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## Reduce Time-to-Hire to Get the Best Candidates

**I**n our competitive hiring environment, the employer who makes the first offer often lands the prize candidate. Ironically, the traditional hiring process designed to ensure hiring the best candidate often is such a drawn-out affair that the final hire is often not the best candidate available.

How can you streamline the hiring process without risking a bad hire?

The traditional hiring process – application, phone screen, assessment, interview(s), offer – is too long, says Jon-Mark Sabel, a content strategist with HireVue, in Salt Lake City. But some companies, he says, are finding ways to shorten the process to help them identify the best talent as quickly as possible.

“Many brand-name firms have replaced that lengthy process with a single,

more-powerful step – an on-demand video interview,” he says. Dr. Pepper has reduced its time-to-hire to seven days. “They filled one position within five hours of the job being posted,” Sabel says. Other firms, such as Unilever, are replacing traditional lengthy pre-hire assessments with games that assess personality traits, while artificial intelligence assesses candidates’ responses in a video interview. As a result Unilever has shrunk its hiring process for college graduates from four months to two weeks.

### *Speeding up the Process*

The length of the traditional process frustrates both hiring managers and candidates. To avoid these delays, consider the following recommendations by John Rossheim, a writer for *Monster*:

- Get active consensus on the job profile. Gaining agreement up front about the knowledge, skills and abilities that top candidates must possess can save time and avoid conflicts later on.
- Seek input from managers on possible sources for qualified candidates. They’re closest to the job and likely have insights you may not.
- Screen applications in bulk. Commit sufficient time to focus on all ap-

plications, comparing them to your already-agreed-upon hiring criteria.

- Streamline high-volume phone interviews. Just as when reviewing applications, focusing on this critical task in the process can achieve greater efficiency.
- Help managers become more comfortable with interviewing, and make sure they understand the urgency. Nobody wants to miss out on a top candidate.
- Don’t take too long to make a decision. Rossheim recommends that decisions be made “within a day of concluding interviews.”
- Don’t hire in haste. Despite the need for efficiency, never feel forced into a choice if no one in the field of candidates is right for the position.

Ensure that everyone involved in hiring understands why a reduced time-to-hire is important, and aid them in the process by following the tips above to boost the odds that your offers will be accepted by top candidates before some other organization snags them. ▲



### For More Information:

**HRDive: Three Ways to Reduce Time-to-Hire**

<https://www.hrdive.com/news/three-ways-to-reduce-time-to-hire/409457/>

**SHRM: Push to Reduce Time-to-Hire May Impede Background Check Process**

<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/push-to-reduce-timetohire-may-impede-background-check-process.aspx>

**TalentCulture: Recruiting Analytics – Reducing Your Hiring Timeline**

<https://talentculture.com/recruiting-analytics-reducing-your-hiring-timeline/>

### Hot on the Inside

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How to avoid it, and suffering the loss of efficiency, employees and bad publicity that accompanies it.

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A new challenge for HR professionals — the upcoming wave of disruptive technology they need to learn to cope with.

# Legal Land Mines for 2018

**A**s we enter 2018, issues of compliance in a constantly shifting legal and regulatory landscape are top-of-mind for busy HR practitioners. What are the major hazards you need to be aware of, and what should you be doing to minimize risk for your organization?

Beth Zoller is an attorney and legal editor with XpertHR, in the New York area. She says the following major issues should be on every HR pro's radar in 2018:

**LEAVE LAWS** You must know how to address, document and properly manage leave requests to comply with federal, state and local leave laws. Your practices and procedures must provide a framework for dealing with multiple types of leave. Your employee handbook should advise employees of their rights under various leave laws.

**HARASSMENT CLAIMS** Employers must promulgate a zero-tolerance policy for harassment, and train supervisors and employees on what constitutes harassing conduct and how to report it. You must also follow up on all harassment complaints with a thorough investigation, documenting the steps you take.

**EQUAL PAY/PAY EQUITY** Equal pay has become a focus for the EEOC and plaintiffs' attorneys. Employers must review and audit their pay practices, job description, salaries, benefits and bonuses to eliminate discrimination. Employers should have clearly defined expectations for advancement and publicize guidelines and requirements for raises and advancement.

**SALARY HISTORY LAWS** As a means to closing the wage gaps between males and females, there is a trend toward laws that restrict employers' ability to seek applicant salary history. So far, says Zoller, such laws have been enacted in several states and cities such as New York City

and San Francisco. Employers need to make sure supervisors and those with recruiting and hiring responsibilities are properly trained. Review all job applications and interview materials to ensure they don't ask about salary history where prohibited by law.

**BAN-THE-BOX** Ban-the-box laws have been passed in many jurisdictions, prohibiting employers from asking applicants to disclose a criminal record until after a conditional job offer has been made.

**REASONABLE ACCOMMODATIONS** Many federal, state and local laws require employers to provide reasonable accommodations based on disability, religion, sexual orientation or transgender status. Employers should document the request for accommodation and engage in an interactive process or a good faith discussion to see if it is able to accommodate the employee without undue hardship.

**MINIMUM WAGE/OVERTIME** Employers need to ensure that employees are properly classified and that they receive the overtime pay they're entitled to.

**PREDICTABLE SCHEDULING** These laws prohibit employers from making last-minute schedule changes. These laws may prevent back-to-back shifts and require employers to offer shifts to existing employees before seeking new hires. Employers should be particularly vigilant, as such laws are ever-more-frequently being passed by municipalities.

For HR professionals in the current political and social environment, there is no lack of issues—existing or emerging—that keep them up at night. Staying engaged with HR organizations such as SHRM and relying

## Temp Flexibility

As we often say, "Life happens." So if you find yourself with unexpected absences, and you don't have time to recruit, keep in mind the high levels of flexibility that temporary staffing gives you.

Temporary employees with long and relevant experience are available on short notice, letting you "keep right on rolling" without interruption when unexpected absences of your regular staff threaten to create bottlenecks, especially project bottlenecks.

Think about that, and call us when the time is right for you to consider temporary help.

**We're real people here, and we're here to help.**

on the advice and expertise of your legal counsel and other advisors can help HR pros ensure successful compliance again this year. ▲



## For More Information:

**Business Management Daily: Three Key Facts You Need to Know About the ACA in 2018**

<https://www.businessmanagementdaily.com/49913/three-key-facts-you-need-to-know-about-the-aca-in-2018>

**Forbes: The 2018 Human Resources Trends to Keep on Your Radar**

<https://www.forbes.com/sites/forbeshumanresourcescouncil/2017/10/26/the-2018-human-resources-trends-to-keep-on-your-radar/#7af9eb21b3>

**Industry Week: HR Changes to Watch for Now That Trump's in Charge**

<http://www.industryweek.com/labor-employment-policy/hr-changes-watch-now-trumps-charge>

## Sexual Harassment

# Keeping Your Name Out of The News

**W**ith claims of sexual harassment being levied against prominent figures in Hollywood, sports and industry, organizations need to take proactive steps to keep harassment, and the associated scandal, out of their workplace. The key is communicating to all employees exactly what harassment is, how to avoid it and how to report infractions. And, just as important, responding quickly and appropriately to any reports of infractions.

Kate Muetting, a partner at Sanford Heisler Sharp, in Washington, DC, says that employers should review their employee handbooks to ensure it states an explicit policy that sexual harassment and retaliation will not be tolerated. Regular and effective sexual harassment training should be implemented.

In addition, says Muetting, clear and well-understood channels for reporting are critical. Multiple avenues for reporting is a solid best practice.

Carol Gordon, owner of Carol Gordon Consulting, in Rhinebeck, NY, recommends taking a proactive stance. This not only makes good business sense, she says, but also prevents a lot of headaches down the line. Gordon offers some do's and don'ts:



### Do:

- Understand the causes of harassment, discrimination, retaliation and workplace bullying, including power dynamics, culture and bias.
- Appreciate that workplace harassment, discrimination and retaliation are not only illegal, but negatively affect productivity, employee retention and morale.
- Make sure leaders of your organization model appropriate behavior.
- Create guidelines for a respectful workplace environment, including establishing boundaries and policies against harassment, discrimination, retaliation and workplace bullying.
- Provide appropriate training to all new and current employees.
- Teach managers their responsibilities and liability in this area.
- Know how to receive a complaint, and how to proceed when a complaint is received.
- Learn confidentiality guidelines and rights of all people involved in an investigation or complaint.
- Realize that if there is one complaint, there are probably more.
- Remember that people will often not step forward, but a third party may report the harassment.
- Consider engaging an outside individual to establish policies and procedures, as well as provide training.
- Consider your own biases, as you work with these employees every day.
- Enforce policies and practices, and discipline offenders according to severity of the findings, such as one-on-one sensitivity training or suspension, but always with the understanding of possible termination.
- Realize that retaliation claims are filed more often with the Equal Employment Opportunity Commission than sexual harassment claims.

### Don't:

- Be reactive; be proactive.
- Allow managers to manage before they are thoroughly trained in all aspects of their responsibility and liability in this sensitive area.
- Operate on the theory that an expert manager automatically knows human resources law and liability issues.
- Fall into the trap of believing that someone is more valuable than others because that person is a revenue generator for the company.
- Forget that a person who exhibits bullying, sexual harassment or prejudice of any kind is a tremendous liability.
- Think because a perpetrator has been terminated, everything is fine within the company. Often, addressing harassment afterward with the remaining staff is the most meaningful.
- Underestimate the powerful message sent when action is taken against someone of authority who has violated the established policies and guidelines.

The bottom line, says Muetting, is to take all complaints seriously, and make it known to employees that you will. Investigate reported violations thoroughly and promptly, documenting every step, and take meaningful prompt action in response to violations. ▲

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## For More Information:

**Business Insider:** 6 Subtle Signs People Are Being Sexually Harassed at Work But Don't Realize It  
<http://www.businessinsider.com/signs-of-sexual-harassment-in-the-workplace-2017-11>

**USA Today:** Sexual Harassment at Work is a Global Problem

<https://www.usatoday.com/story/news/world/2017/10/23/sexual-harassment-work-global-problem-now-world-finally-talking-it/789723001/>



## HR Needs Technological Competency, Too

**F**or years, HR professionals have been exhorted to build their financial competencies so their recommendations will get positive traction in the executive suite. But these days, another core-competency need has arisen for HR practitioners: technological competency.

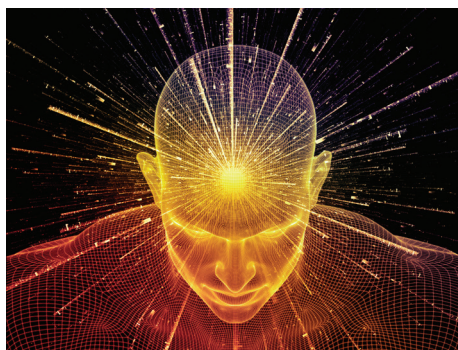
Big data, artificial intelligence, machine learning, virtual and augmented reality—the environment is changing, and so is recruitment and jobs likely to be needed or eliminated.

Virginia A. Galdieri, VP-HR at Centenary University, in Hackettstown, NJ, says that building technological competencies within an HR staff is critical to an organization's success. But even more important, she says, is that HR professionals need to learn data analytics.

Most HR pros haven't become adept at working with that data so they can share deeper insights with management. Doing so, she says, can be key to an organization's success, because tracking employee competencies and optimizing employee engagement strategies to attract, retain and develop key performers is crucial to success today.

Visier is a workforce intelligence

platform with offices in Vancouver, Canada and San Jose, CA, that provides workforce analytics. Visier Chief Strategy Officer Dave Weisbeck points to specific technical skills that HR leaders need:



**INNOVATIVE REASONING BASED ON DATA** HR leaders won't be faced just with simple questions such as "what is the current head count?" or "how many people did we hire last month?" Instead, high-performing HR professionals will need to dive much more deeply into the data and its analysis.

**DESIGN THINKING** HR professionals will have to bring organizational design and workforce planning techniques to the challenge of changing the workforce to meet changing needs.

**CROSS-CULTURAL AND TECHNOLOGICAL COMPETENCY** The HR technologist's knowledge of current and disruptive technologies will help ameliorate any Luddite friction that arises.

**NEW MEDIA LITERACY** HR professionals must be able to critically assess new technological tools, such as wearables and virtual reality headsets. They'll need to develop content that uses these new technological tools, and leverage them for persuasive communication with executives, managers, team members and vendors.

### *Change is Constant*

The technology environment facing HR pros is rapidly evolving. "HR is now moving forward with cognitive and artificial intelligence, from chatbots that replace Tier 1 contact center staff to algorithms that can better identify qualified candidates or predict who is most likely to leave your employment," says Deb Card, partner of HR Technology at Information Services Group, in Stamford, CT. "HR leadership needs to determine when and how these technologies can be leveraged to improve outcomes and save money."

One critical first step in preparing for "technology disruption" is developing relationships with IT colleagues, just as HR pros have worked to develop relationships with financial colleagues. The result will be worth the effort, because anyone who doesn't rise to meet the oncoming technological tide will almost certainly be overwhelmed by it. ▲

### For More Information:

**Benefits Pro: How Automation Will Impact the Next Generation of Work**

<http://www.benefitspro.com/2017/10/23/how-automation-will-impact-the-next-generation-of>

**Silicon Republic: How to Manage the Workplace of the Future Today**

<https://www.siliconrepublic.com/advice/manage-future-of-work-workplace-dave-ulrich>