

Insulating Organizations from Liability, Improving Organizational Efficiency and Adding Value

1. Compliance Issues for an organization with more than 50 employees:
 - 1 Federal – record keeping requirements and policies
 - a. EEO
 - b. ADA
 - c. FMLA
 - d. Federal Contractor's and Hiring Practices
 - 2 State
 - e. Workers Compensation
 - f. FMLA
 - 2 Personnel Files/I-9's and Paperwork
 - 2 FSLA/Exempt & Non-Exempt Classifications – overtime Laws in CA
2. Job titles and Job Descriptions; Organizational Chart and Reporting Relationships
3. Employee Policies/Procedures: Employee Handbook
 - 3 Culture and Environment?
 - o Code of Conduct
 - o Sexual harassment (3 hours of training for manager's required)
 - o Discrimination
 - o Grievance Process (first point of contact for "issues")
 - o Employee Assistance Program (cost/benefit analysis proven)
 - o Paid Time Off Policies
 - o Employment "At Will"
 - o Mission, Vision and Strategic Plan
 - o Employee Use of Company Equipment (Internet, E-Mail, Phone – all a source of potential liability)
4. Compensation Philosophy: Pay for Performance?
 - 4 How do you want to position your pay ranges? (at market, above, below?)
 - 5 Criteria for pay increases and bonus awards
 - 6 Internal Equity
 - 7 Confidentiality Issues
5. Performance Management
 - 1 Accountability
 - 2 Staff and Management Development/The Process
 - 3 On-going/daily feedback – positive and constructive (not an annual event)
 - 4 Progressive Discipline

- 5 Tool(s)/Forms to be Developed and How they will be Administered
6. Budget for Training & Development – soft verses hard skills?
7. Recruiting & Hiring
 - 1 The Process that underscores accountabilities and timeframes with a flow chart that informs/demonstrates everyone's role in the process.
 - Writing Competencies and Behavioral Based Questions for Recruiters and Hiring Managers to ensure consistency and sound hiring decisions.
 - Reference Checking and Background Checks?
 - Application and standards for misrepresentation?
 - New Employee Orientation – who is accountable, how can it be made consistent, what department heads would be involved and explanation of company history, performance expectations, policies and procedures
 - Training and Mentoring strategies
 - Recruiter, Hiring Manager and Facilities Person need to work as a team to establish hire date and work station location
 - Is there a separate process necessary for highly technical positions, Executives and/or Foreign Workers?
 - Smart Growth
 - Staffing Plans/Models: monthly, quarterly and annual
 - Are periodic changes/modifications needed to insure that timeframes can be met with the resources being allocated?
 - Record keeping requirements (State and Federal - EEO)
 - Diversity targets/objectives/Affirmative Action Plans
 - Cost/Benefit Analysis of Where and How to Source?
 - Professional Associations, Employee Referral Program, Web Sites, Trade Journals etc.,
 - Quarterly analysis and reporting of where you are getting “the bang for the buck” and making ongoing modifications to enhance efficiencies
8. Employee Satisfaction, Staff Retention and Succession Planning
 - 2 Benchmark – Employee Survey
 - What's working and what's not?
 - Perceptions
 - Desired Changes
 - 3 Focus Groups
 - 4 Committees/Affinity Groups/Parties/Events
 - 5 Open Door Policy

- 6 Team Building
- 7 Communications: Open, Honest and Inclusive
 - E-mails
 - Voicemails
 - Quarterly or Annual Meetings
- 9. Outsourcing: Current use and possible options for the future
 - 1 Payroll
 - 2 Benefits Administration
 - 3 Background Checks
 - 4 Training