EMPLOYER GUIDE TO
BEST PRACTICES

EMPLOYER GUIDE TO **BEST PRACTICES**

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GET CONNECTED

GLI encourages employers to implement strategies that support the stability, happiness, and retention of their workforce. This guide has been created to assist employers in the Greater Louisville region with strategies and processes that play a crucial role in creating a positive and productive workforce environment.

THE WHY

Your talent is your greatest asset. By implementing these best practices, employers can establish clear expectations, promote fairness, and foster employee engagement in today's rapidly evolving workforce.

TOP 10 BEST PRACTICES TO IMPLEMENT NOW

1 Adapt your recruitment methods to appeal to talent with creative strategies and attractive benefits offerings.

2 Understand your audience, and be sure to focus on generational trends and differences among your desired candidates.

3 In the job description, showcase the great things about your organization first, followed by your expectations.

4 Utilize creative and forward-thinking strategies to attract talent to your organization, like employee referral incentives.

5 Create a streamlined and effective onboarding process so each employee has a firm understanding of their role.

6 In today's environment, retaining talent is key. Create career pathways so employees see a future within your company.

7 Encourage employees to pursue professional development opportunities to build their skills through training & education.

8 Work-based learning programs offer opportunity to expand talent pipelines and provide employees with leadership experience.

9 Understand there are a variety of workforce barriers that employees may face, and identify resources to help navigate these barriers.

10 Ensure your leadership understands and promotes equitable employment, diversity, equity, and inclusion within your workplace.

EMPLOYER BEST PRACTICES

Employer adaptability is of paramount importance in today's rapidly evolving workforce. As technological advancements and market trends continue to reshape industries, employers must be willing to embrace change and adjust their strategies to remain competitive. By fostering a culture of adaptability and inclusivity, employers can empower their workforce to seize opportunities and drive innovation, striving for long-term success and growth.

ADAPTABILITY & INCLUSIVITY

HELP YOUR EMPLOYEES TO BE SUCCESSFUL

Be sure to provide all tools needed to be successful in the job in either an office or remote setting, including access to Wi-Fi, a laptop, office supplies, etc. In addition, it's important to provide training on any tools, programs, or other aspects to ensure success.

ADDRESS BARRIERS TO WORK

Commit to creating dialogue that addresses obstacles to work performance and efficiency such as childcare, transportation, and time management. Being inclusive to those who have families or daytime obligations can help tap into new talent pools.

BE ADAPTABLE TO A VARIED SCHEDULE

Be considerate of non-traditional schedules and provide adequate accommodations, if possible. Offering a hybrid schedule helps to find balance with those who would prefer to work from home and those who rather work in person.

[GLI] DE&I TRAINING

Every institution and organization will, at some point, either realize the benefits of diversity, equity, and inclusion programs, or be forced to create such programs to survive as job applicants become more diverse over time. Now more than ever, it is critical for employers to create an inclusive culture where employees feel comfortable. GLI is excited to offer Diversity, Equity & Inclusion (DE&I) training to help businesses amplify their inclusion efforts.

AVAILABLE SESSIONS

Diversity 101	Becoming an Antiracist	Cultural Competency

Understanding Implicit Bias	Inclusive Leadership (for Top-Level Leaders)

LEARN MORE HERE

[GLI] TALENT CENTRAL

WRITING EFFECTIVE JOB DESCRIPTIONS

Grab their attention — FAST! It takes 9 seconds to grab a reader's attention. Keep it simple with a positive narrative, and use action verbs to describe the role. Would you be excited to apply?

WORK WITH US!

52% of job seekers say the quality of a job description is very or extremely influential on their decision to apply.

72% of job seekers say it's extremely or very important to see details about company culture.

HOW TO STRUCTURE YOUR JOB DESCRIPTION:

✓ **Make your job titles specific and avoid internal lingo that may be confusing.**

The most effective and attractive job titles are specific and succinct, and in turn more likely to draw interest than generic titles. Include key phrases that accurately describe the role, and ensure the language of your job description is inclusive and promotes equality.

✓ **Open with a strong, attention-grabbing summary.**

Your opening summary should provide a positive overview of your company and should highlight the importance and expectations of the position.

✓ **Showcase your company culture and what makes you different.**

Give a compelling overview of your company and show why the work you do is meaningful! The job marketplace is competitive, so offering benefits like mentorships, unique experiences, and professional development opportunities can help set you apart.

✓ **Include details about the job location and environment.**

For a prospective applicant to consider the job posting and see if it fits within their life, it's important to know if the job is remote, hybrid, or is all in-office. If applicable, include the job's exact location and a description of the work environment.

✓ **What's in it for them?**

Highlight the impact the employee will have in your organization and the skills they'll learn from you. If possible, avoid a requirement for a specific number of years of experience, and speak with the prospective employee about their skillset. This is also a great place to list the salary or pay range.

TIP

Search Job Description Templates from
Linkedin Talent Solutions

GENERATIONAL TRENDS & DIFFERENCES

Each generation works differently, thinks differently, behaves differently and has different motivators. How you approach your talent attraction and retention strategies must align with generational trends. Let's look at some key trends in generational talent attraction:

GENERATION Z
(1997-2012)

The youngest generation of workers are extremely tech-savvy, entrepreneurial-minded, and appreciate innovation.

MOTIVATORS:
- This generation values their employer's brand reputation more than any other generation, and seeks a sense of importance in their job.
- This generation grew up on social media and will likely thrive in hybrid or remote settings.
- They often like flexible working hours and workplaces that value diversity and social responsibility.

GENERATION X
(1965–1980)

Some of the world's most prominent entrepreneurs and tech innovators are in this generation! To recruit in this generation, highlight work-life balance and growth opportunities.

MOTIVATORS:
- These professionals value a healthy work-life balance and prefer working for companies that offer monetary awards, such as bonuses and company stock options.
- Show this generation that you are forward-thinking and encourage idea-sharing and innovation.
- Professionals in this generation often prefer more autonomy when fulfilling their job duties.

MILLENNIALS
(1981–1996)

This generation is usually characterized as self-reliant, requiring less oversight, and will be able to get jobs without excessive input from the managerial team. In the job description, highlight your workplace culture and employee engagement methods.

MOTIVATORS:
- Millennials value mentorship and feedback and seek opportunities for professional development and career growth.
- Performance-related bonuses and recognition are highly appealing.
- Flexible scheduling and an adequate PTO system.

BABY BOOMERS
(1946–1964)

Boomers might not be digital natives, but most have smartphones, and many are active social media users. People in this generation are more traditional and believe in practicality, loyalty, and hard work.

MOTIVATORS:
- This generation wants to know how they will contribute to the overall organization and to understand the 'why' behind decisions.
- Routine is key: highlight the day-to-day duties of the position along with stability, healthcare and other benefits.

[GLI] TALENT CENTRAL

EMPLOYEE INCENTIVES & REFERRAL PROGRAMS

Do you know what your employees value most? Understanding and providing for the needs of employees is important for company morale, productivity and success. They want to know the company supports and invests in their growth. Plus, implementing programs to incentivize employees, like employee referral programs, is a proven recruiting strategy to both find candidates and show your employees that they are valued.

ENSURE FAIR WAGES & COMPENSATION

Pay is viewed as a critical lever for talent attraction and retention. Employees should feel like they receive fair compensation for the work they do. Assess your employees' salaries annually to make sure your rates are competitive and reasonable. Need guidance on salaries/wages by occupation? Click the logos below to access these resources:

PRIORITIZE HEALTH & WELL-BEING

In addition to providing your employees with competitive benefits packages and medical insurance, create workplace wellness programs that encourage good health practices and incentives that promote growth and excitement for their role. Need some inspiration? Consider offering some of the following:

- Complimentary healthy snacks and meals
- Free health screenings
- Free or discounted gym memberships
- Classes or training to learn new skills and technologies
- Free or discounted membership to industry associations
- Standing desks
- Mental health days
- Mandatory work breaks

RECRUITMENT & ENGAGEMENT

Source: LinkedIn articles (A) and (B)

SAVE MONEY & TIME WITH EMPLOYEE REFERRAL PROGRAMS

Employee referral programs allow current employees to connect people in their network to openings at their company, and are proven to be one of the most effective ways to recruit top talent for your company. They can help you save time, money, and resources, while also boosting your employer brand and employee engagement. Data from LinkedIn shows these statistics:

Referrals by current employees are **4X more likely** to be hired

45% of employees sourced from referrals stay for 4+ years

Employee referrals can contribute to an annual savings of **$7,500+**

INCENTIVES TO MOTIVATE & ENGAGE EMPLOYEES

Explore some of the best employee referral program ideas that can help you attract and retain talent in a competitive market, and ways to motivate employees through incentives:

BENEFITS FOR YOU:

- **Access to a wider talent pool & higher quality candidates:** Tap into a larger pool of potential candidates that may not be actively searching for jobs but could be a great fit. Referred candidates are often higher quality because they are vetted by someone who knows the company and the job requirements well.

- **Cost savings:** Employee referral programs can be more cost-effective than other recruiting methods, such as job boards or recruitment agencies.

- **Faster hiring:** Referrals can speed up the hiring process by saving the company time in sourcing and screening candidates.

BENEFITS FOR THE EMPLOYEE:

- **Cash rewards, gift cards, or vouchers:** One of the most common incentives for employee referrals is cash, gift cards, or vouchers. These incentives will also create positive associations with your community.

- **Increased employee engagement:** By involving employees in the recruitment process, companies can increase employee engagement and morale. Employees feel valued when their opinions and recommendations are taken seriously by the company.

- **Time off or flexible work:** This incentive shows that you value employees' work-life balance and well-being, which can increase their productivity, and satisfaction.

[GLI] TALENT CENTRAL

WORK-BASED LEARNING: A STRATEGIC RETURN ON INVESTMENT

It's essential to educate our youth as the future of our workforce, and we strongly encourage employers to offer work-based learning opportunities. Quality work-based learning programs are an opportunity to grow talent pools and build pipelines for emerging talent. Think of your program as an introduction to the Greater Louisville region and your company.

WORK-BASED LEARNING FRAMEWORK
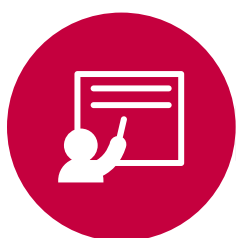
Students at high school or college-levels seek to align their classroom experience with work-based learning.

An employer teaches the student the scope of the job and/or industry and provides a place to apply learned skills.

The student completes their educational program prepared, and potentially certified (if applicable) to work in their desired field.

TYPES OF WORK-BASED LEARNING

1. Job Shadowing/Workplace Tours

Opportunities for students to tour a workplace or shadow someone working in a job they may be interested in can be incredibly helpful. These are typically single-day meetings, and offer the student a glimpse into what their career may look like in a field they're considering pursuing.

2. Project-based Learning or School Partnerships

Through our local school systems, employers can partner with schools to create a project-based learning experience that is mutually beneficial. In addition, (see Academies of Louisville below), by connecting high schools to business and community partners, the Academy model aligns education and workforce development needs to better prepare students for postsecondary and career success.

THE ACADEMIES OF LOUISVILLE

BECOME A BUSINESS PARTNER WITH THE ACADEMIES OF LOUISVILLE

Business partners play a vital role in helping prepare our students for postsecondary and career success by providing meaningful, relevant learning experiences that directly relate to our world today. Local businesses and industries also benefit from Academies by the development of talent pipelines.

LEARN MORE HERE

TYPES OF WORK-BASED LEARNING *(continued)*

3. Internships

An internship is a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest. Internships are facilitated by an employer, often in collaboration with a higher education institution.

4. Apprenticeships

A Registered Apprenticeship is a program that combines on-the-job training and classroom instruction under the supervision of an experienced industry professional. Businesses of all sizes engage modern apprentices in a variety of industry and job sectors. As of Summer 2022, over 350 modern apprenticeship programs are currently registered in Kentucky, with over 4,000 apprentices across a broad range of industries.

5. Co-op (Cooperative Education)

Co-ops are programs that balance classroom theory with periods of practical, hands-on experience prior to graduation. Through these programs, students are able to alternate academic study with full-time employment, gaining practical experience in their field of study.
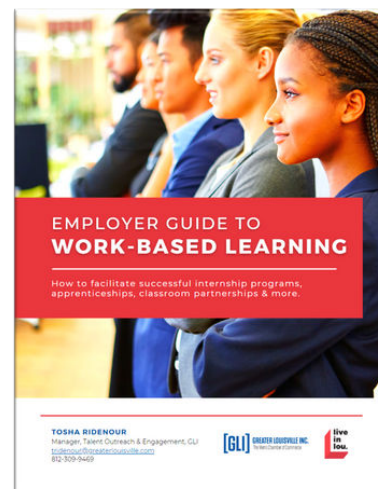
6. Mentorship

A career mentor is someone who shares their knowledge and expertise with a student to help the student set goals, fix problems, and make good choices along their career path. A mentor should help students learn and work towards a path to achieve their desired career outcome.

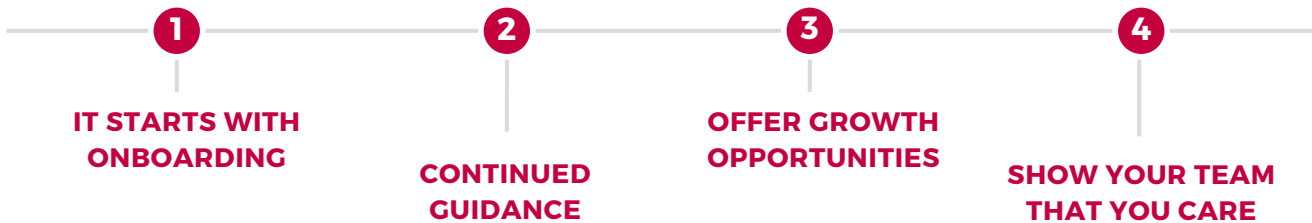## GLI'S WORK-BASED LEARNING GUIDE

For Louisville to outpace the growth of its peer cities, we must ensure we have pipelines in place to strategically attract and retain talent. This toolkit offers a series of best practices to help your company develop and facilitate successful internship programs, apprenticeships, classroom partnerships & more.

To get the toolkit and discuss programs for your company, contact letstalk@liveinlou.com.

EMPLOYER GUIDE TO
WORK-BASED LEARNING

How to facilitate successful internship programs, apprenticeships, classroom partnerships & more.

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CREATING AN EFFECTIVE ONBOARDING PROCESS

You've made the offer and the candidate has accepted, congratulations! Now what? The best programs take considerable thought, planning, implementation, and an understanding of each employee's needs.

1 **IT STARTS WITH ONBOARDING**

2 **CONTINUED GUIDANCE**

3 **OFFER GROWTH OPPORTUNITIES**

4 **SHOW YOUR TEAM THAT YOU CARE**

CREATING AN EFFECTIVE ONBOARDING PROCESS

It's very important to construct an effective onboarding process so employees have a firm understanding of their roles and immediately have buy-in so you can improve retention rates. A comprehensive and direct onboarding program is crucial to welcome a new hire from the new, nervous feelings into a being a fully integrated and productive team member.

BEFORE THE FIRST DAY:

- Start with a warm welcome before the employee's first day, and continue the onboarding process.

TIP

A short-lived onboarding process could make employees feel overwhelmed and burned out quickly. Send an email with a welcome guide before they start, including information on parking, where to go when they arrive, what to bring, etc.

- Identify the new hire's technology needs and setup their work station (if applicable).
- Decide who will greet the new hire on their first day, and have all HR-related documents ready.
- Schedule introductory meetings and events.

ON THE FIRST DAY:

- Ensure they have everything they need at their workstation. Provide office supplies, along with a list of passwords, links and instructions to use their computer, phone, and any other equipment they'll need.

- Give them a tour of your company, and introduce them to team members. Consider taking them out for lunch as a courtesy and to get to know them a little better.

- Set time aside to go through and complete all HR-related documents and the employee handbook. Allow time for any related onboarding videos.

TALENT RETENTION

ONBOARDING PROCESS *(continued)*

WEEKS 1-2:

- Schedule meetings with each department so they can meet their team members and learn more about what the company does. When a new employee is onboarded it is important to give them an insight into the company culture and their role as an employee.
- Meet to schedule goals for 30/60/90 days, or choose a timeline that works for everyone.
- Plan a team lunch or activity, either inside or outside the office. This will help them break the ice and will allow the new employee to get to know their new colleagues in a relaxed environment.

CONTINUED GUIDANCE:

- Consider assigning a mentor or "buddy" for the new employee. This will make it easier for them to get used to the company. It will also help them get their questions answered easily and quickly.
- When the employee has a good understanding of their role and responsibilities, offer time to discuss professional development opportunities and career pathways within the organization, or committees/affinity groups they can become involved with.
- An important part of the onboarding process is to follow up for feedback after regular intervals. Stay in touch an check in regularly with the employee to truly build a connection and make sure that the employee is comfortable in the job.

ENGAGE EMPLOYEES WITH AFFINITY GROUPS

Affinity groups, also known as employee resource groups (ERGs), bring together employees with similar backgrounds or interests and can have a powerful influence in the workplace. These groups are created to promote a company's diversity and inclusion efforts and allow for networking, mentorships, and other opportunities for professional and personal development. See a guide here from Indeed.com on creating and facilitating employee affinity groups. We've gathered some inspiration for topics and initiatives that may align with your companies' goals:

COMMUNITY INVOLVEMENT	DIVERSITY, EQUITY & INCLUSION	INTEREST GROUPS
• Volunteer opportunities • Company representation or sponsorship with community organizations • Group participation in community events	• DE&I Committee • LGBTQ+ Affinity Group • Group participation in community events • Cultural celebrations & recognition	• Book clubs • Group participation in community events • Athletic leagues • Family-friendly activities • Networking

[GLI] TALENT CENTRAL

EMPLOYEE ENGAGEMENT & WORKPLACE CULTURE

When employees feel a strong connection to their work, businesses are better equipped to succeed. Engaged employees have a lower risk for turnover, elevated productivity levels, increased growth, and better satisfaction at work.

SHOW EMPLOYEES THEIR CAREER FUTURE AT YOUR ORGANIZATION

- Give employees the power to design their own career paths based on relevant competencies. See the skills and gaps that need to be addressed in order for them to take the next step.

- Leverage employee profiles to provide them with percentage matches between their current position and their desired job.

- Connect with organizations in the region to determine the programs that fit within the needs of your organization. **(see page 15)**

- Build out succession plans and hold meaningful conversations with employees based on where they want to go.

CAREER PATHWAYS: CREATE PLANS FOR YOUR EMPLOYEES TO THRIVE

Creating career pathways for your employees with intentions to grow inside or outside of your organization shows the employee that you are invested in their success and their future. GLI encourages employers to develop comprehensive explanatory materials for each career pathway, outlining the steps the employee would need to take to advance to each level among the path. This information should include the potential positions for promotions with information on salaries and training required to advance.

EXAMPLE CAREER PATHWAYS

Internship	Billing Clerk	Internship
PR & Marketing Coordinator	Bookkeeper	Production Assistant
Marketing Manager	Auditor	Audio/Visual Technician
Assistant Director of PR	Certified Public Accountant (CPA)	Film/Video Editor
Director of Communications	Manager of Finance	Broadcast Journalist
PUBLIC RELATIONS	**ACCOUNTING**	**TELECOMMUNICATIONS**

Source: SHRM & Indeed.com

UNDERSTANDING & ELIMINATING EMPLOYEES' BARRIERS TO WORK

Many employees face barriers that often keep them from doing their job, like an inability to access reliable transportation, affordable childcare, or other family or personal obligations. For employers, there are many resources available to help you retain and develop your workforce.

DID YOU KNOW.. ❓

69.2%*

OF PUBLIC ASSISTANCE RECIPIENTS ARE WORKING

CHILD CARE

Child care facilities in Kentucky have been reduced by 45% between 2012-2021.

TRANSPORTATION

Many workers struggle with daily transportation needs and access.

JUSTICE INVOLVEMENT

Mandatory sentences and racial inequity have caused higher rates of justice involvement.

UTILITY PAYMENTS & GROCERIES

With other barriers in place, utility payments, groceries and other bills can become an issue.

HOUSING INSECURITY

Housing insecurity can include affordability, safety, quality, insecurity, and loss of housing.

ADDICTION RECOVERY

Recovery from substance abuse is a physical, mental, and psychological process.

GLI'S GUIDE TO UNDERSTANDING & MITIGATING BARRIERS TO WORK

This guide provides a collection of exemplary policies and community assets to mitigate common barriers to work. Employers who understand the challenges and needs of low-wage earners will have a greater success rate with retention and recruitment. To get the guide, email letstalk@liveinlou.com.

EMPLOYER CERTIFICATIONS, COMMUNITIES, & CONNECTIONS

As the convener of the business community, GLI, serves as a hub for businesses to connect, collaborate, and support one another. Our team can be instrumental in building connections and fostering business relationships in several ways, including:

- **Networking Events:** A variety of environments to connect, exchange ideas, and build relationships.
- **Business Referrals:** Our team can create connections with our many investors and community partners.
- **Advocacy & Government Relations:** We advocate for public policy initiatives aimed at stimulating economic growth and improving our region's business competitiveness and workforce.

MEET OUR TEAM

ENHANCE CREDIBILITY WITH CERTIFICATIONS

Click on each logo to learn more, and **click here for additional recommendations.**

GLI ECONOMIC INCLUSION

Greater Louisville, Inc. works diligently to initiative, support, and promote inclusive strategies through advocacy and programming including employer training, a minority business accelerator program, a business council on racism, and strategies through our NOW Louisville strategic plan.

MINORITY & WOMEN BUSINESS ENTERPRISE

The Minority and Women Business Enterprise (MWBE) Certification Program encourages growth among Kentucky businesses owned by women and minorities and assists those businesses with expanding their markets. The program is a critical component for creating, maintaining, and promoting Kentucky's valuable women and minority owned businesses.

CANOPY KY: GOOD BUSINESS CERTIFICATION

The Canopy Certification guides Kentucky businesses towards achieving measurable social and environmental good, operating with the highest ethical standards, and taking care of all stakeholders along the way.

FAIR CHANCE ACADEMY

The Fair Chance Academy provides employers with training and experiences to create a workplace that provides transformational employment. Businesses are equipped with the knowledge, tools, and resources to successfully hire, train, and retain exceptional talent from opportunity populations and build talent pipelines for long-term success.

GREAT PLACE TO WORK CERTIFICATION

Great Place to Work is a global authority on workplace culture, employee experience, and trust. They offer certifications based on employee surveys and a culture audit. This certification recognizes companies with exceptional workplace cultures.