SUCCESSION PLANNING & RECRUITMENT HANDBOOK

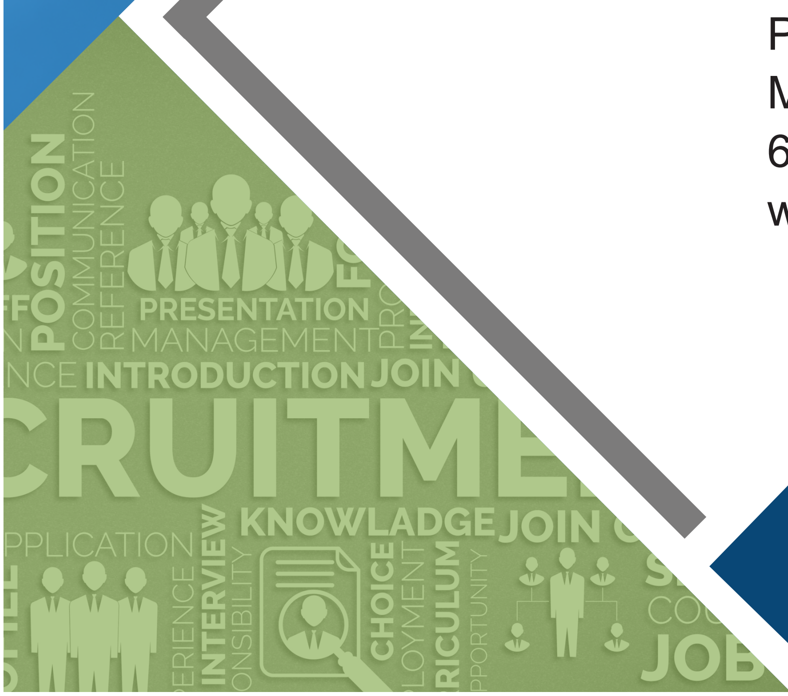

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TABLE OF CONTENTS

INTRODUCTION

Succession planning is an integral part of any organization’s strategic planning process. Succession planning connects the organization to long-term goals and objectives, helps mitigate risk associated with turnover, and cultivates existing talent by matching promising employees with future organizational needs.

Succession planning ties to a wide-range of human resource management functions, including recruitment, performance management, and training and development.

To assist the South Dakota Association of Rural Water Systems, Inc., and its member organizations, in the succession planning and recruitment processes, Alternative HRD, LLC of Sioux Falls, SD has prepared this handbook. The information contained in this handbook is intended to provide ideas and guidance, but is not intended to provide legal advice or legal opinions on any specific matters.

PURPOSE

Recognizing that changes in management and staff are inevitable in any organization, the South Dakota Association of Rural Water Systems (SDARWS), Inc. has commissioned this Succession Planning & Recruitment Handbook to help member organizations provide continuity in leadership and avoid extended and costly vacancies in key positions.

This succession planning process is designed to help association members identify and prepare candidates for high-level management and other key roles that become vacant due to retirement, resignation, termination, death or new business opportunities.

PROCESS OF SUCCESSION PLANNING

Succession planning is the process of anticipating future talent needs, identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions that are key to the success of business operations and objectives.

It is a key priority for every employer to identify successors for critical roles and should be part of an organization's strategic business plan. Having a well-developed and current succession plan in place is important in avoiding vacancies of key positions, thus ensuring the stability of business operations.

When there are positions with no obvious potential successors within the organization, a plan needs to be in place to identify, attract and engage highly qualified candidates from outside the organization.

Member organizations should consider assigning responsibility for succession planning to their chief executive, who should go through these succession planning exercises within the organization, then update and review the plan with their Board of Directors on an annual basis.

THIS PROCESS IS IMPORTANT IN ORDER TO:

- Avoid extended and costly vacancies in key positions and ensure the stability of business operations.
- Provide meaningful developmental opportunities for both the organization and its employees as it targets key leadership positions at varying levels.
- Help develop a cohesive workforce by enabling decision-makers to look at the future makeup of the organization as a whole.

THIS HANDBOOK WILL GO THROUGH THE FOLLOWING SIX STEPS THAT ARE INVOLVED IN SUCCESSFUL SUCCESSION PLANNING:

1. Identify critical positions within the organization
2. Evaluate current talent (strengths, weaknesses, and readiness for succession) and identify potential internal candidates
3. Plan for key employee development and retention
4. Plan for positions that cannot be filled internally
5. Identify legal and diversity issues
6. Keep the plan current

STEP 1: IDENTIFY CRITICAL POSITIONS WITHIN THE ORGANIZATION

You can argue that every position in an organization is critical. While that may be true, some positions will have greater impact on an organization, and some are harder to fill. How do you decide which roles are critical for succession planning?

First, fill out the Succession Planning Worksheet on page 17. List all positions in the organization, and follow the directions on the worksheet.

When you come to the final column, calculate the ‘Position Score’ using the following criterion to evaluate the criticality of each position.

IMPACT TO BUSINESS OPERATIONS:

How would day-to-day operations be affected if this role was suddenly vacant?

High Impact = 3 Moderate Impact = 2 Low Impact = 1

INTERNAL BENCH STRENGTH:

Are there qualified internal candidates who could step into this role today?

No = 3 Maybe = 2 Yes = 1

AVAILABILITY OF EXTERNAL CANDIDATES:

Would it be difficult to find qualified external hires to replace this position?

Yes = 3 Maybe = 2 No = 1

UNIQUE SKILL SET OR KNOWLEDGE BASE:

Does this role require skills or knowledge that would be difficult to replace, or demand specific experience in your organization or industry?

Yes = 3 Maybe = 2 No = 1

URGENT NEED TO FILL THE POSITION:

Is this a position where the incumbent will or may retire soon?

Yes = 3 Maybe = 2 No = 1

HIGH TURNOVER POSITION:

Is this a position with a high risk of turnover, such as very stressful position or one that is in high demand externally?

Yes = 3 Maybe = 2 No = 1

In determining critical positions within the organization, you should also take into consideration what tomorrow’s organization and roles may look like.

- How will re-engineering, process improvement or technology affect business operations in the future?
- What job functions, if any, might be consolidated, or even eliminated?
- Will the projected workload volume increase or decrease?
- Will staffing levels change? If so, how?
- Which skills and abilities will the organization need in order to deal with these changes?

After completing this first step, you should have clearly identified positions that are highest priority for succession planning within your organization.

STEP 2: EVALUATE CURRENT TALENT & POTENTIAL INTERNAL CANDIDATES

In Step 1, you looked at positions in the organization. In Step 2, we want you to consider your current talent, i.e. strengths, weaknesses, and readiness for succession, or advancement, of your existing workforce.

In this step, go to the Organization Assessment found on page 18. List everyone in the organization, with the exception of the person in the top leadership position within the organization.

Then, for each individual, rank their performance, their growth potential and their values based on the criteria provided in the directions. To avoid this being an overly subjective exercise, consideration should be given to formal and informal performance reviews and feedback, to how a person has developed and grown throughout their employment, and the overall 'values' that they exhibit.

In this assessment, you also need to look at each individual's number of years with the organization, and estimated number of years still available. It is important to note that age should not be a factor in determining an individual's potential for advancement, but their availability and willingness for continued service is an important consideration. That may require a discussion with an individual as to their long-term and/or short-term career and individual plans.

A person's number of years with the organization is also not necessarily a qualifier or disqualifier, but it is hopefully an additional indicator of an individual's commitment and loyalty to the organization.

The final column asks for an individual's degrees or education levels, as well as certifications or licensing that may be required for a position. This should provide clear indication as to whether these factors are obstacles to considering this person for a position, or whether, with planning, the individual can meet those requirements.

When this exercise is completed, you should have a revealing profile of your people. Hopefully it illuminates some who are capable of growing into other roles within the organization.

A FEW OTHER THINGS TO CONSIDER:

- Incumbents in key positions may be willing and able to identify other employees who might be available for succession into their positions.
- Utilizing validated assessments that measure the knowledge, skills, and abilities of potential internal candidates may be helpful. These can be useful in comparing individual strengths against the requirements for the role.
- You will likely find that some of your existing people should be considered for succession into other positions. Some may be ready now, whereas some may need additional training. In some cases, no identifiable candidate will be available for succession.

This exercise may also reveal employees who have a strong desire to grow and move up the organization, but who you determine are simply not promotable. To be fair to those individuals, you may need to have a frank conversation letting them know your assessment. If you believe they do not bring sufficient value to the organization, and that they will not be able to increase that value in the future, that conversation is especially important.

STEP 3: PLAN FOR KEY EMPLOYEE DEVELOPMENT & RETENTION

Based on the findings from the Organization Assessment completed in Step 2, those individuals who seem to be capable of advancement and/or promotion, either now or with additional training and development, should be considered key employees for the purposes of succession planning.

An action plan/development plan should be created for each key employee, to include an assessment of needs, along with planned training, coaching and/or mentoring. Common action plans include leadership development programs and skill-specific educational programs.

Before creating an action plan, however, a first step is to have a conversation with each key employee to assess their interest in the growth you might be considering for them. The caution is to gauge the person's interest without committing or promising a specific course of action. You want the individual to be interested and willing to pursue growth, but you also need to reserve judgement until such time as a final decision must be made.

A robust assessment and development process will provide a list of potential successors for critical roles and help build the internal talent pipeline.

1. Assess the individual's current KSAs (knowledge, skills and abilities).
2. Determine what additional KSAs, if any, need to be acquired before final consideration of advancement or promotion.
3. Identify options for the individual to acquire the KSAs needed. Establish a plan and a schedule, seek commitment from the individual, and hold them accountable.

For positions that will likely become open in the next 12 months, and for which there are potential internal candidates, it is important to establish goals and timetables for replacement and succession activities.

For additional information on developing internal candidates, see page 9.

STEP 4: PLAN FOR POSITIONS THAT CANNOT BE FILLED INTERNALLY

For all positions within the organization, you should now be able to identify whether there is a potential successor internally who is already familiar with the organization, and, to some degree, with the position itself.

If no successor – either obvious or potential – exists within the organization, you will need to consider external recruitment strategies to fill those positions when they become vacant. You will need to consider whether you want to hire someone fully ready to take over a position, or whether you have the time and budget to hire an individual who can work with the incumbent and be trained and developed. Depending on the urgency of the situation, you may also need to consider hiring someone on an interim, or temporary, basis to bridge the gap until a longer-term option is available.

While there are advantages to promoting from within, there can also be advantages to hiring an external candidate. Perhaps the most significant is that an external candidate can bring fresh ideas and perspectives and diverse talent into the organization.

Whether hiring an individual ready to go, or ready to train, this handbook includes additional information and guidance on recruiting, screening and hiring external candidates.

For positions that will likely become open in the next 12 months, and there are no internal candidates, it is important to establish goals and timetables for replacement and succession activities.

STEP 5: IDENTIFY LEGAL AND DIVERSITY ISSUES

Within your organization, you need to be aware of legal issues related to recruiting, screening and hiring.

Discrimination laws require consideration of all qualified applicants, regardless of race, color, religion, national origin, sex, age disability, LGBTQ, or veteran status. Even when considering current employees, even though they may not be official applicants, you cannot make decisions to exclude them from consideration due to factors that violate the law. Here are a few of the employment laws that must be followed during the succession planning process.

- Title VII of Civil Rights Act - protects from employment discrimination based on race, color, religion, sex and national origin
- Age in Discrimination Act - protects persons 40 years of age or older from age-based employment discrimination
- Pregnancy Discrimination Act - forbids employment discrimination based on pregnancy
- Americans with Disabilities Act - prohibits discrimination against qualified individuals with disabilities
- LGBTQ – a recent Supreme Court decision prohibits discrimination against applicants because of gender identity and/or LGBTQ related issues

In addition, when positioning employees for succession, it is important to avoid “like-me” approaches. Studies have demonstrated that there is a natural tendency to hire individuals “like-me”, because they tend to relate better and faster to people similar to us – whether that similarity is because of age, education, leadership style, industry experience, career trajectory, and even race and gender. Some of those factors may be legitimate considerations, but care must be used to avoid selection decisions on illegally discriminatory reasons.

Candidates should be considered on the basis of job-related skills and criteria. Generally, questions asked of one candidate during the selection process should be fairly consistent among all candidates.

Another area of caution is with using assessment tools such as pre-employment tests, personality or behavioral assessments, and background checks. Any assessment you use should be well-validated. Any criminal history and credit checks used must follow all Fair Credit Reporting Act (FCRA) regulations, which means giving the applicant an opportunity to respond if negative information causes you to withdraw them from consideration.

If you intend to use an employment agreement or contract, that should be reviewed by an attorney prior to presenting it to a candidate for employment.

STEP 6: KEEP THE SUCCESSION PLAN CURRENT

- Develop a recurring time frame to review/update the plan. We recommend that it be reviewed annually.
- Determine whether the current plan still meets the organization’s objectives.
- Re-view, and re-do the exercises in Steps 1, 2, 3 and 4, and update information as needed.
- Determine whether internal candidates are on track with their development plans, or if their plans and goals have changed. Make necessary adjustments in the plan.
- Assess new employees, and, if appropriate, create development plans for them.

Review the updated plan with the Governing Body, e.g., Board of Directors.

DEVELOPMENT OF INTERNAL CANDIDATES

According to the Society of Human Resource Management (SHRM), "Employees usually feel more engaged when they believe that their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the company's mission."

There are a number of ways to develop employees in the succession planning process. Some methods of employee development occur on the job, with the manager or an experienced co-worker leading the development activity in the context of the actual work environment. Other development occurs at training facilities or other locations. Also, organizations use online methods as well as assessments to develop employees.

Following are some common methods to consider in development of employees.

ASSESSMENTS

Employee assessments are performance appraisals or reviews used to evaluate employees' performance and productivity. Assessments can also look at personality, aptitude and skills.

COACHING

Coaching involves a more experienced or skilled individual providing an employee with advice and guidance intended to help the individual gain new skills, improve performance and enhance the quality of their career.

MENTORING

Mentoring matches less experienced employees with more experienced colleagues through formal or informal programs.

Effective mentoring programs do the following:

- Match mentors and mentees based on skills and development needs.
- Outline and track goals.
- Designate minimum time commitments.

- Monitor the mentoring relationship.
- Hold both parties accountable.
- Link mentoring to talent management strategy and goals.
- Link mentoring to business strategy and goals.

APPRENTICESHIP PROGRAMS

Certain industries may have a formal apprenticeship program available, or at least industry-related courses and/or certifications. An apprenticeship program may serve as an effective mentoring experience.

INDIVIDUAL DEVELOPMENT PLANS

To accelerate the pace of employee learning, organizations may use an individual development plan (IDP). This plan simply details an employee's intentions to learn and grow, identifies the learning outcomes needed by the organization, and spell out the resources and support needed to meet the individual's growth goals.

CROSS-TRAINING

Cross-training refers to training employees to perform job duties other than those normally assigned. Cross-training can be a short-term or ad hoc fix, or it can be an ongoing, planned process. Cross-training usually does not result in immediate advancement, but it does indicate that an employee is interested in learning new skills. This skill diversity may help the individual meet qualifications for future career advancement.

"STRETCH" ASSIGNMENTS

On-the-job training projects and "stretch assignments" give employees a chance to learn while doing real work. Developmental assignments allow employees to develop new skills, knowledge and competencies necessary for higher-level positions.

JOB ENLARGEMENT AND JOB ENRICHMENT

Job enlargement involves expanding the employee's job by adding more tasks and duties, typically at the same level of complexity. Job enrichment builds more depth to an employee's job through more control, responsibility and discretion.

JOB SHADOWING

Job shadowing requires more than just having an employee follow a colleague around all day. Shadowers view the organization from a different perspective and learn firsthand about the challenges facing workers in other departments.

ONLINE EMPLOYEE DEVELOPMENT

Organizations typically use classroom-based learning for topics unique to the particular employer and online learning for more universal topics. Online training allows self-directed, just-in-time, on-demand instruction. Employees in e-learning situations have more control over their time than they have in a classroom.

RECRUITMENT OF INTERNAL CANDIDATES

We recommend that open positions be posted internally to give current staff an opportunity to apply for the position even if you don't believe they are ready or capable. The position can be posted internally at the same time it is posted externally to prevent delays in the recruitment process.

The Organization Assessment should be used to assist in identifying potential internal candidates. All internal candidates that apply should be interviewed and receive follow-up once the position is filled.

RECRUITMENT OF EXTERNAL CANDIDATES

There will be situations where a suitable internal candidate does not exist from a succession planning perspective. In those cases, it is necessary to identify best sources to post the position to attract qualified candidates. See a number of potential resources listed on pages 22 and 23.

Even if you have internal candidates who seem qualified, you may decide to seek external candidates as well. You want to find the best person for any open position, so looking both internally and externally gives a greater chance of finding the best person.

RECRUITMENT STRATEGIES

When a position needs to be filled, it is important to implement and follow an effective recruitment strategy.

Following are steps that should be included in your recruitment strategy.

1. Review and update the Job Description, as necessary (see sample page 19). This should be reviewed and updated annually at performance review time, and anytime the position is open.
2. Prepare the Staff Requisition Form (see page 21) and include the job description.
3. Analyze the current compensation structure/pay range for the role and compare it to similar positions in similar type and/or sized organizations, i.e. rural water systems in the Midwest, utility cooperatives, etc.
4. If you will conduct background checks, identify a vendor, obtain a Background Check Authorization Form (sample on page 28), and understand the process of how results will be provided. Any use of background checks must comply with the Fair Credit Reporting Act (FCRA) requirements.
5. Ensure that all candidates, including those with disabilities, have the means to apply for open positions.
6. Determine specific criteria that must be met (education, experience, reside within X miles of work location, etc.). Remember to include these details in the job posting.
7. Design a Job Posting (sample on page 24) that will attract qualified candidates.
8. Identify job boards, ads, employee referrals, and other recruitment approaches that have proven to be effective in the past. (See job board examples on page 22 and 23.)
9. Determine the approximate length of time a job will be posted. 30-day job posts are fairly common.
10. If using an external recruiting and or search firm, obtain pricing information and references from 2 to 3 firms. Find out what information they will actually share with you.
11. Decide whether the interview process will include initial phone screens, along with on-site interviews.
12. Prepare a Phone Screen Template (if applicable; page 26) and an Interview Question Template (page 27). Ask the same questions of all candidates. Make sure questions are legal and job-related.
13. Identify who will be interviewing candidates. Review interviewing tips on pages 12 and 13.
14. Check calendar availability and schedule interviews.
15. Meet with candidates, document their interview responses, and provide them with an overview of your organization and its benefits, especially if they are a candidate from outside of the organization.

REVIEWING & SCREENING APPLICANTS

The review of applicants should be done from the applications or resumes received, which should provide a broad overview of their respective backgrounds. The purpose of the screening process is to reduce the overall time-to-fill by narrowing the applicant pool to a smaller group for interviewing and selection. Look for indications that may make an applicant unsuited for the position. Examples include:

- **Unrelated or incomplete college degree** – An applicant who lacks the educational background and/or certification needed for the job may struggle to succeed in the role.
- **Lack of relevant experience** – A candidate who has no industry-related knowledge or experience may become frustrated with the lengthy learning curve that is required to grasp essential job functions.
- **Overqualified** – An applicant may be obviously overqualified for the position. That should not necessarily disqualify them, but hiring that individual may lead to boredom and dissatisfaction with the job. Reconsider pursuing individuals whose expectations would appear to far exceed what the position can feasibly offer them.
- **Length of Service** – The duration of each prior position is a crucial point to consider. An individual who has engaged in frequent “job-hopping” may indicate a “hard to employ” applicant who is unstable and/or has had repetitive problems in the employment setting. On the other hand, a person who has changed positions frequently may have been promoted, or may have actively pursued more responsibility, better pay, and more favorable working conditions. This should be a point of exploration during interviews.
- **Job Progression** – Although promotional opportunities are not as prevalent as they once were, they can be an indication of how well an individual has succeeded in past positions and may serve as evidence as to how the individual was viewed in their previous organizations. Look for individuals who have made steady progress throughout both their career and the organizations for which they have worked.
- **Gaps in Employment History** – Look for unexplained gaps in an individual’s employment record. Although some employment gaps can be easily explained, this should still raise some initial concern when screening a resume. These gaps may signal troubled times in the applicant’s employment past that they are trying to hide. Employment gaps may also be caused by very legitimate reasons that should not be held against an applicant. For example, gaps due to pregnancy, taking care of family, personal health issues, military service, or a number of other reasons, should not be considered negatives when evaluating candidates. You may want to contact the applicants by phone in order to clear up any of these discrepancies before an actual interview occurs. Be sure to avoid asking any illegal questions when doing so. (See examples of illegal interview questions on page 25.)
- **Missing Supervisor Information** – A prospective employee who fails to list previous supervisors on an application form may be attempting to hide a poor work history, or they may have had a poor supervisor-employee relationship. Either way, it is certainly appropriate to explore with the candidate.

INTERVIEWING

As an individual who engages in interviewing, utilize a structured interview format. This will ensure that all applicants are treated equitably in the recruitment process. It also provides objectivity for the hiring supervisor in comparing candidates. Lastly, it is crucial for legal reasons, as a structured interview is less likely to encounter a challenge of being discriminatory toward members of protected classes. Review the Phone Screen Template (if applicable) and/or Interview Question Template prior to visiting with the candidate. Ask the same questions of all candidates.

INTERVIEWING TIPS

While an interviewer would like to have all the information they can obtain from a candidate, they must avoid asking any questions that may be considered discriminatory. Decades ago, many laws were passed that pertain to the questions an interviewer may legally ask. The costs for an employer to defend itself against a claim of illegal employment discrimination are significant. These are some examples of interviewing do's and don'ts, based on protected class:

AGE

Instead of:

- When did you graduate?
- When do you intend to retire?

Ask:

- Do you meet the minimum age requirements for this position?
- Can you supply transcripts of your education?

DISABILITY

Instead of:

- Do you have a disability?
- Have you ever filed a workers' compensation claim?
- Do you have a history of drug or alcohol abuse?

Ask:

- After reviewing the job description, can you perform the duties, with or without an accommodation?
- If a candidate has an obvious disability or reveals a hidden disability, you may ask them to describe or demonstrate how he or she would perform the job duties.

Must do:

- Employers must provide reasonable accommodation to candidates who have disabilities.

RACE

Questions about race during an interview are prohibited.

Note: A candidate's race is often legitimately needed for Affirmative Action purposes. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use a form EEO-1, Voluntary Self-Identification. Employers must keep a completed Form EEO-1 separate from the application and not consider the information during the selection process.

RELIGION

Employers may ask questions and receive information about religion only when a bona fide occupation qualification exists, such as when hiring a clergy person for a religious establishment. If being on call seven days a week is a requirement, for example, you may ask if they are able to respond to a call any day of the week?

GENDER/MARITAL STATUS

Instead of:

- Are you married?

- When do you plan to start a family?
- Do you have children?

Ask:

- Are you available to travel frequently?
- Can you work overtime with no notice?
- Can you work evenings and weekends?

NATIONAL ORIGIN/CITIZENSHIP

Instead of:

- Are you a citizen of the United States?
- What country are you from?
- Where is your accent from?
- What nationality is your last name?
- When does your Visa expire?

Ask:

- If you are hired, are you able to provide documentation to prove that you are eligible to work in the United States?

MILITARY

Instead of:

- Please provide the stats of your military discharge
- Will you have to miss work to perform military service?

Ask:

- What experience did you gain in the uniformed service that is relevant to the job you would be doing for our company?

ARRESTS AND CONVICTIONS

Instead of:

- Have you ever been arrested?

Ask:

- Have you ever been convicted of a felony? (You must qualify this question by stating that a conviction will not automatically disqualify a candidate. Additionally, the timing of asking this question may be governed by state law.)
- Alternatively, if your business has need for a Notary Public, you may ask if they qualify to be a Notary… A felony conviction in South Dakota disqualifies convicted felons.

VOLUNTEERED INFORMATION

Even when only legal questions are asked during an interview, a candidate may still reveal information the employer would prefer not to know, and should not consider. For example, an applicant may disclose that she is pregnant and will need time off for childbirth if she is hired. The best way to handle this situation is not to discuss it further, and not make any note of it. Just as only job-related questions are to be asked, any unrelated information that is voluntarily disclosed by an applicant should not be factored into a hiring decision.

WORKPLACE INJURIES

Instead of:

- What workplace injuries have you had?

Ask:

- Have you ever been disciplined for not following safety policies or practices?

CANDIDATE SELECTION & JOB OFFER

1. Conduct reference checks on potential hire.
2. Perform pre-employment testing and/or assessments on potential hire.
3. Review and compare the interview responses, reference checks, testing/assessments results and select the best-suited candidate. Consider experience, skills, education, interview responses, and culture fit.
4. Determine the starting wage and extend the conditional offer.
5. Upon receipt of a verbal offer of acceptance, prepare an Offer Letter (sample page 29) that documents the position, the pay, starting date, and any conditions that must be met. We also recommend including a summary of benefits with the offer letter.
6. If a background check is required, it must be as a condition of employment. It cannot be required before an offer is extended, so any offer should clearly state that it is conditional on a successful background check. If the check reveals negative information that causes your organization to withdraw the offer, the applicant must be given a chance to respond and correct any inaccurate information. The National Rural Water Association (NRWA) has partnered with Intellicorp to provide Rural Water Systems with an affordable and professional background check service.
7. Upon receipt of favorable background check results, verify that with your final candidate, notify other candidates that you have filled the position, and close the job requisition.
8. Send a Welcome Letter to the new hire (see page 30). This letter may include a link to onboarding steps, if an online system is used.

POST-OFFER / PRE-START

1. Conduct any credit check and/or background check
2. Keep communicating with the new hire following the offer and up to start date.
3. Provide orientation and onboarding information (What will first day/week look like)
4. Begin new hire paperwork and checklist

NEW HIRE ONBOARDING & ORIENTATION

1. Review the New Hire Checklist (page 31), and adapt it to your organization's needs, in preparation of the newly hired person's first day on the job.
2. Assemble your "new hire" packet of information. That should include paperwork such as the I-9 Form, W-4 Form, direct deposit form, payroll information needed, etc. Benefit enrollment information may also be included in the new hire packet.
3. Review the "new hire" packet contents with the new employee.
4. Determine ahead of time what you will share with the new employee in their orientation and on-boarding experience. Typically, that will include a tour of the organization, a history and explanation of the organization, introduction of other team members, a deeper explanation of their responsibilities, etc.
5. Provide the new hire with a training schedule and follow up periodically with regard to remaining 'to-do' items on the New Hire Checklist.

FORMS / WORKSHEETS / RESOURCES

1. Succession Planning Worksheet
2. Organization Assessment
3. Sample Job Description
4. Sample Staffing Requisition
5. Advertising and Recruitment Resources Examples
6. Sample Job Posting
7. Illegal Questions Examples
8. Phone Screen Template
9. Interview Questions Examples
10. Sample Background Check Authorization Form
11. Sample Offer Letter
12. Sample New Hire Welcome Letter
13. New Hire Checklist Example
14. EEO-1 Voluntary Self-Identification

SUCCESSION PLANNING WORKSHEET

FOR: ____________________

The Succession Planning Worksheet helps to identify positions that should receive the highest priority in the succession planning strategy. It is important to base selection criteria on the future potential of the employee, rather than their current capacity.

Instructions for completing the worksheet:

1. List all position titles within the organization.
2. Provide the name(s) of the individual(s) who is(are) currently in the position(s).
3. Using the retirement status graph below designate the appropriate letter (A – D).
4. If determined provide the name of the successor of the individual currently in the position.
5. Provide the number of staff who are currently ready to assume the position.
6. Provide the number of staff who will be ready to assume the position in 1-2 years.
7. Add up the numbers from Step 1 (page 5) in the Steps Involved in Succession Planning section to get the position score.

Position Title/Location (1)	Incumbent Name (2)	Retirement Status (3)	Successor Name (4)	Number of Staff Ready Now (5)	Number of Staff Ready in 1-2 Years (6)	Position Score (7)
Example: General Manager	Current Employee	B	None Ready	0	2	14

RETIREMENT STATUS:

A: Retirement likely within 1 year
B: Retirement likely within 3 years
C: Retirement eligible within 5 years
D. Retirement eligible beyond 5 years

ORGANIZATION ASSESSMENT

CONFIDENTIAL

Complete the Organization Assessment table with the following current information:

A. Name____

B. Performance over the past year. Use the following scale:

3 = Excellent
2 = Good
1 = Poor (improvement required)
0 = Unacceptable (immediate termination expected)

C. Growth potential. Use the following scale:

3 = Promotable to leadership level (Director, Manager, etc.)
2 = Promotable at least one level
1 = Not promotable above current level
0 = Should be below current level of responsibility

D. Values. Use the following scale:

3 = Believes strongly in organization's values, and acts like a role model
2 = Accepts organization's values and generally acts appropriately
1 = Employee seems to have problems with values or behavior

E. Years with the company (List total years, even if employee left and came back.)

F. Estimated time still available (May necessitate a discussion about short and long-term plans)

G. Educational degrees and/or certifications achieved relating to the position

A	B	C	D	E	F	G
NAME	PERFORMANCE	GROWTH POTENTIAL	VALUES	YEARS WITH COMPANY	EST YEARS REMAINING	DEGREES AND CERTIFICATIONS

Notes/Observations:

High potential employees for specific discussion:

Problem employees for specific discussion:

Organization capabilities or gaps to discuss:

SAMPLE JOB DESCRIPTION

Position: **Office Administrator**
Department: Administrative
Supervises: Accounts Payable
Reports to: General Manager
FLSA Status: (i.e. Full-time, Non-Exempt, Hourly)

SUMMARY:

The **Office Administrator** implements and supervises day to day operations and administration of the office and supports all functions including management, human resources and accounting. The **Office Administrator** ensures that all office work is completed and acts on behalf of the Financial Manager when needed.

ESSENTIAL FUNCTIONS:

General Duties:

- Monitor work times and travel of employees
- Generates correspondence (memos, emails, and letters) as directed by the General Manager or Financial Manager
- Perform accounts payable functions: collect vouchers, match to purchase orders/vendors and generate payments
- Perform payroll functions: calculate time sheets and travel, prepare and distribute paychecks, run follow up reports as directed
- Advise Financial Manager regarding administrative procedures and protocol
- Assist with newsletter as needed
- Determine and implement methods for improving office efficiencies including human resources and equipment
- Assist in preparation of annual budget and work plans
- Administer ordering of supplies, office equipment, etc.
- Maintain all employee records and files
- Attend staff and other meetings as required
- Attend monthly board meetings as needed
- Prepare mailings to board members as needed
- Assist in preparation of packets for board meetings
- Prepare financial report for Board of Directors

OTHER FUNCTIONS:

- Attend and participate in trainings as needed
- Participate in system activities (annual meetings, staff meetings, etc.)
- Other duties as necessary or as assigned

QUALIFICATIONS AND REQUIREMENTS:

Education and Work Experience

- Three to five years of previous office administration experience is desired
- A degree in business, accounting, or another related field is desired

KNOWLEDGE, SKILLS AND ABILITIES (KSAs)

- Individual must have knowledge of generally accepted office practices, including the areas of finance and accounting, human resource management, record management, and computer systems
- Individual must have a high level of skill with operating office equipment including computer systems and software, copiers, calculators, postage meters, fax machines, etc.
- Individual must have excellent interpersonal and communication skills (both written and oral)
- Individual must have sensitivity to confidential information

PHYSICAL CAPABILITIES

- This position requires the use of a variety of office equipment, including computer hardware and software, copy machines, postage meters, calculators, typewriters, telephone system, radio systems, etc.
- Normal office activities will be required such as extended sitting, some walking, some lifting of supplies, etc.
- Occasional travel may be required

ADDITIONAL REQUIREMENTS

- The Office Manager works with all organization staff, but especially with management, office staff, and Board members
- The ability to build and maintain professional relationships with others associated with the organization is required

NOTE:

- This position description is intended to provide a fairly comprehensive and accurate description of the position, but it will not cover all aspects, details or tasks required. Other functions, responsibilities and requirements may be assigned, and this position description may be changed at the direction of Administration at any time.
- This organization is an Equal Opportunity Employer, and will consider applicants for all positions without regard to race, color, religion, national origin, genetic information, sex, age, disability or veteran status, or any other basis prohibited by Iowa or federal law.
- In accordance with the American's with Disabilities Act, this organization will consider reasonable accommodations for qualified individuals with disabilities.

ACKNOWLEDGEMENT:

- I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the Employer reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the Employer. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the Employer has a similar right.
- I have read this position description and will do my best to effectively perform the functions and responsibilities required.

____ ____

Employee Date

STAFF REQUISITION FORM

Position Title:

Department:

Direct Supervisor:

Requisition Date:

REASON FOR OPENING

New Position _________ *(provide job description)*

Replacement Position _________ *(update job descriptions)*

Why is position needed?

Who is being replaced?

TYPE OF POSITION

Full-Time _________ Part-Time _________ Temporary _________

Exempt __________ Non-Exempt __________

SPECIAL ADVERTISING/RECRUITMENT REQUESTS

APPROVALS

Hiring Manager Approval _______________________________________ Date ________________________

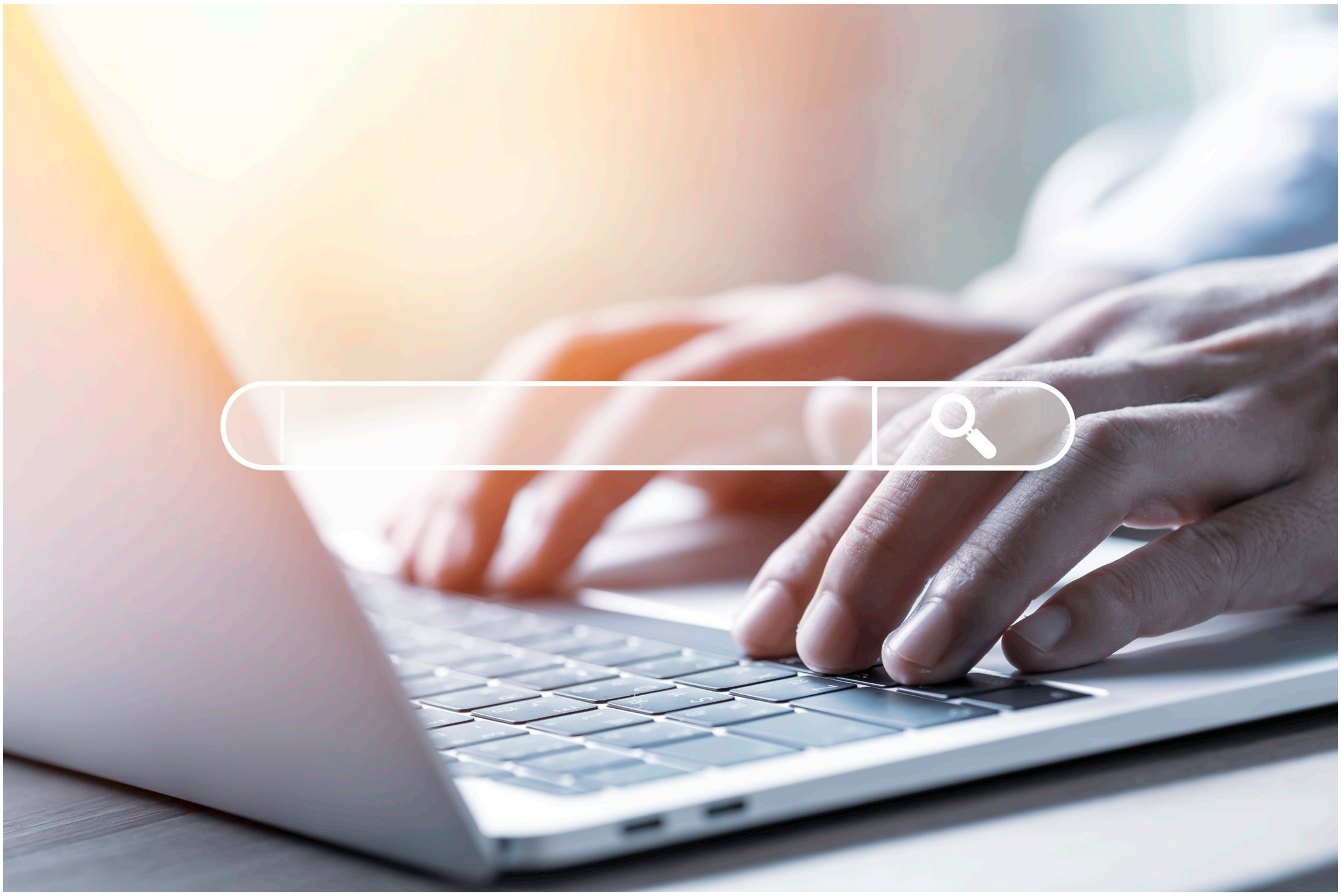
Department Head Approval ____________________________________ Date ________________________

Job Offer Approval
This section to be completed by Hiring Manager

Name of Candidate ____

Proposed Wage ___________________________ Proposed Start Date _____________________________

ADVERTISING & RECRUITMENT RESOURCES



Following are examples of job boards and resources that can be used to advertise open positions.

- SDARWS Job Board – www.sdarws.com
- North Dakota Rural Water Systems Association Job Board – www.ndrw.org
- Minnesota Rural Water Association Job Board – www.mrwa.com
- Iowa Rural Water Association Job Board – www.iowaruralwater.org
- Wyoming Association of Rural Water Systems Job Board – www.warws.com
- Montana Rural Water Association Job Board – www.mrws.org
- Nebraska Rural Water Association Job Board – www.nerwa.org
- National Rural Water Association Job Board – www.nrwa.org
- South Dakota Municipal League Job Board – www.sdmunicipalleague.org
- South Dakota DENR Operator database – www.denr.sd.gov
- Local and statewide newspapers
  - Statewide classifieds can be found here: https://6202b028-3232-4f62-b440-49a7878151f6.filesusr.com/ugd/b44aed_72eebae431c9413d88041c2f34aa6b32.pdf
- Keloland Employment – www.kelolandemployment.com
- Alternative HRD – www.alternativehrd.com
- South Dakota Statewide Classifieds – www.sdna.com/advertise

STATEWIDE CLASSIFIEDS

What are Statewide Classifieds?

South Dakota Statewide Classifieds is a cooperative ad network of the state's weekly and daily newspapers.

For only $150, you can buy a 25-word classified in 119 weekly and daily newspapers across the state of South Dakota and reach more than 660,000 readers! Statewide Classifieds give you incredible savings and a statewide reach. Additional words over 25 words cost $5 each.

Each newspaper will run your ad one time per week ordered. Daily newspapers may vary which day of the week the ad runs. A few daily newspapers may not accept employment recruitment ads. Contact SDNA for details.

Most newspapers will run Statewide Classifieds in their classifieds section. Some newspapers classify each Statewide Ad, while others block them together. Both provide excellent exposure and readership!

South Dakota Newspaper Association can also place statewide classified ads in other states. Most states have networks similar to ours. Contact SDNA for costs, circulations and other information.

Why advertise in South Dakota newspapers?

South Dakota newspapers are the #1 source for local advertising information, outpacing all other media including TV and radio, according to a 2016 statewide survey of 500 South Dakota households conducted by Pulse Research for SDNA.

Deadline: Tuesday

The deadline is Tuesday noon for ads appearing in newspapers the following week.

Requirements:

- Advance payment by cashier's check, money order, Visa, Mastercard or Discover.
- We do not accept advertising for "Work-At-Home" enterprises or offers requiring readers to send money before seeing complete and detailed information about the advertised product.
- Any ad using a 900 telephone number must include a disclaimer telling readers what the basic, per minute and average telephone charge will be.
- Any ad using an 800 number to refer to a 900 number, must include the disclaimer mentioned above.
- Political Advertising is not permitted in the Statewide Classifieds.
- SDNA and individual publishers reserve the right to reject any ad, at any time.

How do I get started?

- Contact your local newspaper.
- Contact SDNA at 1-800-658-3697
- Order online at www.sdna.com

South Dakota Statewide Classifieds

STATEWIDE

AUCTIONS:

300+ TOYS, TRACTORS, 31+ cast iron hitches, Wood Cook Stove, Antiques, Estate Auction Sept. 10, Lemmon, SD, www.PiroutekAuction.com 605-685-4556

BIDS:

SANBORN COUNTY is accepting bids for installation of a fixed generator. Contact Jason Coenen at (605)202-1516. Bids accepted until end of day Sept. 29, 2017.

BUSINESS FOR SALE:

RETAIL HARDWARE: Business for sale. Well established. Located in Watertown, SD. Contact (701)400-9345.

EMPLOYMENT:

Benefits Services Representative: Customer satisfaction is one of Delta Dental's top priorities. Ideal candidate will have dental knowledge and/or experience in the dental field, as well as prior experience providing excellent customer service to people. Individual must have good communication skills over the telephone, be detail-oriented, organized, professional, and self-motivated. Position based in Pierre, SD. Hours are 8:00–5:00, Monday-Friday. Salary DOE. Excellent benefits. Send cover letter, resume, and [illegible] of [illegible]usiness references to: Delta De[illegible]uth Dakota / Attn: Summer [illegible] N. Euclid Ave. / Pierre, [illegible] Sporrer@deltaden-

FT MAINTENANCE SUPERINTENDENT –City of Dupree, SD. Applications/job description available at the City Office. Completed applications with drug free blood test must be submitted by 9/11/17. Must live within/adjacent to city limits. CDL required within ninety days of employment and Drinking/Waste Water Certifications within first year of employment. Salary negotiable DOE. 605-365-5181. EOE

CITY MAINTENANCE MANAGER Timber Lake, SD is accepting applications for FT City Maintenance Manager (Street, Water, and Sewer Superintendent). Send application and resume to City of Timber Lake, 700 Main Street, PO Box 431, Timber Lake, SD, 57656 or call (605)-865-3790. Wage DOE. EOE.

PIC GENETIC NUCLEUS Swine Technicians Mound CITY, SD. No experience necessary put preferred. Excellent compensation and benefits package. Contact Susan.peterson@genusplc.com or 605-955-3502 ext 4213

FARMING:

MILLET HAY AND SORGHUM HAY for sale. Location McLaughlin, SD. Twine wrap and net wrap bales. Contact Dean Ulmer 605-848-2524.

MISCELLANEOUS:

FORESTBURG PRODUCE: Watermelon, muskmelon, Sweet corn, cucumbers, tomatoes, potatoes, squash on North Highway 45-14, Miller, SD.

NOTICES:

ADVERTISE IN NEWSPAPERS state-

Looking to Recruit?
Add $30 and your employment ad will run online for one week!

SDNA
SOUTH DAKOTA NEWSPAPER ASSOCIATION
We've got South Dakota covered.

Toll Free: 800.658.3697
Phone: 605.692.4300
Email: networkads@sdna.com
www.sdna.com
Nicole Herrig, Network Coordinator

YOUR LOGO HERE

Operations Supervisor

Do you have a background in rural and small-town municipal water systems? Are you looking for a new career opportunity? Come grow with us!

{Organization} is currently seeking a full-time **Operations Supervisor**. We offer competitive pay and an excellent benefit package.

HERE'S WHAT YOU WILL DO:

- Develop and supervise the continuous preventative maintenance of water system facilities
- Supervise the routine and emergency electrical, electronic, hydraulic and mechanical work performed on the water system and related equipment
- Participate in the hiring, training and performance evaluation processes of employees
- Schedule, assign and review maintenance and repair work performed on water system grounds, tanks, offices, vaults, pump stations, shop areas and related facilities
- Schedule personnel to respond to emergencies on an on-call basis, 24 hours per day, 7 days per week
- Prepare specifications for specialized equipment and contractual repair services
- Determine and implement methods for improving the operating effectiveness and efficiency of water system facilities and equipment
- Maintain records of work accomplished and prepare daily, weekly, and monthly reports
- Ensure that all safety regulations are followed
- Oversee SCADA system
- Oversee GIS, GPS and cartography activities
- Make critical decisions necessary to repair water system equipment and components
- Ensure the continuing operation of the system when the water system malfunctions

HERE'S WHAT YOU WILL NEED TO BE SUCCESSFUL:

- High School diploma or equivalent
- Water Treatment and/or Distribution Operator's License
- A minimum of five years' experience in the operations of water systems
- Your own tools

HERE'S WHAT WILL GET YOU NOTICED BY OUR TEAM:

- A thorough understanding of the operations and maintenance of association equipment
- Strong problem-solving abilities and communication skills
- Experience in training others, either one-on-one or in a group setting
- The ability to present information, sometimes of a very technical nature

HERE'S WHAT WE OFFER:

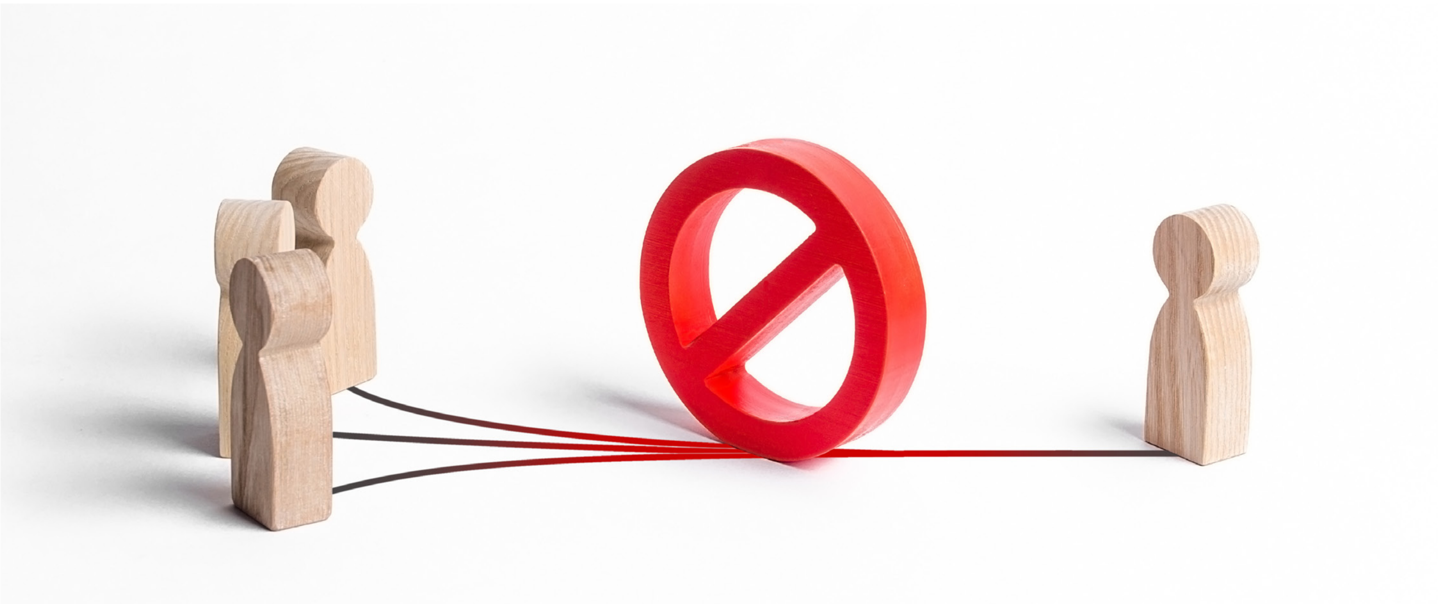
- Ongoing training and paid certifications
- Competitive pay, depending on experience
- Generous benefit package including health insurance, pension plan, and paid time off

This is a full-time position. Work hours may exceed a 40-hour workweek. Travel is required, up to 75% of the time.

ILLEGAL INTERVIEW QUESTION EXAMPLES

Illegal interview questions include any questions that don't directly relate to your open roles. Job interview questions soliciting information from job candidates that could be used to discriminate against them are to be avoided. This means questions covering such topics as age, family, gender, marriage, nationality and religion are illegal questions to ask in an interview:

- What year were you born?
- Are you a US citizen?
- When did you graduate high school?
- Are you pregnant?
- Are you a member of a local church?
- Do you belong to any social organizations?
- Are you married? Are you single? Do you have any children?
- How tall are you? How much do you weigh?
- Do you have a disability?
- Have you ever filed a worker's compensation claim?
- Have you ever suffered a workplace injury?
- Have your wages ever been garnished?
- Were you ever declared bankrupt?
- Do you own a vehicle?
- Have you ever been convicted of a misdemeanor?
- Were you honorably discharged from the military?
- Do you own your own home or rent?



PHONE SCREEN TEMPLATE QUESTIONS

Date: ______________________ **Applicant/Candidate Name:** ________________________________

Phone/E-mail: _____________________________________ **Conducted by:** ____________________

1. Tell me what sparked your interest in this job opportunity?
2. Why are you considering making a job change?
3. Talk a bit about your current position and the range of responsibilities you manage.
4. What are some of the things in your current role you most enjoy and some of the things if you could change you would?
5. In your various positions, how has your relationship with your supervisor(s) varied?
6. When has it worked well? When has it not worked so well? What kind of supervisor is ideal?
7. Describe your management/leadership style? When has it been effective/ineffective?
8. What has been your biggest impact in your current position? Your biggest disappointment?
9. In what ways have you made a difference in your organization's strategy and/or culture?
10. Tell me how you handle many things at once? What do you do to assure you are meeting deadlines, timelines, etc.?
11. Do you have any salary expectations?

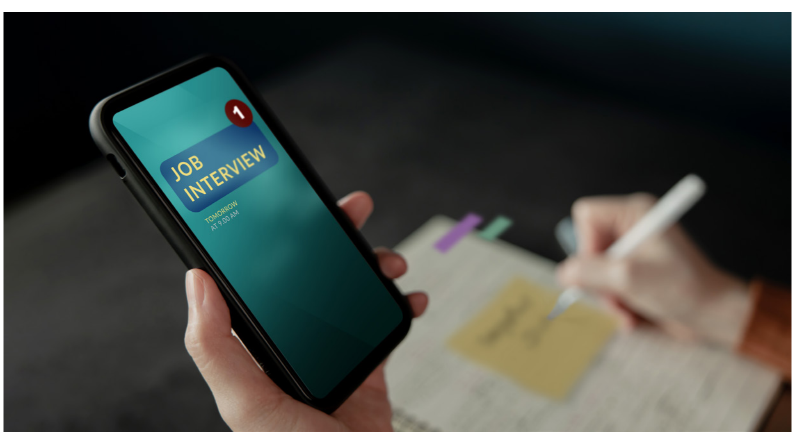
Miscellaneous items:

What is your availability for second round interview?

Availability to start if hired?

References on file?

Other Comments/Observations:



INTERVIEW QUESTION EXAMPLES

1. Having read the job description, are you able to perform the essential duties, with or without a reasonable accommodation?
2. What about this job interests you? From your background, what has prepared you for this position?
3. What habits and attributes do you have that have made you successful?
4. What do you feel is one of your greatest accomplishments? Why?
5. Describe how you learn best (i.e., reading a manual, or hands-on, etc.).
6. What character traits do you value most in a leader? How about in a co-worker or employee?
7. Ever been asked to do something unethical on the job? How did you handle that?
8. Tell me about a time when you had to prepare for a license, certification, or degree. What was your strategy to achieve that goal?
9. What process do you use to prioritize the work that needs to be done?
10. Think about a difficult person you have had to work with. What were some of the difficulties and how did you deal with them?
11. Tell me about a time where you made a significant error or misjudgment at work. What was the issue? Who discovered it? What had to be done to fix it? What did you do to make sure that you didn't make that mistake in the future?
12. Give an example of a time when you went above and beyond to get a job done.
13. Talk about your favorite boss; least favorite boss. Why?
14. What drives you/motivates you? How do you rate your drive compared to others in similar positions?

Share company information

Share job expectations

Share timing of filling the position

Ask what questions they have

Interviewer post-interview assessment: (Rank where 1 is lowest, and 5 is highest)

Competence: Can this person do the job? To what degree does this candidate have the competence, i.e. the experience, education, knowledge, intellect, skills and abilities to do this job?

1 2 3 4 5

Commitment: Will this person be motivated and committed? To what degree does this candidate have the necessary drive, desire, energy and enthusiasm, to do this job?

1 2 3 4 5

Compatibility: How will this person fit in? To what degree will this person fit in with the organization, the organization's values and culture and ways of doing things, with the team, with customer, etc.?

1 2 3 4 5

Character: (Is this person trustworthy? To what degree does this person demonstrate characteristics needed to be successful in this position, i.e. honesty, integrity, dependability, reliability, demeanor.

1 2 3 4 5

Additional Comments:

SAMPLE BACKGROUND CHECK AUTHORIZATION FORM

Note: This is a sample form. Check with your provider as they will likely have their own form to use.

Pursuant to the federal Fair Credit Reporting Act, I hereby authorize ________________________________ **{Organization}** and its designated agents and representatives to conduct a comprehensive review of my background through a consumer report and/or an investigative consumer report to be generated for employment, promotion, reassignment or retention as an employee. I understand that the scope of the consumer report/investigative consumer report may include, but is not limited to, the following areas: verification of Social Security number; current and previous residences; employment history, including all personnel files; education; references; credit history and reports; criminal history, including records from any criminal justice agency in any or all federal, state or county jurisdictions; birth records; motor vehicle records, including traffic citations and registration; and any other public records.

I, ____________________________________, authorize the complete release of these records or data pertaining to me that an individual, company, firm, corporation or public agency may have. I hereby authorize and request any present or former employer, school, police department, financial institution or other persons having personal knowledge of me to furnish **{Organization}** or its designated agents with any and all information in their possession regarding me in connection with an application of employment. I am authorizing that a photocopy of this authorization be accepted with the same authority as the original.

I understand that, pursuant to the federal Fair Credit Reporting Act, if any adverse action is to be taken based upon the consumer report, a copy of the report and a summary of the consumer's rights will be provided to me.

Signature____ Date ___________________________

SAMPLE OFFER LETTER

YOUR LOGO HERE

MONTH/DAY/YEAR

Dear NEW HIRE NAME,

Congratulations! Welcome to the team at **{Organization}**! I am pleased to congratulate you and confirm the conditional job offer that you accepted verbally. Details of our offer are as follows:

Job Title: Operations Supervisor
Compensation: $_________ per month (Equates to $___________ per year)
Job Status: (Full-time or Part-time; Exempt or Non-Exempt)
Employment Start Date: MM/DD/YYYY
Benefits Start Date: Following XX days of employment
Work Schedule: Anticipated 45 hours per week average

**This job offer is conditional upon providing all applicable paperwork showing eligibility to work in the United States and a satisfactory background check.*

In addition to your compensation, you will be eligible to receive the benefits which are offered to full-time employees. The benefits summary/forms will be provided to you on or before Day 1. Included with these materials will be the Employee Handbook, which describes **{Organization}** policies and procedures that will guide you through your employment.

For your new hire paperwork, we will need the following:

- Please bring proof of eligibility to work in the United States. For a full list of acceptable documents, go to https://www.uscis.gov/i-9-central/acceptable-documents
- Bank information (checking/savings account) – if direct deposit is used.

We look forward to having you join us at **{Organization}**. However, we recognize that you retain the option, as does **{Organization}**, of ending your employment at any time, with or without notice and with or without cause. As such, your employment with **{Organization}** is at-will, and neither this letter, nor any other oral or written representations, may be considered a contract for any specific period of time.

Should you have any questions about starting with **{Organization}**, please do not hesitate to contact me.

Sincerely,

NAME/TITLE

Employee Signature: ____ Date: ___________________

Supervisor Signature: ____ Date: ___________________

SAMPLE NEW HIRE WELCOME LETTER

YOUR
LOGO
HERE

MONTH/DAY/YEAR

Dear ________________________ *[new hire name]*,

Welcome to the team at **{Organization}**! Please join us for New Hire Orientation on *[Day, Month/Date]* where you will learn more about our company, our culture, and discover the many perks of being an employee of **{Organization}**. Here's everything you need to know for your first day:

NEW HIRE ORIENTATION

[Day, Month/Date]

[Company Address]

Ask for *[onboarding facilitator name or hiring manager name]*

SCHEDULE

9:00am – 9:30am Welcome

9:30am – 12:00pm Exploring **{Organization}**

12:00pm – 1:00pm Lunch & Tour

1:00pm – 3:00pm Perks & Benefits

3:00pm – 4:30pm Equipment & Resources

4:30pm – 5:00pm Team Introductions & Next Steps

WHAT TO BRING?

Document(s) that verify your identification and eligibility to work.

A voided check or bank account/routing number for direct deposit.

Should you have any questions about starting with **{Organization}**, please do not hesitate to contact me.

Sincerely,

[Organization Representative]

EMPLOYEE NEW HIRE CHECKLIST EXAMPLE

Employee Name			**Position**
Date of Hire			
Date of Completion			
		Schedule first day with candidate	
		Confirm start date, time, place, parking, dress code, etc.	
		Identify computer needs and requirements tools?	
		Provide name of their supervisor	
		Remind employee to complete tasks, bring I9 IDs and voided check	
		Compensation benefit package provided	
		Offer letter	
		Obtain Signed offer letter	
		Welcome letter	
Date of Completion			
		W-4 Form	
		I-9 Form	
		Obtain copies of I-9 documents (drivers' license, social security card, current passport, etc..)	
		Employee Personnel Records (including Emergency Contact info)	
		Direct Deposit Authorization form	
		Employee Handbook	
		Signed Acknowledgement of Handbook	
		Copy of auto insurance certificate	
		Issue office keys	
		** Digital photo – portrait view (magazine, newsletters, articles, etc…)	
		** Bio (for announcements etc…)	
		Issue staff/board/council list or directory	
		Issue Bylaws	
		Issue supply of vouchers, expense reports, other required logs	
		Issue copy of expense and per-diem rates if applicable	
		Issue company credit card(s) + purchase procedures	
		Issue purchase order forms (if applicable)	
		Issue cellphone and/or other devices + use and reimbursement policy	
		Issue laptop or other computer devices + use policy	

		Explain relationship between staff and governing body, e.g. board of directors	
		Provide Organization chart	
		Review Mission and Vision statements	
		Setup and issue email account and password	
		Setup access to company network shared drive + credentials and passwords	
		Provide company website and credentials if appropriate	
		Review all benefits and give all paperwork to employee	
		Payroll	
		Provide payroll with W-4, direct deposit, new hire form	
		New Hire Reporting-DOL	
		Benefits	
		Health Insurance Information: Rate Sheet	
		Life Insurance	
		Retirement Plan	
		Notes	

SUGGESTED EMPLOYEE QUESTIONNAIRE

Equal Employment Advisory Council
Revised Alternative "Suggested Employee Questionnaire" for Self-Identification of Race/Ethnicity

INSTRUCTIONS

PLEASE READ ALL INSTRUCTIONS CAREFULLY BEFORE COMPLETING THIS FORM

Anti-Discrimination Notice. It is an unlawful employment practice for an employer to fail or refuse to hire or discharge any individual, or otherwise to discriminate against any individual with respect to that individual's terms and conditions of employment, because of such individual's race, color, religion, sex, or national origin.

This employer is subject to certain nondiscrimination and affirmative action record keeping and reporting requirements which require the employer to invite employees to voluntarily self-identify their race/ethnicity. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information obtained will be kept confidential and may only be used in accordance with the provisions of applicable federal laws, executive orders, and regulations, including those which require the information to be summarized and reported to the Federal Government for civil rights enforcement purposes.

If you choose not to self-identify your race/ethnicity at this time, the federal government requires this employer to determine this information by visual survey and/or other available information.

For civil rights monitoring and enforcement purposes only, all race/ethnicity information will be collected and reported in the seven categories identified below. The definitions for each category have been established by the federal government. If you choose to voluntarily self-identify, you may mark only one of the boxes presented below.

INVITATION TO SELF-IDENTIFY

PLEASE ANSWER THE FOLLOWING QUESTION

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity category with which you primarily identify.

- ☐ **Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- ☐ **White:** a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- ☐ **Black or African American:** a person having origins in any of the black racial groups of Africa.
- ☐ **Asian:** a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- ☐ **Native Hawaiian or Other Pacific Islander:** a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- ☐ **American Indian or Alaska Native:** a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- ☐ **Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.

ALTERNATIVE HRD, LLC

ALTERNATIVE HRD, LLC

HR DEPARTMENT FOR SMALL EMPLOYERS
HR SOLUTIONS FOR ALL EMPLOYERS

WWW.ALTERNATIVEHRD.COM

Alternative HRD, LLC is a Sioux Falls based human resource management and consulting firm, in business since 1992. The company provides human resource expertise and assistance to numerous small to medium sized employers who do not have a need for a full-time HR professional, yet who desire the HR expertise that will allow them to compete with larger employers for people, to comply with scores of state and federal employment laws, and to create the team, culture and environment that they dream of for their organization.

Alternative HRD, LLC provides outsourced services such as:

- Recruiting and Selection Assistance
- Job Analysis; Job Descriptions
- Compensation and Benefits Analysis
- Pre-Employment Assessment
- Reference and Background Checks
- Job Offer and Negotiation Assistance
- Employee Handbooks/Policy Development
- Compliance Assistance (i.e. I-9s, FLSA, ADA, FMLA, etc.)
- Succession Planning
- Leadership Coaching & Development

Call 888-335-8198 or 605-335-8198 for a free consultation or estimate of services.

Alternative HRD, LLC, 2329 N. Career Avenue, Suite 207, Sioux Falls, SD 57107

Phone: 605-335-8198; Email: info@alternativehrd.com; Website: www.alternativehrd.com

HISTORY OF SDARWS

Discussions about rural water began in South Dakota in the late 1960s. By 1972 Butte-Meade Sanitary Water District and Rapid Valley Water Service Company were established and a number of systems were organizing. Lincoln County Rural Water, south of Sioux Falls, was under construction at the time.

Rural water enthusiasts met in Madison, South Dakota, on October 11, 1972. A decision was made to hold a statewide meeting in Pierre on November 30. A letter of invitation went out to 17 systems. The following systems were represented at the November 30, 1972, meeting at the King's Inn in Pierre: Aurora-Brule, Big Sioux, Brookings-Deuel, Minnehaha, Rapid Valley, Sioux, TC & G, and Tripp County.

It was unanimously decided to form a "Steering Committee" and name it the "South Dakota Association of Rural Water Systems." The purpose of the organization was to monitor legislation, avoid duplication of efforts by sharing problems and solutions, and communicate with state and federal agencies concerning funding and regulations. The Association operated as a Steering Committee until January 1976, at which time the State of South Dakota granted a nonprofit corporation charter.

SDARWS, Inc., immediately became involved in forming a national organization. In April 1976, South Dakota joined six other states in Oklahoma City, Oklahoma, to establish the National Rural Water Association. An office was opened in Sioux Falls, South Dakota. South Dakota hosted the second National Rural Water Annual Meeting in Sioux Falls on September 12-13, 1977.

In April 1982, the Association expanded into water system technical assistance. Water treatment and distribution system on-site expertise could now be offered to the many smaller systems. In 1991, with the inclusion of Sanitary Districts, a Wastewater Technician position was added, moving the association forward in its work of preventing water pollution.

As the Association continued to grow and increase in membership, the Board of Directors expanded the Association for the purpose of assisting systems in western South Dakota by establishing the West River Regional Office in January 1991. The West River Office extended benefits and services to members statewide.

The Association is showing growth and movement toward set goals. SDARWS has grown from 2 to 13 employees and has expanded its membership to include nearly 300 organizations. With continued support from members, the challenges and opportunities of the future can and will be met with enthusiasm and cooperation. In February of 2010, the Association returned to Madison where it all started at that meeting in 1972 when an office building was purchased as a headquarters. In 2014 a second office/storage space was purchased in Spearfish as a West River headquarters.

OUR VISION FOR SOUTH DAKOTA

A state where all South Dakotans can drink clean, healthy drinking water; where agriculture, business and industry each have the quality and quantity of water to produce the products South Dakota needs. SDARWS has a vision of a wastewater industry that adequately addresses the public's needs and ensures against environmental hazard and pollution.

OUR MISSION

To provide the highest quality services that meet the needs of and supports the collective efforts of our water and wastewater membership