## Employee Lifecycle Best Practices

### Attraction
- Website includes employment pages with current jobs listed, and are easy to find and navigate
- Jobs are advertised across multiple digital platforms
- Prospective job seekers have heard positive information related to the company culture; the company has a good public reputation
- The company purpose and values are infused into all collateral
- Someone is accountable for managing brand consistency across social media platforms as it relates to hiring/job-openings.
- Competitive salary and benefits
- Provide a compelling referral program

### Recruitment
- Job descriptions are specific, clear and regularly updated and reviewed for accuracy
- Open positions are posted internally before hiring outside applicants
- Interested job seekers are able to leave brief message and contact information (name, phone number and email address)
- HR responds to all interested job seekers in less than 24 hours
- The company asks for qualified referrals from employees
- A well-designed interview process is in place that includes behavioral inquiry and clear expression of company purpose and values
- At the end of each interview stage, HR communicates clear next steps to each candidate
- Candidates who are not selected are given specific constructive feedback
- All job-specific employment requirements (security clearance, technical skills, etc.) are clearly articulated to all candidates
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Job Offer and Onboarding
☐ All required actions for the employee prior to day one are outlined and communicated in written and verbal forms to new employees at the time of the offer (what paperwork to bring, security protocols, etc.)
☐ The company purpose and values are made clear throughout all onboarding programs
☐ General company onboarding is provided that includes information about the company, policy and procedures.
☐ Role/department-specific onboarding checklists are provided, and supervisors are equipped to deliver effective onboarding
☐ The handoff from HR to Manager is smooth and new employees are introduced to key members of their department and provided relevant contact information.
☐ Specific team members are assigned to provide a standard welcome process to acclimate new employees to their job

Day One
☐ New team members are celebrated and introduced to the team
☐ Facility tour
☐ Face to face welcome from a senior leader
☐ Share and discuss purpose and values of the organization
☐ Lunch with the team, a mentor, or a key leader
☐ Announce new hires company, division, or department-wide

Year One
☐ During the first 30 days of employment the direct manager regularly follows up with employee for support and questions
☐ A mentor or buddy is assigned for the first 30 days (can be a peer, designated company-wide “new team member guide”, or manager)
☐ Managers are specifically trained to be approachable and available to new employees especially during the first 30-days
☐ HR checks in with new managers at the end of 30 days regarding all new hires
☐ A 90-day progress meeting takes place between the manager and employee; employees are given specific feedback as to their performance and career planning is introduced and discussed
☐ Regular feedback is given throughout the year to support employee performance
☐ The first performance evaluation contains no surprises!
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**Growth and Development**
- Ongoing learning is encouraged and supported (providing industry specific updates, articles, opportunities to attend outside seminars, providing training resources in the budget)
- Employees who engage in additional training are formally recognized and praised
- Ongoing internal opportunities for training and development are provided for soft and technical skills
- There is a clear performance development process that requires managers to regularly assess employee skills and areas for development
- High performance employees are identified and provided additional training, opportunities, and stretch assignments
- There is training and recognition when an employee makes the transition from individual contributor to role with supervisory responsibilities
- Employees are regularly challenged to be accountable for their own development (in staff meetings, company newsletters, all-hands meetings)

**Retention**
- The hiring process is regularly reviewed, evaluated and adjusted to meet changing needs
- The company culture makes the relationship between the organization and the employee important
- Formal rewards and recognition programs are inclusive, clearly communicated, and reinforce the values of the organization
- Managers and HR are highly approachable, professional, and maintain employee confidentiality
- Managers understand the basics of rewards and recognition (the 5 languages of recognition, engagement, etc), and are clear about what motivates individual employees
- Company leadership regularly updates the entire workforce on company objectives, strategies, and other mission-critical information
Retention (continued)

- Employees are able to regularly give leadership and operational feedback through formal surveys and informal contact with leaders.
- Employees engage in a performance development process where their contributions are recognized and supported through frequent manager/employee contact.
- Employee morale is regularly measured and discussed by the leadership team.
- Exit interviews happen consistently, the process is clear and concise, and feedback is regularly tracked and discussed amongst HR and senior leadership.
- Employees seek opportunities to deepen their relationship with the organization through participation in special programs and events.

Retirement

- A clear and in-depth succession plan for anyone with supervisory responsibility is in place and reviewed regularly.
- Knowledge from seasoned employees and subject matter experts is intentionally transferred to potential successors.
- A consistent retirement recognition program is in place to express employee appreciation and demonstrate the value of lifelong employees.