



# A H(uman)R Experience

Ensure your HR puts people first.





## Picture this:

A coffee shop. The sound of steam as the barista heats up a customer's latte.

The camera slowly moves right, revealing two people sitting at a table in the corner. One has a laptop open, the other is sitting upright and smiling.

You see them mapping something out on a spare notepad - both nodding and smiling.

Time passes. The laptop is shut and the pair shake hands before the one closest to the door leaves.



# HR Can Be Glamorous

Big budgets, exotic shoot locations, and the business' most prominent stars coming together to create magical moments - what a spectacle.

For years, Hollywood has captured the attention, hearts, and minds of audiences around the world.

You must not forget that the **behind-the-scenes teams** in Hollywood set the stage for these moments to happen.

HR can feel administrative, tedious, and boring - all the things that make you want to spend as little time on it as possible. But, it is also one of the **most important things you can invest in**.

At its core, HR is about allowing your employees to shine.

Let's start with 5 simple statements - these will help set the stage for what is to come (foreshadowing if you'd like).

- The hiring process sets expectations for new employees - the beginnings of your **Company's Culture**.
- Employee **Development and Training** can be informative and engaging.
- **Diversity and Inclusion** is an asset (it can also protect your business in the long run).
- **Continuous Communication** is fundamental, particularly when issues arise.
- **Workplace Investigations** are a last resort and set a precedent.

If you can set your stage with these statements in mind, you are more likely to see higher employee satisfaction and retention, greater productivity levels, and fewer legal battles.

Section One

# Casting Your Characters



01

Hiring, Onboarding,  
and Development

## What the hiring process is portrayed as:

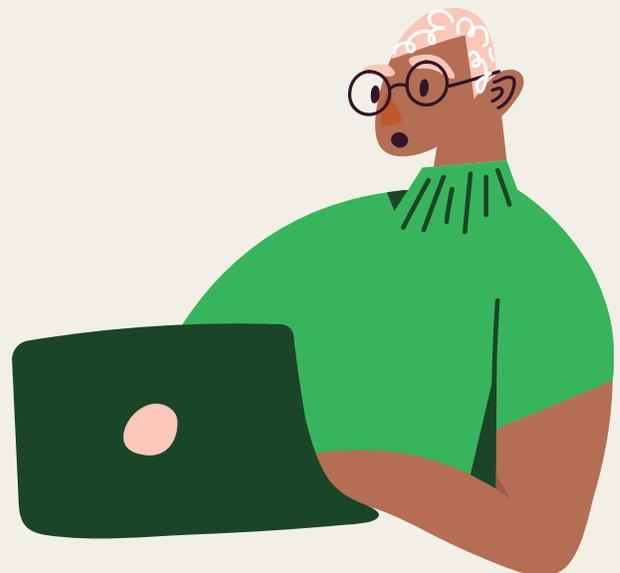


## What the hiring actually looks like :



You (or someone on your team) will inevitably go through the hiring cycle: the admin hours, emails, joys, tears, and negotiations.

All of this **en route to finding that right person.**



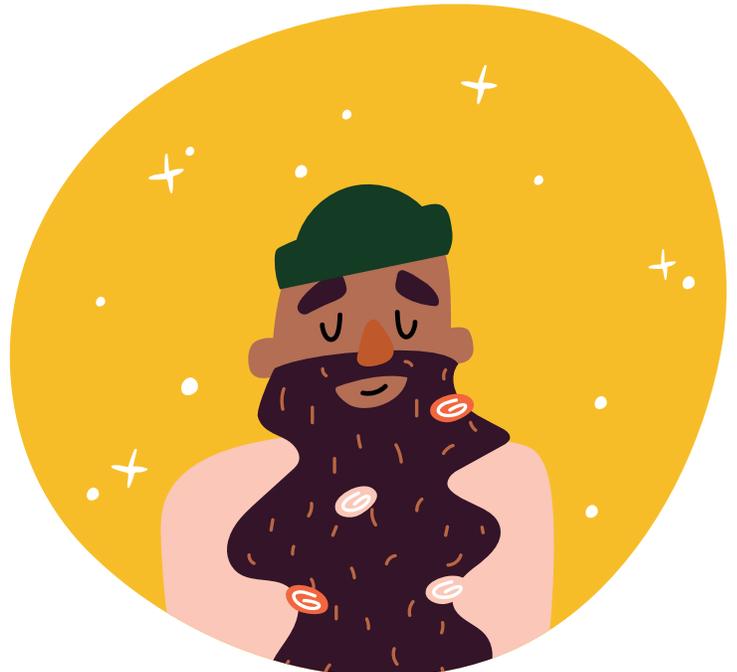
# 1. Active Recruitment

- Advertise the job position
- Monitor & filter candidates
- Respond to inquiries
- Coordinate interview times
- Manage the interviewing schedule

Statistics show that all employers struggle to find good hires. Some of the world's biggest companies have yet to crack the secret to attracting top talent.

Whether you are a big or small organization, make job postings **authentic**, visually **enticing**, and be sure to put some **personality** into it.

**Quick Tip:** Make sure you are following non-discriminatory hiring processes, including EEOC, ADA, ADEA, GINA.



## 2. Interview the Candidates

- Conduct online or in-person interviews
- Follow up with candidates
- Check references
- Repeat the process

Choose your questions carefully, rate candidates' answers with a consistent scale, and follow up promptly (whether you plan to hire them or not).

Even when you get it all right, it might not work out. Always **prepare for the interviewing stage to run long** and don't make a rushed hire.

**Quick Tip:** Unprepared and unorganized interviewers risk appearing uninterested and indifferent - don't forget, you are being interviewed as well!



### 3. Select A Candidate & Make An Offer

- Collect governmental documents
- Negotiate employment contracts
- Discuss and set expectations

Express how excited you are for your candidate to join the team. Extend a verbal offer, including salary, benefits, start date, etc. If the candidate accepts, send an official letter - it should **cover everything you verbally agreed to**.

Have your hire fill out Form I-9 to verify their eligibility to work in the United States and Form W-4 to withhold the right amount of income tax from their paycheck. Be sure to also report your new hire to your state's reporting agency within 20 days.

**Quick Tip:** Make sure to run a background check before your new hire officially starts.



## 4. Acclimate Your New Hire

- Provide skill training, mentorship, and onboarding
- Educate on company policies
- Review handbooks with employee and have them sign off

New employees are **prone to jump to premature conclusions**. Hires who experience poorly planned and executed onboarding may conclude your organization is badly managed and decide that it was a mistake to take the job.

As time passes, any unfortunate early experiences will become magnified and solidified in your employees' minds.

**Quick Tip:** Nearly one-third of all new hires quit their jobs within the first six months - it is essential to set the right tone early in your employee's lifecycle.



## 5. Keep Them Around

- Host professional development and diversity workshops
- Ensure equal opportunity for advancement
- Instill policies and mechanisms to create a healthy work environment

Employee retention has become the hot ticket item for every business.

Employees **leave at every level and age**. It can cost 6-9 months of full-time salary to hire and train a new one.

**Quick Tip:** As demographics continue to shift, companies must give employees a reason (beyond a paycheck) to come to work.



Section Two

# Keeping Your Cast Happy



Just like a Director on set, the relationship you have with your stars will 100% influence how they perform from day-to-day.

**Fair treatment, authenticity, and appreciation inspire people to achieve!**

On top of day-to-day encouragement, you need to keep your stars' **papers and documents in a safe place.**

This includes:



Maintaining Identification



Residency or Immigration Status



Birthdays



Favourite Types of Candy



New Contractor Filing



When Not To Knock On Their Trailer



When IDs Have Expired



## If You Have A Unioned Workforce

Ensure you are keeping everyone happy. Bring cookies and the right attitude to all cast and union meetings.

Questions to ask yourself when dealing with unions:

- Are your working conditions appropriate?
- Are the hours of work more than 8 hours a day? If so, overtime?
- What about safety regulations? What kind of security is in place to protect individuals while they're working?

**Quick Tip:** This can all feel like small stuff until something goes wrong. Get ahead of things from the start.





## **If You Are Responsible for Employees' Benefits Administration**

Seek counsel from a third party who is willing to work intimately with you.

The third-party like will need to negotiate directly with insurance and retirement plan providers in order to make recommendations to help you reach your goals.





## What happens when an employee is difficult?

Many Directors have stars that cause trouble on and off of the set - it is an inevitable part of show business.

Unfortunately, many Directors get held hostage to those stars, spending a disproportionate amount of time and emotional energy on them.

You may have an employee who is challenging to deal with, has difficulty getting along with others, or doesn't get the job done right.

An option at your disposal is to start them on a **Performance Implementation Plan (PIP)**.

Now, before you place an employee on a PIP, it is essential to ask yourself:

- Is it possible the employee could feel like your company has held them back?
- Is there a chance your employee could argue for **Desperate Treatment**? I.e. have you been treating two people in the same role differently because of gender, religion, sex, or another federally protected class?





# When Placing An Employee On A PIP

It is crucial to make sure you have an established and **documented process in place**. This will ensure your organization can withstand any backlash.

- Have you been openly communicating with your employee?
- Have you been documenting your communication?

If not, you need to start ASAP.

## PIP Repercussions

You have many options at your disposal once you start an employee on a PIP - including a reduction in hours right down to termination, but it is always important to:

- 01** Ensure you are on solid legal ground
- 02** Understand the precedent it sets for your other employees
- 03** Don't forget to be a human being.

**Quick Tip:** Your other employees will likely catch wind of any ongoing issues - your actions will have effects beyond the employee you're struggling with.



Section Three

# Why The Balancing Act Matters



# Compliance

Compliance is what governs labor relations and workplace safety.

Being compliant will help protect your organization, as well as your employees and company culture.

Whether you have a 10 or 1000+ person company, **compliance is for everyone.**

## What Makes Up Compliance?

- Training
- Safety
- Diversity & Inclusion
- Equal Opportunity
- Document Maintenance



# Audits

Audits are an evaluation of the ongoing compliance and policies you have in place.

Audits sometimes feel like a waste of time, but **they are fundamental.**

## Questions To Think About

- Does your organization have its necessary licenses?
- Are you displaying updated employment law posters?
- How often do you update your policies and procedures?
- What sort of training is your organization providing to your staff?
- Do you have the necessary insurance policies - not just for day-to-day operations but for emergencies?

**Quick Tip:** Non-compliance can cause enormous risk to a company. It's vital to conduct audits in order to test your organization's controls and preparedness.



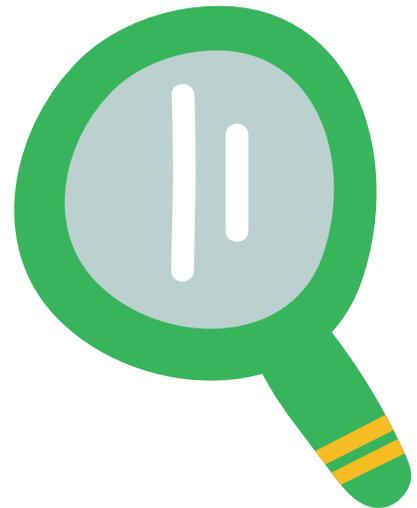
# Workplace Investigations

Investigations are a small, but very important part of the beautiful HR world.

Investigations may sound scary, but having an effective investigation process will:

- 01** Ensure that your activities comply with applicable laws and regulations.
- 02** Identify areas of improvement for internal business operations.
- 03** Prevent and detect misconduct and violations.

No organization is perfect. Your aim is to improve from day-to-day and create a workspace for employees to thrive.



# Steps In An Investigation:

Interviews primarily focus on those with **first-hand knowledge** of the underlying concerns.

Investigators generally interview every person who may have information about a possible violation.

## **This includes:**

- The reporter (if identified)
- The subject of the investigation
- Anyone who observed the incident
- Other witnesses with pertinent information
- People whom the reporter has asked to be interviewed

A final report is drafted, and actions will be taken from there. From start to finish, investigations **can take 60 days or more**.

# Bring The Human Back To Your HR

No production is going to be perfect - that includes yours.

You don't have to spend the biggest of Hollywood budgets, but you need to take the required steps to protect your employees and organization.

If you have any questions, you can always **ask your head of HR** or **seek a third-party** for advice (Clerksy's exceedingly brilliant team of HR experts are more than happy to help).

## Top Tips:

- Be human
- Create authentic interactions
- Follow the letter of the law (just in case)
- Work with subject matter experts
- Go above and beyond what is expected by law - it will pay off in the long-term

