     - Exempt or non-exempt |
|  | Draft Job Description | * + - Job title and classification     - Essential functions and competencies     - Work environment and physical and mental demands     - Required education and experience |
|  | Job Listing | * + - Keywords     - Define responsibilities     - Compensation and benefits     - Company culture     - Listing vs sourcing     - Internal vs external     - Niche job boards vs job/college fairs     - Review person vs review team |
| **Conduct education and training for recruiters and managers** | * Qualifications and Skills * Questions Not to Ask * Protected Classes |  |
| **Establish and follow standard processes** | * Applications * Phone Screen Guides * Screening Questions * Evaluation Matrix |  |
| **Recruitment** | Sourcing candidates | * + - Relationships with organizations that promote DE&I and AAP goals |
|  | Engaging candidates |  |
| **Interviews** | Say:   * + - Job-related/Candidate Questions     - Clear Job Description     - Physical Requirements     - Inclusive language     - Next Steps | Avoid:   * Opinions or Judgements * Guarantees * Medical or Health related * Background Check |
| **Making Decisions and Offers** |  |  |
| **Ensure compliance with EEO Protections** | Protected Categories | * Disparate Treatment * Disparate Impact * Pre-Offer and Post Offer |
| **Provide Accommodations** | Application Process | * + - This is our application process. Will you need an accommodation? |
|  | For the Job | * + - Can you perform the essential job functions with or without an accommodation? How?     - Focus on limitations, not medical condition     - Maintain confidentiality, limit people who are informed, avoid liability |
| **Background Checks** | Post-offer |  |
|  | Fair Credit Reporting Act Compliance | * Disclosure and Authorization: stand alone * Description of “investigative report” (interviews of reputation and character) * Certification of compliance and no misuse to vendor * Pre-Adverse Action Notice: Report and “Summary of Rights”   + - Informs right to dispute * Adverse Action Notice after 5 days |
|  | Criminal History | * How crime relates to job duties   Individualized Assessment:   * Type and seriousness of crime (fines, jail, and probation) * Nature of job * Time passed since offense, conviction, or completion of sentence * Ability to maintain employment, obtain education * Age at time of offense (youth may mitigate) * Older age at time of conviction or prison release * Facts and circumstances of offense * Multiple convictions for multiple incidents |
| **I-9 Forms** | Proper completion | * Within 3 days of hire * calendar to reverify |
|  | Proper retention and destruction | * + - 3 years from date of hire or 1 year after end date, whichever is later |
| **Record Retention** | EEOC | * + - keep records including application forms regardless of whether applicant was hired, for 1 year after records were made or after a personnel action was taken, whichever is later |
|  | Fair Credit Reporting Act | * + - dispose of background reports securely     - shred documents     - dispose electronic information so it cannot be reconstructed |

**More to come on…**

1. **FLSA/Wage and Hour**
2. **Medical Leave**
3. **Workers Compensation**
4. **Discipline/Termination**
5. **Administrative Agency Processes: EEOC, PHRC, DOL, WHD, NLRB, OSHA**