

Improve your employment practices to help protect your business and employees

As you look to hire and retain employees with the right combination of technical knowledge and interpersonal skills, be sure everyone involved recognizes the risks of unacceptable hiring and employment practices. The hypothetical example below illustrates these risks, along with strategies you can implement to help reduce your liability exposures.

THE LOSS

A golf course hired seasonal staff for its course, facility, and restaurant. A former employee filed a complaint with the Equal Employment Opportunity Commission (EEOC) based on alleged discriminatory interview processes and termination. The allegations eventually led to a class-action lawsuit involving 19 current and former employees.

Based on the EEOC's findings, class-action participants were awarded almost \$70,000 each. Separately, the club was fined \$40,000 for hiring practices and experienced negative press coverage.

THE LESSON

The club had no formal procedures in place to establish non-discriminatory interviews and other employment practices. This lack of guidance and accountability contributed to the recurring issues the EEOC identified.

PREVENTIVE STRATEGIES

Consider taking the following steps to help promote consistent and compliant employment practices:

- Establish written employment policies to guide and document employee performance and behavior.
- Consult legal counsel to evaluate your employment practices. This can help you comply with requirements for recruiting, interviewing, onboarding, termination, and other practices.

- Perform background checks as part of your hiring process. Background check laws vary by state and locality, and you may need to comply with specific, legally mandated steps. Before implementing a background check process, consult with your legal and human resources professionals.
- Train your management team on all employment-related practices/guidelines.
- Develop written procedures to guide training, reporting, investigation, and responses to alleged harassment and discrimination.
- Consult with an attorney specializing in employment practices before executing a termination to help avoid alleged discrimination claims afterward.

Consult legal and human resources professionals with expertise in preventive strategies—and the laws and rules in your facility's location—as you develop and implement your strategies.

WE'RE HERE TO HELP

We're committed to helping you protect your business and your employees by providing resources that can help you manage loss-producing situations.

You can find additional safety resources by visiting [sentry.com](https://www.sentry.com). You can also reach our Safety Services team at 800-443-9655.

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