



FROM THE PRESIDENT'S DESK



Anthony Avallone

PLAN ONBOARDING BEFORE POSTING A POSITION

(YOU'LL NEVER GET A SECOND CHANCE TO MAKE A FIRST IMPRESSION)

In a good job market, it pays to create a positive hiring experience before you post the position. Here's are some ideas which will enhance the job posting and onboarding process.

1. Define the Job - With your team create a detailed job description defining goals and responsibilities, include specific tasks. This can become the framework for your job posting, as well as early training and review.

2. Prepare Paperwork - All new hires require paperwork. Standardize it as much as possible and try to get them completed prior to day one of the hire. Include any customized paperwork, such as benefits packages or non-compete forms. Allot HR time on the first day to get that completed.



3. Ready the Employee's Work Location - Have the tools of the job in place before new employees arrive; it's both more efficient and more welcoming.

4. Insure Training Is Scheduled -Streamline and automate as much of the standard employee training as possible. Have employee handbook ready to read. Explain safety drills, customer relations, and company history. Make sure your designated trainer is clear on what needs

to be accomplished and at what pace.

5. Post the Position - Your first objective is to get your posting seen. For that, test the job title and keywords, then adjust your wording for optimal results. Be clear about both the job requirements and your goals for the hire. When using a staffing firm be sure they have all the pertinent information.

6. Welcome Your New Hires - The first day on the job can be very stressful. There's a lot of new information, new people, and new spaces. Plus, they want to make a good impression. Encourage your staff to reach out on the first day. Encourage new hires to ask questions and consider assigning a designated onboarding buddy

7. Get Feedback and Adjust Your Plan - Have a clear plan in place for the first day, first week, and first month. Arrange one-on-one meetings with managers to keep the process on track and encourage feedback and questions. Now you can create a terrific first impression with your total hiring experience.

Excerpts from: Margaret Normand

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THE CANNABIS CONUNDRUM

Complex intersection. For employers, pre-employment drug test and the fact that marijuana remains illegal at the federal level while, the state laws vary, is a pressing concern with lots of uncertainty. Some states specifically provide prohibitions against employment discrimination for medical marijuana use, while others provide protection from adverse employment actions. The case law is diverse and a work in progress.



The result of these legal conflicts is particularly challenging for companies that span jurisdictions.

At-work use. So far, neither the courts nor any statute

has mandated that employers accommodate or permit use of marijuana at work or while working. Employers do not have to tolerate an employee's impairment while at work. Because cannabis is stored in fat cells and can remain in the system for weeks or months, drug testing for impairment determination is unreliable. Therefore, marijuana impairment is observational, unlike alcohol, which can be tested to show recent ingestion.

Workers' comp. Among the most pressing questions is what to do about employees who carry a medical marijuana card and have an on-the-job accident and test positive for marijuana. Are they disqualified from workers' compensation as would be those employees testing positive for alcohol or other illegal drugs?

Relatedly, what about the employee who is injured and prescribed medical marijuana because of that injury? Will the workers' compensation carrier pay for that prescription?

Employers also face questions about the need to accommodate the use of medical marijuana. A court in Arizona held that an employer violated the state medical marijuana statute when it terminated a legal user of medical marijuana for a positive drug test without any proof she was impaired while on the job.

In order to expand the number of available candidates, some employers are no longer testing for marijuana use except for safety-sensitive jobs. Still, it's wise to make clear that working while under the influence — and



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marijuana use at work or during the work day — is strictly prohibited.

So, what's an employer to do? The short answer: Know the applicable state law. Review your employment policies, including drug testing policies (keeping in mind new OSHA regulations regarding post-accident testing).

Some employers are adopting a zero-tolerance policy — especially in safety-sensitive positions. When adopting such a policy, be careful how you draft it. Simply prohibiting the use of illegal drugs is not enough because in many states, cannabis use is legal. *(Note that federal contractors must require and adopt a policy consistent with federal law.)*

Consider using a medical review officer to assess

employees testing positive for use of medical marijuana. This allows you to have a qualified third party assess the underlying medical condition and make a recommendation as to safety.

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