

RiskReporter

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Using the best hiring practices

- Behavioral assessments: making the right hire
- Managing volunteers at your organization
- The importance of background screening
- Human resources checklist

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Hiring the best

people for your organization

Employees and volunteers are the face of your organization. They can help you build your reputation. However, when an accident happens, trust can be lost. This Risk Reporter will show you ways you can screen potential employees and how to manage volunteers. It also provides an HR checklist to make sure you are following best practices.

Hiring the right people can be stressful. We provide the resources you need to make smart decisions so you can focus on what you do best, protecting the greater good.

BEHAVIORAL ASSESSMENTS

help employers hire only the best

It's tough to identify potential employees who have the ethics and integrity that align with organizational values. And it's equally difficult to find applicants who will stay in a position long-term, work with excellent job performance and help avoid fraudulent workers' compensation claims.

Ideal applicants across job fields will:

- Serve with respect, be patient, have compassion and be dedicated.
- Build trust by being dependable and maintaining confidentiality.
- Adhere to safety rules and follow directions.
- Maintain a strong work ethic and willingness to exceed job standards.

How to make the right hire the first time

Employers can learn more about their applicants and make the right hiring decision for each job by using a behavioral assessment. A partnership with Insight Worldwide gives Church Mutual Insurance Company policyholders access to pre-employment assessments at a discounted price.

With the results from a behavioral assessment, managers have an additional tool to enhance their decision-making abilities and help prevent hiring

*Church Mutual
policyholders have
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people who display risky behaviors.

Types of assessments and results

Insight Worldwide offers a variety of assessments to fill necessary gaps in information, such as integrity tests and job

fit assessments that will identify desirable qualities in an applicant.

For example, a significant number of applicants will admit to behaviors such as workers' compensation fraud. After about eight minutes, 12 percent to 15 percent of applicants will actually admit to fraud or other undesirable behaviors.

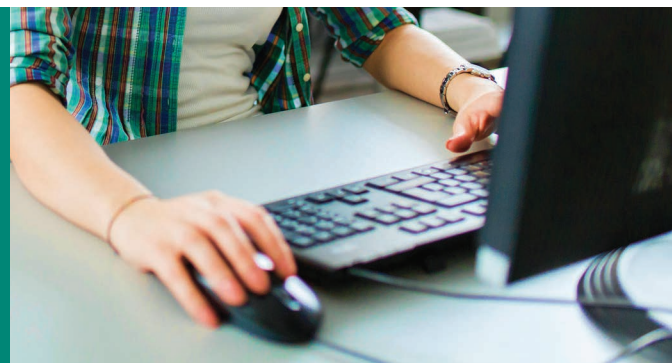
Assessment questions are carefully worded to be legally compliant and will not give any identifying information that would be discriminatory in hiring practices. Immediate results allow companies and organizations to make the very best choices in screening applicants.

Take the time to evaluate your current practices and decide if pre-employment assessments would be helpful in your hiring process.

For additional questions or help with behavioral assessments, call Risk Control Central at (800) 554-2642, ext. 5213, or email riskconsulting@churchmutual.com.

Did You Know?

12% to 15% of applicants will admit to improper behaviors such as workers' compensation fraud or worse.



The importance of employee and volunteer screenings

Every business and organization wants responsible and trustworthy people as staff members and volunteers, so it's critical that interviewing practices include proper background screenings. Positions that include working with children, elderly or vulnerable populations, money or transportation make background screenings even more significant.

Why is background screening important?

- It helps protect everyone in the organization.
- Screenings protect organizational reputations.
- It demonstrates a commitment to preventing abuse, fraud and other criminal activity.
- It helps your organization avoid costs arising from criminal or harmful behavior.

Best tips for screening an applicant

When screening potential employees:

- Always obtain a signed authorization from the applicant before conducting any screenings.
- Only screen applicants who are finalists prior to a job offer.
- Conduct background screenings at both a state and national level.
- Rescreen current employees and volunteers annually.
- For minors, ask for references as criminal records may not show up on public databases.

Highly recommended types of screenings

Criminal records history. This is one of the most common and most recommended background checks done for employees.

Driving and motor vehicle searches. Every organization that allows its employees or volunteers to drive on the job should perform this check.

Employment verification. Some jobs require specialized skills that are difficult to master in a new position without prior experience. Important questions can be answered with:

- Experience checks with previous employers
- Standing with previous employers

Reference verification. This step should be performed before a job offer is extended.

Other screenings available. For some companies or organizations, it might be essential to request additional screenings that are applicable to a specific position, such as address verification, education verification and others.

Marijuana and employer drug testing. With numerous states legalizing marijuana for either medical or recreational use, it can be confusing to understand how these laws affect employment and hiring practices. In many cases, it's still within employer rights to perform drug testing on employees. Confirm this with local legal counsel, however, before doing so.

Recommended screening vendor offers discount

Church Mutual Insurance Company recommends Trusted Employees as its preferred vendor for background checks and employee screenings. Church Mutual customers can get a special discount from Trusted Employees.

With more than 20 years of nationwide experience and an A+ rating from the Better Business Bureau, Trusted Employees balances the best in technological expertise with specialized service. Not only does it provide all of the background check services needed, it also offers:

- Compliance for adverse action (denying an applicant).
- Integrated technical systems that work with hiring platforms.
- An online legal forms library.
- Customizable volunteer and employment packages that focus on driving, employee management, and finance.
- A fast turnaround. Some pertinent information can be available in as few as 60 seconds. Return times vary based on report depth, but most are returned within one to three business days (based on the state).

“Any personnel or employment records made or kept must be preserved for one year after the records were made, or after a personnel action was taken, whichever comes later.”

– Equal Employment Opportunity Commission

local legal counsel to remain compliant whenever application is denied following a background screening. Different screenings have different legal requirements for adverse action. Vendors should assist the employer in the following process:

1. Send notice/consumer report to applicant.
2. Send summary of rights under the Fair Credit Reporting Act (FCRA).
3. Send final notice in writing, orally or electronically.

2. For disposal of background information.

Any personnel or employment records made or kept must be preserved for **one year** after the records were made, or after a personnel

action was taken, whichever comes later. The Equal Employment Opportunity Commission extends this requirement to **two years for educational institutions**. The law requires disposal of the reports (and any information gathered from them) be done securely so that

it *can't be read or reconstructed*.

Final suggestions and ideas

Background screening vendors are not all the same. It is highly recommended to research the qualities of a background screening vendor's compliance and the screening services offered.

Not only will proper due diligence in hiring protocol protect an organization and its people, it could help prevent the organization from facing unnecessary legal expenses.

For additional questions, or if you need help with employee or volunteer screenings, call Risk Control Central at (800) 554-2642, ext. 5213, or email riskconsulting@churchmutual.com.

After receiving background check results

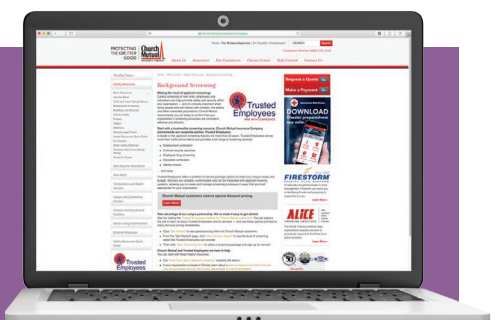
Once screening results have been reviewed, it's time to offer a volunteer or employee a position. But legal consideration should be taken when denying an applicant or storing/disposing of background checks.

Legal considerations to follow after the screening process

1. **For adverse action (denying an applicant).**
Make sure to work with a screening vendor and

Did You Know?

Church Mutual Insurance Company customers receive a special discount from Trusted Employees for background screenings. Learn more at churchmutual.com/167/background-screening.





According to the Corporation for National & Community Service, in 2015 almost 70 million people volunteered across the United States. More than 34 percent of those people were serving in houses of worship.

With so many people dedicating their time, it's important for a religious organization to have a robust volunteer management system and safety measures in place to keep everything running smoothly.

Make volunteer management a priority

For the protection of everyone (children, congregants, volunteers and the religious organization), think carefully about the following parts of a volunteer program:

- **Establish a coordinator.** Delegate the schedule, training and volunteer expectations to a single point person who has great organizational skills.
- **Background checks for everyone.** Organizations should run background checks on volunteers, just like

employees. Character references are also valuable, especially for youth volunteers.

- **Documentation is key.** Include the following in a volunteer folder:
 - A formal application and indemnity release form. Find sample documents at www.churchmutual.com/forms.
 - Copies of driver's licenses, personal auto insurance and motor vehicle records from volunteer drivers. You should also check with your customer service team to make sure volunteers have hired and non-owned auto coverage.
- **Youth volunteering is unique.** Take extra care to ensure youth volunteers are supervised and working safely and in accordance with applicable laws.

What's important for volunteer safety

Religious organizations partnering with volunteers in both indoor and outdoor settings have a variety of safety factors to consider:

- **Match work with ability and skill.** Volunteer organizers should encourage volunteers to work within their means.
 - **Ability:** Volunteers who overextend themselves are more susceptible to injury. Assess attributes (such as physical ability), which may be necessary to complete a task, and delegate work accordingly.
 - **Skill:** When assigning tasks, ensure volunteers are equipped with the proper skills and training needed to complete their jobs. This may include providing instructions for using power tools and guidance on what to do if there is an accident. If a task requires specialized skills, hire a professional.
- **Ensure equipment is up for the job.** Review the equipment needed to complete a task efficiently and safely.
 - **Equipment:** Protect your volunteers by making sure tools and equipment are in good repair. Ensure safety guards are in place, ladders and power tools are regularly inspected and proper lifting techniques are demonstrated.
 - **Personal protective equipment:** Safety goggles, gloves, hearing protection and hard hats may be necessary to prevent injury. A well-stocked first aid kit should be provided to quickly treat injuries.

Did You Know?

Of the 7.9 billion volunteering hours in 2015, 34 percent was dedicated to religious service.

For additional questions, or help with volunteer safety and management, call our Risk Control Consulting and Research Center at (800) 554-2642, ext. 5213, or email riskconsulting@churchmutual.com.

Help avoid employment-related liability by incorporating these practices.

Human resources best practices checklist

Organization name:

Person conducting assessment:

Date:

Hiring

- ▶ Does each position have a job description and require a formal application?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable
- ▶ Are interview questions compliant with anti-discrimination laws and are the same questions asked to each applicant?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable
- ▶ Is a process in place to conduct background screening on applicant finalists, including an authorization and request for criminal records verification form?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable

Employment

- ▶ Are employees provided an employee handbook containing information such as an equal opportunity statement, at-will employment policy, anti-harassment policy, discipline policy, and more?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable
- ▶ Does your organization comply with minimum wage, overtime and child labor laws?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable
- ▶ Do you provide and document job-related safety training for employees?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable
- ▶ Are procedures in place to address workplace injuries such as the use of a nurse hotline and a return-to-work program?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable

Termination

- ▶ Are performance and behavioral problems documented to support disciplinary action or termination according to the employee handbook?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable
- ▶ Are controls in place to prevent retaliation against employees or termination based on discrimination?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable
- ▶ Is more than one representative from your organization present during termination meetings?
 - ☐ Satisfactory
 - ☐ Needs Attention
 - ☐ Not Applicable

Seek
Legal
Advice

Please note that the information contained in this checklist is offered only as a courtesy and is not a comprehensive list. It is not intended as legal advice and cannot be relied on as such. Please consult legal counsel regarding applicable legal obligations related to employment law and procedures.

For more information and sample forms, visit <https://www.churchmutual.com/180/Workforce-Management> or email riskconsulting@churchmutual.com.

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