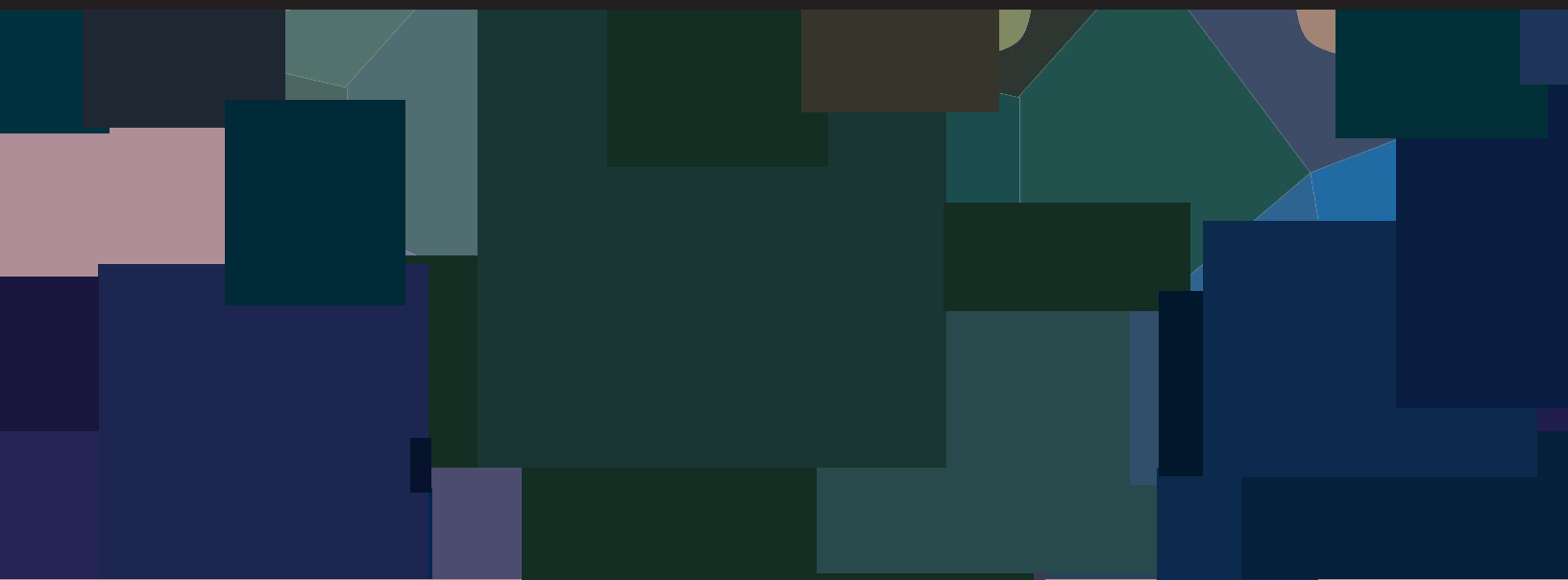




# Employer Action Guide

A toolkit to help employers increase and strengthen recruitment, hiring, onboarding, retention, and employee career advancement.



# Table of Contents

<b>Introduction, Statement of Purpose, and Context .....</b>	<b>1</b>
<b>The Five Focus Areas:</b>	
1. Recruitment.....	2
2. Hiring.....	5
3. Onboarding.....	9
4. Retention.....	16
5. Advancement .....	18
<b>Appendix A.....</b>	<b>17</b>
<b>Contact Us.....</b>	<b>19</b>

**Central Minnesota Jobs and  
Training Services, Inc.**

Dina Wuornos, Executive Director  
763-271-3700  
[info@cmjts.org](mailto:info@cmjts.org)

**Career Solutions**

Tammy Stark, Executive Director  
320-308-5320  
[info@csjobs.org](mailto:info@csjobs.org)

# Introduction, Statement of Purpose, and Context

All Minnesotans need opportunities for quality, sustainable employment.

Region 3 thanks the Duluth Workforce Development Board for its graciousness and hard work in assembling this action guide and permitting its modifications and use, including the addition of Central Minnesota resources.

Regardless of the industry sector, size, or type of business organization, employers can create better systems to recruit, hire, onboard, retain, and promote employees more effectively. This guide provides concrete tools and resources based on best practices that all types of employers can implement to create a stronger workplace.

## Getting Started

Whether you are well on your way or are just getting started, we are glad you are seeking more information on creating a welcoming workplace.

### **A Note About Job Quality**

Recruiting, hiring, and retaining talented staff is challenging if the jobs being offered are not of high quality. It is increasingly important for workers to find not just any job, but one that offers the pay and benefits needed to achieve their personal, financial, and professional goals.

The definition of a quality job can be highly personal and individual. There are, however, common principles that outline characteristics of quality jobs. These principles form the foundation of all the tools and resources included in this guide.

To learn more about job quality, you can visit [Jobs for the Future's Quality Jobs Framework](#). You can also find a variety of job quality tools and resources for employers on the CareerForce website's [Job Quality](#) page. More quality jobs in Minnesota means more employees who can support their families and feel a sense of belonging at work, leading to less employee turnover for businesses and organizations.

# The Five Focus Areas

## 1. Recruitment

### End Result:

Successfully attract and hire a diverse pool of qualified candidates who are aligned with the organization's values and goals.

### Suggested Metrics:

To effectively evaluate the recruitment process, it is essential to focus on several key performance indicators. Tracking time to hire is crucial, as it measures the average time from the job posting to candidate acceptance and reflects the efficiency of the hiring process. The offer acceptance rate is an important indicator of an organization's ability to attract top talent. At the same time, candidate satisfaction surveys provide valuable insights into the recruitment experience and highlight areas for improvement. Finally, an analysis of the source of hire is necessary to identify which recruitment channels yield the most successful hires, thereby informing strategic decisions for future recruitment efforts.

### Best Practices:

#### I. Create Inclusive and Equitable Job Descriptions & Postings

- Use language that appeals to everyone.
  - Use plain language at a reading level accessible to all candidates.
  - Avoid jargon and idioms, which can create avoidable language barriers for non-native English speakers and other groups.
  - Use neutral language (i.e., firefighter vs. fireman). You can use this [decoder tool](#) to evaluate the language you are using before posting the opening.
  - Define the expectations of the job using [ADA Compliance](#). State essential physical demands in the job description and the frequency expected to fulfill them.
- Explicitly state wage and benefit information in your job posting. Withholding wage/salary ranges in job postings disadvantages women and people of color, who are less likely to succeed in negotiating salary than white male applicants. This is why it is not only a best practice to state wage and benefit information in job postings explicitly, but a [legal requirement for certain businesses](#) in Minnesota as of January 1st, 2025.
- Include an [Equal Employment Opportunity statement](#).
- Consider whether it makes sense to include an [Indigenous land acknowledgment](#) statement somewhere on the job posting or company website.
  - Deciding whether to include a land acknowledgment is a process that requires self-reflection and research and should not just be done to “check a box.” The Native Governance Center has a [Guide to Indigenous Land Acknowledgment](#) with some tips for how to approach the process.

- Assess job requirements for true necessity to the job and clearly state requirements.
  - Commonly listed job requirements that may not be necessary include driver’s license, high school diploma/GED, specific degree or field of study, personal vehicle, physical requirements.
  - Consider using the phrase “access to reliable transportation” over “access to personal vehicle.”
  - Carefully consider if a high school or college degree is required to fulfill job responsibilities. Whenever possible, allow years of work life or military experience in lieu of a degree.
- State in the job posting whether a drug test, criminal background check, motor vehicle record check, and/or credit check will be conducted as part of the application process.
  - Familiarize yourself with [Minnesota’s “Ban the Box” law](#), which states that an employer must wait until the applicant has been selected for an interview or until a conditional job offer has been extended to ask about the applicant’s criminal background.
  - Set clear criteria to determine which criminal offenses would exclude someone from employment.
  - Do not consider arrests - they are not proof of guilt.
  - Do not ask about conviction records and/or commit to carefully evaluating the relevance of criminal convictions.
  - Create a waiver process that would allow an applicant with a criminal background to request special consideration based on defined factors, such as enrollment with a community-based partner organization or completion of a recognized program.
  - Consider whether a drug test and/or credit check are necessary to fulfill job responsibilities. Is it a legal or regulatory requirement of someone doing that job? Are drug tests and/or credit checks just being used to screen out certain types of applicants, or because that’s what the employer has always done?
  - If a drug test will be required, set clear policies about which types of substances showing up as positive on the test would exclude someone from employment. Also create and clearly communicate an appeal process to allow candidates to contest results or provide verification of medical use.
- Include a cover letter or summary document in postings or employment sites that talks about workplace culture, particularly as it relates to creating a welcoming environment.



## II. Expand Job Posting Locations and Strategy

- Broaden your list of where you post jobs to reach diverse audiences.
  - [Attend a Job Fair or Networking Event | CareerForce](#) for a targeted reach toward local jobseekers.
  - Host a virtual or in-person hiring event at [CareerForce](#).

- Build relationships with local educational institutions to create a pool of students from which to recruit potential employees. Most of these institutions use [Handshake](#) to connect students to job opportunities:
  - [Anoka Ramsey Community College Career Services](#)
  - [Pine Technical and Community College](#)
  - [St. Cloud Technical and Community College Career Services](#)
  - [St. Cloud State University Career Center](#)
  - [Ridgewater College Career Services](#)
  - [Saint John's and Saint Ben's Universities Career Services](#)
- Build a community and following on social media platforms like Facebook, Instagram, TikTok, Snapchat, and/or LinkedIn if it fits your organization.
- Work with local organizations that provide employment support to people with disabilities, such as:
  - [Vocational Rehabilitation Services](#)
  - [PHASE-Industries](#)
- Build relationships with local community organizations that offer employment programs to cast a wider net. For example:
  - [Goodwill Easter Seals](#)
  - [Rise](#)
  - [Functional Industries](#)
- Accept paper applications and/or provide ways to access and complete applications through publicly accessible computers at libraries or CareerForce.
- Have staff available to support jobseekers in completing their application, or partner with CareerForce to assist in their Career Lab.
- Consider [Skills-Based Hiring](#), an emerging best practice that focuses on individuals' abilities and competencies rather than their education, experience, or interview skills.

### III. Create Multiple and Accessible Entry Points

- Create or identify entry-level positions that have fewer requirements and/or eliminate barriers to entry.
  - Market these positions as an entry point for your organization with a clear map of opportunities for advancement.
- Develop “grow your own” programs that integrate [on-the-job training](#) into all positions, especially those at the entry level.
- [Create internship positions](#) and ensuring adequate training and mentoring is provided to create a meaningful experience.
- [Build an apprenticeship program](#) to offer earn-while-you-learn job opportunities and ensure a continuous pipeline of skilled workers.
- Partner with high school Career and Technical Education programs to offer job site tours and connections to real-world experience.
- Partner with career pathway training programs to connect with trained job seekers.

## Recruitment Tools/Resources:

[Creating an Inclusive Job Posting - Career Force](#)

[Territory Acknowledgement – Native Land Digital](#)

[Honor Native Land: A Guide and Call to Acknowledgement](#)

– US Department of Arts and Culture

# 2. Hiring

## End Result:

To mitigate and prevent bias in screening, interviewing, and hiring candidates and hire the best individual for the job.

## Suggested Metrics:

Once the hiring process is over, review applicant demographics and document the number of candidates who applied compared to the number of candidates who were interviewed from diverse backgrounds. Track hiring data over time to assess if diversity efforts are effective.

## Best Practices:

### I. Hiring Team

- If possible, include staff from different levels of the organization (i.e., representatives from upper management, middle management, and front-line staff).
- Consider implementing [Blind Hiring](#) techniques.
  - Remove or code the applicant’s name, gender, and address before the hiring team reviews applications. Applicant tracking software can help with blind hiring.

### II. Application Review and Interview Process

- Audit the application evaluation/scoring and interview process for potential bias.
- Create a [scoring rubric](#) to reduce subjective evaluation of application materials and interviews.
  - Allow interviewers to write comments as to why ratings were chosen to provide additional qualitative information.
  - Develop a threshold for permitting grammar and spelling mistakes on résumés/ applications, when applicable.



“

Minimize power imbalances in interviews by using rubric, giving clear expectations, and communicating promptly with applicants.

- Kayla D. - Director of Administration

”

- Articulate interview expectations with the interviewee and identify if certain factors will impact hiring decisions. This can include, but is not limited to: Timeliness, expected attire, presentation options, etc.
- Give the candidate a thorough “what to expect” for the interview, including who they will be meeting with, what the process will look like, and how to cancel/change the interview time if needed.
  - Example: “When you come in for an interview, you will be greeted by Andy. He will bring you to the conference room, where you will have time to read over the interview questions and fill out some paperwork. After that, I will bring you on a tour of the shop. You’ll return to the conference room for the interview conversation with myself and the supervisor, Andrea. If you need to change or cancel your interview, you can call, email, or text me, or use the original booking link from the email I sent you previously.”
- Provide interview questions in advance so candidates can adequately think through and prepare to articulate their responses.
- Online scheduling tools like [Calendly](#) make scheduling and rescheduling interviews much easier. You can set up automatic text message reminders for upcoming appointments and post an interview thank-you message.
- Utilize a uniform and standard set of criteria for interviewing methods, including asking all candidates the same questions.
- Determine whether follow-up questions will be allowed. Include interview questions about the applicant’s experience working with coworkers and/or customers from diverse backgrounds.
- Do not ask about an applicant’s past or current pay. This is not only a best practice, but also [the law](#) in Minnesota.
- Adequately plan for time.
  - Ensure enough time is allowed for the candidate to ask questions.
  - Schedule time between each candidate or after all interviews are finished to allow the interview panel time to fully debrief.
  - Allow a candidate to review interview questions and the job description or a summary of key duties before the interview formally begins.
- Be prepared to discuss your company’s values, initiatives, and/or goals in the interview.
- If the position requires a focus on skills and aptitude, consider including skills tests/evaluations as part of the interview process. Set clear criteria for how each section will be weighed and scored in the hiring process. This is especially important in roles where the job requires more focus on skill and aptitude and less on people skills.



### III. Post-Interview

- Award points for additional factors such as relevant experience/background, addition of skills currently lacking on the work team, or bringing a unique perspective to the organization.
- Avoid evaluating subjective factors like “good fit” or “[professionalism](#),” or giving a likeability score in the point system.

- Do not base hiring decisions on hair texture or style. As of February 26, 2025, [the Crown Act](#) prohibits discrimination based on race-based natural hair texture and styles such as braids, locs, and twists.
- Solicit candidate feedback on their experience with the interview process.

## Ways to Build a More Inclusive Minnesota to Prevent Discrimination

Employers, schools, landlords, and businesses all have a role to play when it comes to creating inclusive spaces that are free from discrimination for Minnesotans. Below are some ways to prevent hair discrimination.

- 1 Create Strong Policies:** Create and distribute a policy that affirms natural hair textures and styles and prohibits racial discrimination. If there are policies based on health and safety, such as requiring hair to be tied up or put in a net, those policies must apply equally to all hair styles and textures.
- 2 Provide Meaningful Trainings:** Train employees on policies that prohibit race discrimination, including hair discrimination, and train employees about the importance of intentionally creating inclusive spaces, free from discrimination.
- 3 Enforce Policies:** Enforce policies that prohibit race discrimination, including hair discrimination, and hold supervisors and employees accountable for failing to report or address discrimination or harassment.

*Preventing Hair Discrimination Fact Sheet, MN Department of Human Rights*



## IV. Technology

- If conducting virtual interviews, provide candidates with the organization's remote interview protocol or [best practices](#) in advance, addressing camera, microphone, operating system requirements, backgrounds, whether the chat box will be open, etc.
- Provide alternative methods of conducting virtual interviews if technology fails or if the candidate does not have computer/internet access.
  - Whenever possible, include a default phone-in option for virtual interviews.



*What Is Blind Hiring? (How to Implement It) - Embroker.com*

### Hiring Resources:

[Recognizing Hidden Bias in Recruiting and Hiring - CareerForce](#)

[Minnesota Employers' Fair Chance Hiring Guide](#) –

Twin Cities Rise in partnership with Root & Rebound Reentry Advocates

# 3. Onboarding

## End Result:

Establish two-way communication to fulfill the needs of new hires and employers, and ensure new hires feel welcomed into the workplace and prepared to perform at their full potential.

## Suggested Metric:

1. Utilize an onboarding survey after the probation period ends to evaluate onboarding effectiveness and identify improvement opportunities. Ask employees to evaluate satisfaction with each orientation component/module, completion rate of each module, organizational culture assessment, and feeling welcomed.
2. Match survey questions to different key components of the onboarding plan.
3. Consider ways to conduct surveys that elicit honest feedback without fear of consequences. For example, consider having a neutral third party from Human Resources or another department to receive and review responses and generate recommendations.

## Best Practices:

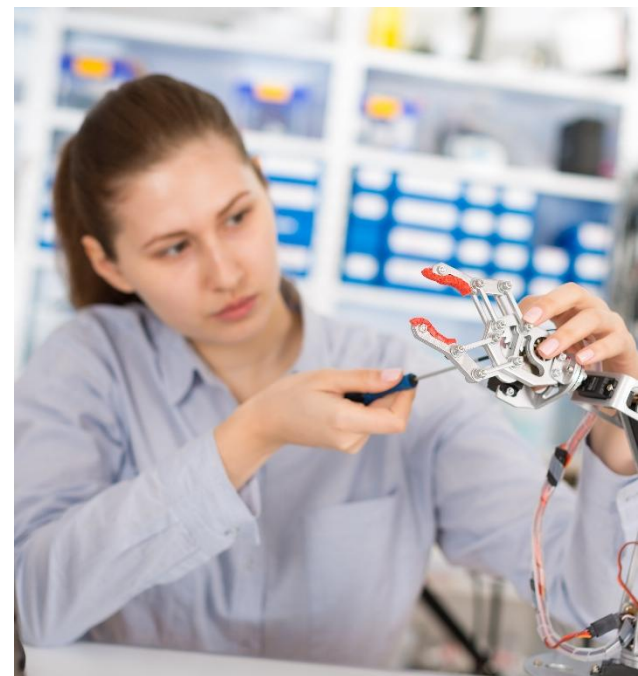
### I. Norms and Expectations

- Ensure that the new employee's workspace is completely set up before the first day and that all work-related needs have been assessed and met.
- Provide a [Request for Accommodations Form](#) or a similar protocol before the first day and ensure accommodations are in place.
- Provide new hires with training manuals, employee newsletters, reading material, or other relevant information before the employee's first day so they feel prepared to come to work.
  - Also provide time at work during the first days or weeks to review onboarding materials and highlight any questions.
- Provide information before the first day that details dress code, where to park (if applicable), whether to bring lunch, what time to arrive, and where to go, a detailed schedule for the first day, and any other information that would help the person fully prepare.

### II. Clear and Comprehensive Onboarding Process/Orientation Plan

- Draft a written orientation guide that includes:
  - Human Resources paperwork
  - Overview of the organization, including review of the organizational chart
  - Building walk-through
  - Face-to-face introduction to key staff
  - One-on-one conversations with peers/primary coworkers integrating training content
  - Connection to other recent hires

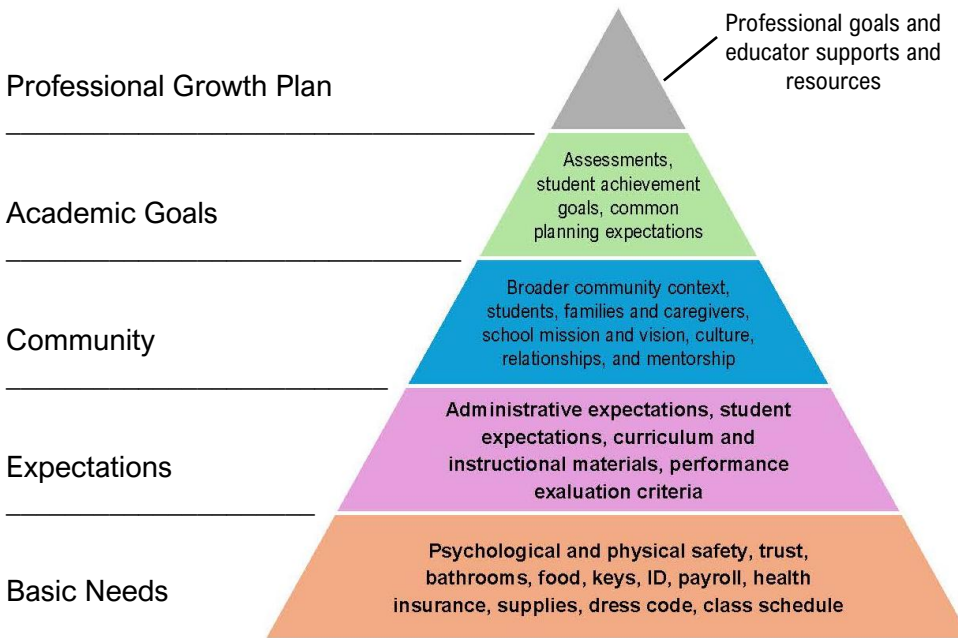
- Designate employees to eat lunch together with the new hire at a specific time and location on the first day
- Set and communicate clear performance expectations, with designated opportunities to evaluate performance (i.e., at three, six, and twelve months on the job).
- Provide a job description that includes details of the employee's role within the organization and how their job responsibilities fit those of other staff on their team.
- Prioritize a welcome program as part of orientation.
  - Communicate established workplace norms, including 'unspoken rules.' Norms often include lunch hour expectations, dress code, tardiness, cell phone usage, perfume use, etc.
  - Send new hires individual welcome communications from leadership.
  - Encourage personal outreach from colleagues during the first week of work.
  - Send an email to all staff with a photo introducing the new hire and sharing information about the person's role, and where in the organization they will be assigned.
- Clearly define and share the organization's approach to conflict management.
- Provide and review information on how to report discrimination or harassment.
- Conduct an open conversation during orientation to share communication and learning styles between leadership and new hires.
  - Give everyone the same language for understanding strengths and differences by having employees on a team or in a department complete the same strengths assessment and make this strengths assessment part of orientation.
  - Moving forward after orientation, incorporate regular discussions of team members' strengths into team meetings and other relevant workplace settings.
- Draft a work plan with a specific schedule of meetings, tasks, and deadlines for the first 2-4 weeks of work.
- Schedule regular check-ins between the new hire and their direct supervisor during the first 3-6 months.



### III. Professional Growth Planning

- Establish a culture of continued learning and professional development from day one.
  - Have supervisors and new employees collaborate to create Professional Growth Plans. Review the plans at least once a year to revise and note progress.
  - Set aside a budget for professional development, with specific guidance on how employees can request training support.
- Map out pathways for advancement within your organization, with specific information on skills/ training required to move into higher-level positions.
  - Create opportunities for job shadowing or informational interviews so employees can explore advancement options within the organization.

Leaders can use a hierarchy of needs to prioritize orientation activities and information:



*New Teacher Onboarding and Cultivation - TNTP*

#### Onboarding Tools/Resources:

[Virtual Onboarding and Cultivation Guide](#) – The New Teacher Project

[Onboarding Tools - CareerForce](#)

[Onboarding Remote Workers](#) – SHRM

[Employers' Practical Guide to Reasonable Accommodation Under the Americans with Disabilities Act \(ADA\)](#) – Job Accommodation Network

[Top 5 Alternatives to Clifton Strengths: Workplace Personality Tests](#) – Team Dynamics

# 4. Retention

## End Result:

To reduce employee turnover and retain high-quality staff.

## Suggested Metric:

1. Conduct an employee satisfaction survey or [Stay Interview](#) to measure qualitative work values like trust, comfort, and feeling valued. Have a protocol in place for following up on responses.
2. Keep data on employee retention and set a goal for the retention rate.
3. Conduct exit interviews with all employees leaving the organization to evaluate areas for improvement. Ideally, these should be completed anonymously or with a neutral third party who can elicit honest feedback.
4. Track and regularly audit employees' wages in relation to demographics to ensure pay equity. DEED Wage Data and the Minnesota Council of Nonprofits Economy Reports are great sources of statewide and national data by job title that help ensure you are paying your employees competitive wages.

## Best Practices:

### I. Relationships and Welcoming Environment

- Check in and tend to the emotional, personal, and professional needs of coworkers/employees.
- Understand and respect that different people will need various kinds of support.
- At the team level, humanize the workplace with more meaningful one-on-one and team interactions.
- Encourage self-care and work-life balance.
- Facilitate the formation of Employee Resource Groups (e.g., new parents' groups, or other specific employee groups).
- Create opportunities for relationship-building and team building in addition to day-to-day operations.
- Regardless of your organization's size and resources, there are ways to reward and recognize employees who have made positive contributions to the team and organization.
- Recognition does not have to be formal or public. Show appreciation when someone goes above and beyond and acknowledge extra effort.
- Find creative ways to recognize small successes and accomplishments.
- Formalize recognition practices and support supervisors in recognizing the employees they supervise.
- Establish systems to allow employees to submit feedback and report workplace problems without fear of retribution. Follow up on complaints or issues raised and communicate any actions taken to resolve the issue.

## II. Professional Development

- Offer training courses at both the staff and leadership levels.
- Conduct Stay Interviews to understand what is important to employees (must establish trusted two-way communication).

## III. Create Welcoming Environment

- Be strategic in planning workplace events.
  - Ensure location, time of day, and food and beverage choices are accessible for all staff.
  - Remember that some staff may have family or other commitments that make attending events outside of work hours difficult.
  - Make events that include consumption of alcohol optional and always provide non-alcoholic options.
  - If food is served, provide kosher, halal, and vegetarian options and options for employees with food restrictions such as dairy allergies or gluten sensitivities.
    - Conduct an anonymous staff survey about food preferences before workplace gatherings where food will be present.
    - If possible, avoid scheduling food-centered events during periods of restricted food intake in some religions, such as Ramadan, Lent, and Yom Kippur.
  - Ensure that all employees have a plan for transportation if a meeting or event takes place in a different location.
  - Explicitly invite staff of non-dominant cultures to create and contribute to organizational culture and norms, such as holiday parties, recognized holidays, and social events.
- Have an open-door policy for managers.
- Implement a [360 Review](#) for leadership staff.
- Include frontline staff in decision-making when appropriate.
- Create flexible work schedules and/or remote work policies and allow for varied work schedules if applicable - but take steps to prevent remote or hybrid work from limiting opportunities for women or other groups.

### Retention Tools/Resources:

[Workplace Belonging Grows From Dignity, Not Diversity](#) – Aida Mariam Davis, Stanford Social Innovation Review (April 26, 2021)

[20 Effective Employee Recognition Ideas For Today's Workforce](#) - Insperity

[20 Fun & Effective Employee Recognition Ideas For 2024](#) - People Managing People

# 5. Advancement

## End Result:

To create opportunities at all organizational levels, including leadership roles.

## Suggested Metrics:

1. Keep data on gender, race/ethnicity, age, and other forms of diversity in leadership roles at all levels, throughout the organization.
  - a. Specifically, compare the demographics of the whole organization to those in leadership positions.
2. To ensure pay equity, compare the starting pay and pace of pay increases of BIPOC employees and women with that of white employees and men across all levels of the organization.

## Best Practices:

### I. Equity in Promotion & Advancement

- Be transparent and consistent on promotion processes and timelines.
- Base hiring and promotion decisions on skills and competencies, rather than on traditional criteria such as educational credentials, years of experience, and company tenure.
- Prioritize internal advancement by filling job openings from within whenever possible.
- All supervisors should talk with employees about their hopes for advancement and work together to develop a professional development plan (see additional details below).
- Audit the diversity and equity implications of all talent decisions (i.e., promotions, layoffs, furloughs, pay cuts) to ensure no group is unfairly impacted.

Investing in the growth of your current staff builds loyalty and strengthens the foundation of your organization, unlocking potential that drives long-term success.

- Kayla D. - Director of Administration

## II. Workforce in Programs

- Consciously and proactively mentor employees with leadership potential to prepare them for leadership roles within the organization.
- Mentorship does not always have to be internal. Help match employees with mentors within or outside the organization and then support connections with mentors during work time.
- Informational interviews allow employees to speak with someone within or outside the organization to learn about their day-to-day, and what skills are most valuable.
- Job shadowing allows employees to spend all or part of the workday with someone who holds a job the employee hopes to enter. It will enable the employee to see a typical day and observe key leadership skills in action. This is especially helpful when the employee seeks to move into another department or division, where they may not typically interact during the day.
- Offer paid internships as an entry point into the organization, with meaningful opportunities to learn in-demand skills, gain exposure to career pathways, and work on projects that will build the individual's résumé.
- Apprenticeships and On-the-Job Training
  - Create opportunities to gain new skills while working, through an earn-and-learn apprenticeship model or similar structured on-the-job training program.
- Employee Resource Groups (ERGs)
  - ERGs can allow diverse employees to connect with others with similar experiences and provide a less formal option for mentorship.
- Consider including executive sponsors and leaders in the organization who are members of an ERG and can advocate for the ERG's goals at the executive level. This also helps those in leadership positions to be more aware of diverse perspectives and creates more visibility within the organization for ERG members.



## III. Professional Development

- Provide training opportunities that lead to locally and/or nationally recognized credentials whenever possible.
- Identify resources to support employee professional development, ideally during work time. This may include training funds, tuition assistance, or on-site workshops. It can also include taking on or assisting with special projects that offer opportunities for skill development outside of the individual's normal job scope.
- Include questions in Stay Interviews about whether the employee has been provided with opportunities for growth and development and whether the employer supports the employee's professional goals.
- Identify and inform staff of internal career pathways.
- Identify not just the career pathway but also the skills needed to advance in it and how employees can develop these skills.
- Regularly and transparently communicate career pathway opportunities to all workers.

- Create opportunities for employees to practice leadership by leading team or department meetings, chairing committees, or serving on boards and commissions.
- Create an Individual Development Plan (IDP) with each employee.
- Evaluate employees on their professional development goals regularly, to ensure ongoing skill development.
- If possible, create varied opportunities for advancement.
  - For example, are there ways to grow within the company that do not involve supervising others?
  - Are staff recognized for becoming more efficient or knowledgeable at their current job?
  - Can there be different levels of that job (e.g., Senior Customer Service Representative, Lead Customer Service Representative, or Customer Service Representatives 1, 2, and 3)?
- Allow entry-level staff to participate in committees, especially beyond their usual responsibilities.

### **Advancement Tools/Resources:**

[Apprenticeship Minnesota](#) – Department of Labor and Industry

[Minnesota Dual-Training Pipeline Program](#) – Department of Labor and Industry

[Minnesota Youth Skills Training Program](#) – Department of Labor and Industry

[Career Solutions Incumbent Worker Program](#)

[CMJTS Talent Development Program](#)

## Additional Resources

### **Situation Response Resources**

[Human Rights Office](#) | Home

[Employment Practices | Minnesota Department of Labor and Industry \(mn.gov\)](#)

[The Americans with Disabilities Act | ADA.gov](#)

### **Society for Human Resource Management (SHRM) Resources\***

\*This is not unlimited free content. You can access one article per month.

[New Employee Onboarding Guide](#)

[ADA Reasonable Accommodation Request Form](#)

[How to Boost Inclusion over a Meal](#)

[Food for Thought: Planning Inclusive Menus for Holiday Staff Gatherings](#)

# Appendix A

## 1. Overview of AI in Workforce Practices

- Definition of AI and Its Use in Human Resources:
- Artificial Intelligence (AI) refers to computer systems or software designed to perform tasks that usually require human intelligence. These tasks include learning from data, recognizing patterns, making decisions, and automating processes. In Human Resources (HR), AI is increasingly used to improve workforce practices and boost efficiency. AI-powered tools help automate and streamline hiring tasks, such as screening resumes and applications, scheduling interviews, and conducting initial candidate assessments. These technologies can quickly process large amounts of applications, identify qualified candidates, and decrease manual work for HR staff. Additionally, AI can support onboarding new employees, monitor workplace compliance, and assist with reasonable accommodation requests. When properly designed and overseen, AI can help reduce human bias in decision-making. Still, employers must stay alert to maintain fairness, transparency, and legal compliance in its use (e.g., résumé screening, interview scheduling, employee surveys, career pathing).

## 2. Benefits of AI

- Increased efficiency and consistency in screening and hiring.
- Ability to analyze large volumes of applications quickly.
- Potential to reduce human bias (when properly designed and monitored).

## 3. Risks and Considerations

- Bias and Fairness: AI can perpetuate or amplify biases if trained on biased data. Employers must regularly audit AI tools for fairness.
- Transparency: Candidates and employees should be informed when AI is used in decision-making.
- Privacy: Ensure compliance with data protection laws (e.g., GDPR, CCPA) when using AI to process personal data.
- Legal Compliance: Be aware of emerging regulations around AI in employment (e.g., EEOC guidance, Minnesota-specific laws).

## 4. Best Practices for Employers

- Vendor Selection: Choose AI tools from reputable vendors who provide transparency about their algorithms and data sources.
- Regular Audits: Periodically review AI outcomes for disparate impact on protected groups.
- Human Oversight: Use AI as a support tool, not a sole decision-maker. Final decisions should involve human judgment.
- Inclusive Design: Ensure AI tools are designed to accommodate diverse populations (e.g., language, accessibility)

## 5. Template Language for Job Postings

- Our organization uses AI-assisted tools in our recruitment and hiring processes. All AI tools are regularly audited for fairness and compliance with applicable laws.

## 6. Using AI Responsibly in Workforce Practices

Artificial Intelligence (AI) is increasingly used to support recruitment, hiring, onboarding, retention, and advancement. While AI can improve efficiency and consistency, it is essential to use these tools responsibly to prevent bias and comply with legal requirements.

### Best Practices:

- Inform candidates when AI is used in decision-making.
- Regularly audit AI tools for fairness and disparate impact.
- Ensure human oversight in all final employment decisions.
- Protect candidate and employee privacy in accordance with applicable laws.

## 7. Resources and Tools

- [EEOC Guidance on AI in Employment](#)
- [AI Fairness Checklist for Employers](#)
- [How SHRM is Reimagining HR in the AI Era](#)

# Contact Us

All Workforce Development services are offered at no cost!  
Contact us today!



Primary Service Area:

Stearns County ■ Benton County

1542 Northway Drive, St. Cloud, MN 56303

Parking Lot B, Door 2

Phone: 320-308-5320

Email: [info@csjobs.org](mailto:info@csjobs.org)

Website: [www.careersolutionsjobs.org](http://www.careersolutionsjobs.org)



**CENTRAL MINNESOTA**  
**Jobs & Training Services**

Offices in:

Cambridge ■ Hutchinson

Litchfield ■ Monticello

Mora ■ North Branch

Olivia ■ Pine City

Sandstone ■ Willmar

Phone: 763-271-3700

Email: [info@cmjts.org](mailto:info@cmjts.org)

Website: [www.cmjts.org](http://www.cmjts.org)