



RECRUITMENT

A Guide to Best Recruitment Practices

ABOUT THIS GUIDE

Hiring the right people is essential to the success of a residence and enables its leaders to meet the company mission to "provide the highest standards of quality of service, environment and care to residents." The right recruitment efforts can showcase senior living as a profession and Legend Senior Living as the best place to work.

Legend is committed to providing every individual the opportunity for employment regardless of race, color, religion, sex, national origin, age, disability or genetic information. Each manager involved in the recruiting process should take proactive steps to promote a diverse workforce and positive work environment.

This Recruitment Guide provides the strategies and tools needed to guide the entire recruiting process. It will help managers efficiently engage the most qualified candidates with the best chance of retention. Sections are tabbed for easy look-up with each tab providing materials and detailed steps.

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How to make the most of the search.

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Making a timely employment opportunity to land the candidate.

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Beginning the on-boarding journey.

THE ATS RECRUITING PROCESS FLOW CHART

The ATS Process Flow Chart (shown below and also on LNET) provides a concise visual overview of the recruiting process. While this Recruitment Guide provides step-by-step instructions, the flow chart can be a quick reference of which steps have been completed and which steps are next.



ATS Recruiting Process

Vacancy is established
(Replacement or New)

RD/CSA posts job opening at:
<http://lslcareers.com/requests>

Note: Position is posted immediately after following "How to" instructions at right

HOW TO

- RD/CSA selects "category" (Administration, Maintenance, Life Enrichment, Nursing/Caregiver, Culinary Services) and "location" for position
- Traditional job board options
 - Select "Please post my job to the company job board which is scraped by Indeed.com and other aggregator sites"
 - If job posting has not garnered enough applications after 1-2 weeks, also select other paid options.
 - Tips:
 - Evaluate which of the previous posting strategies worked the best; use those. **Refrain from using postings that did not draw in desired candidates.**
 - If you have questions on where to post your positions, contact HR Recruiting Manager.
 - Take advantage of the "Free Resources" and "Marketing Snapshot" provided for additional demographic and recruiting information specific to your market.
- Add a comment if specifics are needed (part time, etc.)
- Enter initials to agree to estimated cost (if applicable)
- Press "submit request" at bottom of page

- RD/CSA (and/or department heads) will **access ATS daily** (within 24 hours) to view new applications, update statuses and respond to texts.
- Home Office HR will assist with leadership (plus Customer Service Associate) applications and interviews.

HOW TO

- Resolve the new tasks on the dashboard:
 - New applications
 - Use the binoculars icon to view an applicant's information
 - Update the status** (ex: Called/left message, not qualified, etc.)
 - If the application has a "target" icon, this means they have applied to Legend previously. Look for a list of those locations, or contact Home Office HR to check previous results.
 - If the application has a green "E" this means they have selected "employee referral" on their application. **These candidates should receive prompt attention because they have a much higher hire rate.**
 - Use the green arrow icon to forward applications
 - Use the yellow envelope icon to email the candidate directly (selected from pre-defined responses, or compose your own)—Remember, these become permanent records
 - Use the red speech icon to add notes—Write only facts, no opinions
 - New text communications (phone icon)
 - Texts will appear to the candidate as a local number
 - Only flag as "read" once a response is sent or no action is needed**
 - The page must be refreshed to see new messages
- Communities participating in other pre-employment screenings must follow additional processes per HR.
- Note: An alert will show if an application status has been stagnant for too long

RD/CSA will schedule interview times with qualified candidates. **Status must be updated according to candidate's progression.**

HOW TO

- An interview guide (found on Lnet) should be used by interviewer to select questions.
- If not interested for an interview, call candidates (or select the envelope icon and use "Not interested after application/interview" pre-defined response) to inform them they are not being considered for the position.
- Oklahoma Nurse Aide staff must be sent the Uniform Employment Application.** The Application can be sent by selecting the envelope icon and using the "Uniform Employment Application (Oklahoma Nurse Aide Staff)" pre-defined response.

When a hiring decision is made, RD/CSA will notify candidate and extend offer **contingent upon** background check and reference checks.

HOW TO

- It is imperative the offer letter is signed FIRST in this process:** Use "Offer Letter Hourly" on Lnet
- Within each state's pre-hire paperwork on Lnet:
 - "Authorization and Release for Reference and Background Check"
 - "Summary of Rights"
 - "Telephone Reference Check"
- Additional state registries: Refer to the "Background Check Processing Guide" on Lnet
- COVID test

- If candidate accepts, RD/CSA runs background check, checks references and state registries. Status updated to "Background check/drug screen in process."
- If candidate declines offer, status updated to "Candidate Declines Offer" and repeats recruitment process until position is filled.

FLAGS

- Flagged Background Check:**
Refer to the "Background Check Processing Guide" on Lnet for the steps below.
- If the background check results fall under the "review" category, RD/CSA emails LSL-HRIS@legendseniorliving.com to begin the Pre-Adverse Action Process. RD/CSA updates status to "In-Process." RD/CSA may not proceed until given further instruction from HR. If HR advises the candidate cannot be hired, status is updated to "Does not meet Legend expectations" with a comment stating "Background check."
 - If results fall under "proceed" category, RD/CSA may move forward in the hiring process.

Once the background check, references and COVID testing are complete, RD/CSA and candidate will complete New Hire Paperwork. Status updated to "hired."

HOW TO

See "Ultipro New Hire Process Flow Chart" on Lnet for process.
New hire paperwork must be uploaded to Ultipro within 24 hours of start date.

RD/CSA removes job posting

HOW TO

RD/CSA navigates to the "job" tab in ATS, selects the position, unchecks the "open job" and "active" checkboxes, and selects "save." This method must **not** be used to post jobs.

Revised February 2021

Search & Talent

JOB POSTINGS

The way a job is described plays a huge factor in turning a passive job seeker into an active applicant. The posting should generate excitement for the opportunity to do what our associates do every day--make a difference in the lives of residents. It should also convey the company's commitments to associates.

WHAT ARE THE FACTS?

To maintain a consistent message across the company, Home Office provides most of the information on the job posting, such as:

1. **An engaging introduction:** Inviting applicants to become a part of an exciting team.
2. **Basic duties and requirements:** Giving clear expectations and helping applicants determine if they're qualified.
3. **Legend's unique personality:** Differentiating the company by describing work culture, Great Place to Work, etc.
4. **A list of benefits:** Explaining how the company cares for the whole associate.

There are occasions when the requester may need to provide additional information to the job posting, such as:

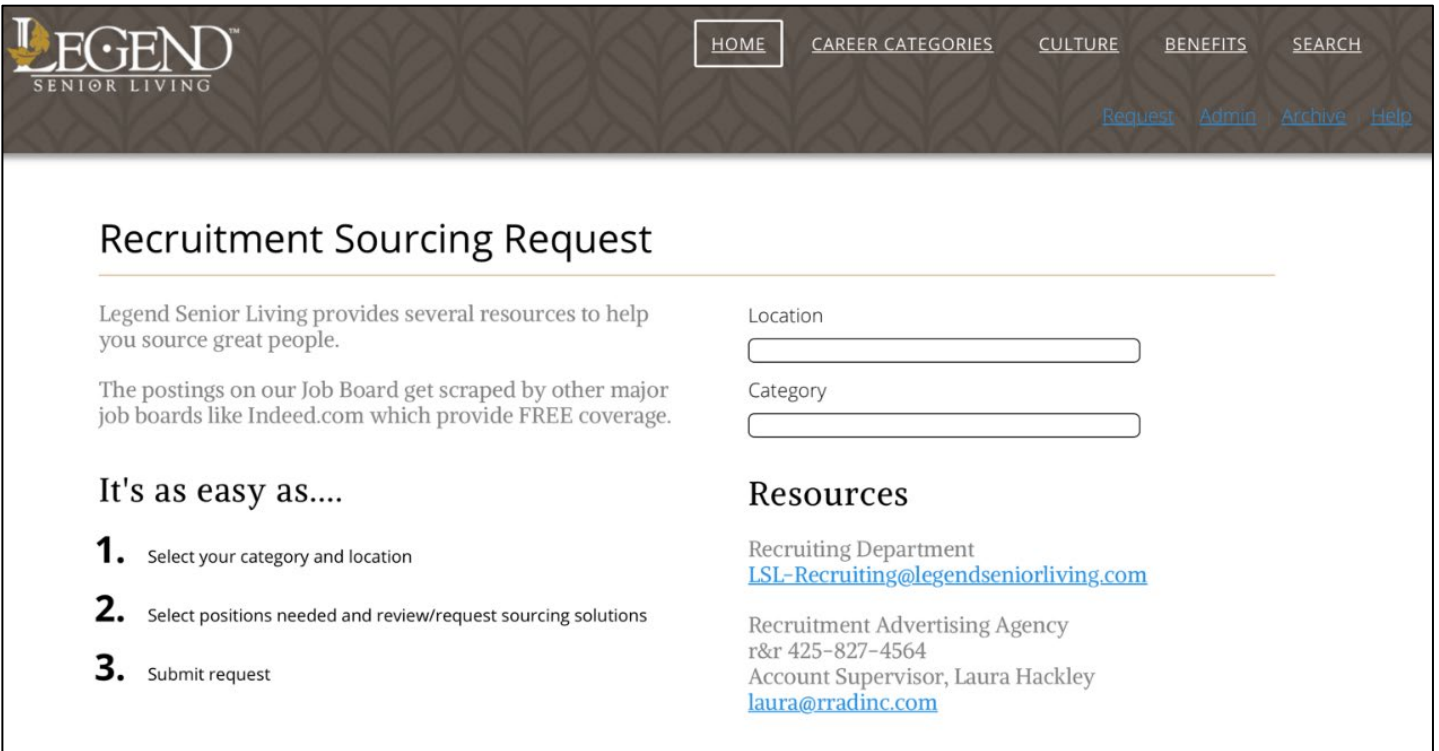
1. **Hours:** Daytime, overnight, weekends only, etc.
2. **Status:** Full time or part time

RECRUITMENT TIP: Great leaders recruit every day

Look for candidates well before there is a need. Be proactive and keep a pool of applicants available to draw from.

WHAT ACTION STEPS SHOULD I TAKE?

To post a position on the company careers site, visit www.lslcareers.com/request (shown below). This process allows the job to be shared across a host of other websites – national and local – to generate interest.



The screenshot shows the top navigation bar of the Legend Senior Living website. The logo is on the left, and navigation links for HOME, CAREER CATEGORIES, CULTURE, BENEFITS, and SEARCH are on the right. Below the navigation bar, the page title is "Recruitment Sourcing Request". The main content area is divided into two columns. The left column contains introductory text and a three-step process. The right column contains two input fields for "Location" and "Category", followed by contact information for the Recruiting Department and a Recruitment Advertising Agency.

LEGEND
SENIOR LIVING

HOME CAREER CATEGORIES CULTURE BENEFITS SEARCH

[Request](#) [Admin](#) [Archive](#) [Help](#)

Recruitment Sourcing Request

Legend Senior Living provides several resources to help you source great people.

The postings on our Job Board get scraped by other major job boards like Indeed.com which provide FREE coverage.

It's as easy as....

1. Select your category and location
2. Select positions needed and review/request sourcing solutions
3. Submit request

Location

Category

Resources

Recruiting Department
LSL-Recruiting@legendseniorliving.com

Recruitment Advertising Agency
r&r 425-827-4564
Account Supervisor, Laura Hackley
laura@rradinc.com

Next, a new page (shown below) opens that allows:

- Selection of the open position
- Selection of additional posting options, such as advertisements
 - Free options will be automatically picked up or "scraped" by websites like Indeed
 - Ads that require additional funds will require the consent of the requester
- Review of free local resources
- The option to add social media and Google preferences
 - There is no question that social media has drastically changed communication. It also allows more proactive, direct recruitment with candidates by using text and email options.
 - Legend's ATS makes both of these options easy to use



Select your position below [Check All](#) | [Uncheck All](#)

<input type="checkbox"/> Advanced Certified Medical Aide (ACMA)	<input type="checkbox"/> Director of Nursing	<input type="checkbox"/> Med Technician
<input type="checkbox"/> Area RN/Health Care Director	<input type="checkbox"/> Health Care Director	<input type="checkbox"/> QMAP/Med Tech(CO Only)
<input type="checkbox"/> Assistant Health Care Director	<input type="checkbox"/> Lead Advanced Certified Medication Aide (ACMA)	<input type="checkbox"/> Regional Health Care Director
<input type="checkbox"/> Caregiver/Resident Assistant	<input type="checkbox"/> Licensed Practical Nurse (LPN)	<input type="checkbox"/> Registered Nurse
<input type="checkbox"/> Certified Medication Aide (CMA)	<input type="checkbox"/> Licensed Practical Nurse part time	<input type="checkbox"/> Part Time Resident Assistant/Caregiver
<input type="checkbox"/> Certified Nursing Assistant (CNA)	<input type="checkbox"/> Licensed Vocational Nurse (LVN) TX Only	<input type="checkbox"/> Wellness Director

Traditional Job Board Options - ranked by most effective for your area

- Please post my job to the company job board which is scraped by Indeed.com and other aggregator sites.
- FREE - Indeed Easy Apply turns on the ability for candidates to One-Click Apply. This will increase free/organic coverage of your jobs. Applications come over as attached resumes. Applicants do not fill out the online application.
- Indeed.com - \$150 - To cover one or several positions. Responses are routed to ATS. Standard set up is to group all positions under one budget. If you would like to break positions up for more coverage please indicate in comments section at the bottom of the form.
<http://indeed.com>

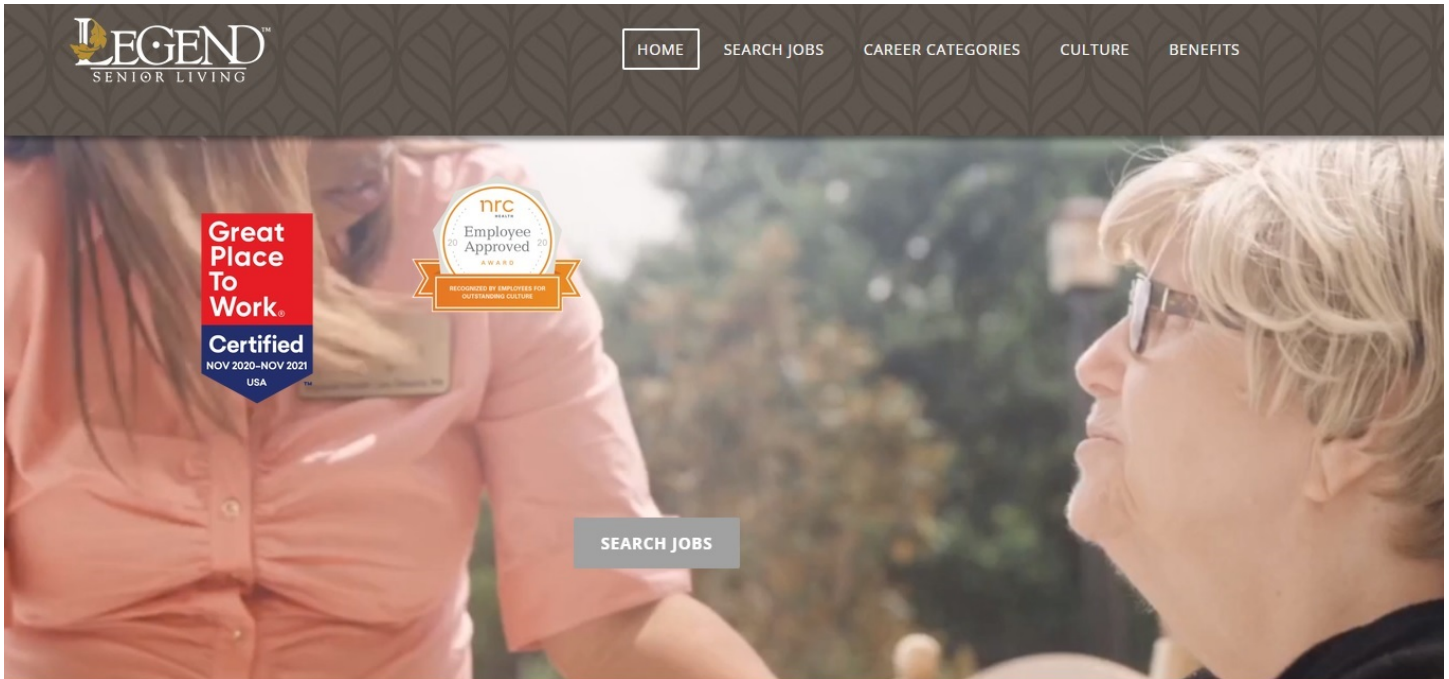
Social Media Options - latest and greatest tools for hiring staff

 Facebook Feed Add Facebook/Instagram Feed ads - \$150 - the advertisement appears within the feeds of the campaign target audience. Area, interest and job titles are targeted. SELECT	 twitter sponsored tweet Sponsored Tweet through Twitter - \$250 - social distribution of your job opportunity through twitter by the use of keywords and hashtags. Cost per click campaign is set up by position. SELECT	Google Ad Words Google Ad Word Campaigns - Promo ads that appear based on employment search terms. Cost per click \$250 campaign gives approx 20 days of coverage SELECT
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Once submitted, the requester will receive an email confirmation of the job posting.

For questions about posting a job, please contact the Home Office recruitment team at 316-616-6288. The recruitment team can pull information from ATS that helps determine the best posting strategies.

The steps above will post the job to the Legend Senior Living career website, www.lslcareers.com (shown below). The website attracts job seekers to Legend, showcases company core values and provides candidates a view of a day in the life of associates at work.



WHEN SHOULD I TAKE THESE ACTIONS?

- **When to post a position:** As soon as someone has given notice, or there is a continual need (for example: Resident Assistant openings)
- **How often to review posted positions:** Weekly
 - Determine if any positions should be added or removed.
 - Evaluate candidate flow to determine if there are enough candidates to meet hiring needs, or if additional paid ads should be requested. On average, one associate is hired for every 12-15 applications.
 - Selecting the right media and/or paid ads depends on the position, location, schedule and a variety of other factors. To evaluate candidate flow, note how many applications are coming in from the different sources. Are there a lot from Craigslist for a particular position, but not for others? Is Facebook really popular for nursing, but not as much for dining? Has Indeed Easy Apply resulted in a high percentage of hires overall? For more support, the Home Office recruitment team is available to help evaluate advertising strategies.

CAREER CARDS

Have you ever received extraordinary service by someone at a restaurant, hotel, bank or retailer? Afterward, did you think, "I wish they could work for Legend Senior Living. They'd be awesome!" When you experience great customer service or believe someone may be a good fit for senior living, you can use that opportunity to introduce the individual to Legend Senior Living and the idea of working in senior care. Plus, they get a compliment from you!

WHAT ARE THE FACTS?

- Recruiting is selling. People who know nothing about working with seniors may come to love the profession if they only knew about it.
- You and your team could have a tremendous impact by making one introduction a day. Let's do the math:

$$\begin{array}{r} 41 \text{ communities x} \\ 5 \text{ department heads or managers x} \\ 365 \text{ days annually =} \\ \hline 74,825 \\ \text{Opportunities for introduction} \end{array}$$

WHAT ARE THE RESOURCES?

- Career cards (wallet size, shown below) are available on the LNET Sharpe Portal



WHAT ACTION STEPS SHOULD I TAKE?

- Consider how you were introduced to the senior living profession and specifically Legend Senior Living. How can you do that for others? Have a simple "why" explanation prepared.

"My mother had dementia and had a wonderful caregiver. I watched her and wanted to provide that same love to other mothers and grandmothers."

- Have the career cards available at all times. If you see someone demonstrating a core value or going above and beyond, hand them a card and explain how their attitude, value or service stood out to you. Share that their caring, servant attitude would be ideal in senior living. Think broadly about people's experiences and skillset and how that could translate to your community.

"You seem to really enjoy engaging with customers. That is one of the characteristics that is valuable when working with seniors. That's what I do for a living. This card will tell you where you can learn more about working with seniors. This is my phone number, I am looking forward to talking to you more about working with seniors."

- Practice your 30-second commercial.

"My name is John and I'm glad to meet you. I am responsible for Sales and Marketing at Legend Senior Living. I have been there for almost 3 years. I love what I do because I get to help families make good decisions for their loved ones. I really care about residents and their families and I make a positive difference in their lives every day. I look forward to helping you."

NETWORKING

Networking with local groups, organizations and businesses connects individuals and benefits everyone involved. Networking requires some work and forethought on the front end, but the efforts will be well worth the investment.

WHAT ARE THE FACTS?

Networking locally can create a future pipeline of applicants that makes recruiting easier in the long-term. The next time candidates are looking for a job, they will remember the positive interactions they had with Legend hiring managers. Creating this type of applicant flow will increase the number of qualified candidates available to hire when there are open positions.

The following institutions are great candidate sources:

- Universities
- Community Colleges
- Technical & Vocational Schools
- Workforce Centers
- Churches
- Employment Offices
- Chamber of Commerce

WHAT ARE THE RESOURCES?

Recruitment "Start Your Journey" Brochures (shown below) highlight the benefits of working in the senior living profession and provide information about Legend Senior Living. Always have brochures ready when visiting these institutions. The brochures are available on the LNET Sharp Portal.

Additional resources are available and listed in the following "hiring fair" section (starting on page 15).

WHAT ACTION STEPS SHOULD I TAKE?

1. Make a list of networks in the area. A Google search of the institutions listed above is a great start. Create a list including the name, address, phone number and contact name.
2. Call the institution's main number and ask to speak with the career office, employment office, or a guidance counselor:

"Hello, I'm ___ with (residence name). Can you direct me to the person I can speak to regarding employment opportunities we have in our residence?"

"Hello, I'm ___ with (residence name). I would like to be a resource for students or job seekers by giving presentations or practicing interviewing. Who can I speak to about this?"

3. Once a quarter, offer to:
 - Serve pizza and have an informational session on careers in senior living.
 - Speak in a class about the senior living profession.
 - Perform mock interviews.
 - Invite groups to tour the residence and to get a snapshot of a day in the life.
 - Be a vendor during a networking event.
 - Reach college/university students about open positions.

WHEN SHOULD I TAKE THESE ACTIONS?

- **How frequently to contact local groups for networking:**
 - Schools: At least once per semester
 - Workforce centers, churches, social groups, etc: Quarterly

RECRUITMENT TIP: Ask local institutions to be notified of upcoming career fairs and events

HIRING FAIRS & RESOURCES

There are two types of career fairs – internal and external. External career fairs are usually sponsored by local universities, newspapers/media sources or vocational schools. Internal career fairs are held within the residence and provide opportunities for candidates to see senior living firsthand. Both external and internal fairs should showcase what positions are currently available and how senior living can be a fulfilling career path.

INTERNAL CAREER FAIRS

BENEFITS

- **Controlled environment:** The applicant's entire experience -- from the time the applicant walks in to the time they walk out -- should be planned. It is the perfect opportunity to make a great first impression and showcase a place they want to come back to.

"Hello Sarah, nice to meet you! I'm so glad to meet you today. Did you find us OK? Would you like a water before we start? Let's step into the office so we can discuss how you'd fit with the team."

- **Captive audience:** Applicants who attend internal career fairs have already conveyed an interest in the position or community by attending the internal career fair.
- **Applicants evaluate the company:** Applicants want to know what it will be like to work for a potential employer. Give candidates a tour of the beautiful building and let them talk with the outstanding management team. This will help potential applicants picture themselves working there.

"I'm excited to introduce you to Chef, John. He and his team do a great job of getting the meals out on time, and they always look so mouth-watering! He makes the best meatloaf, and the residents ask for it every month!"

- **Gauge the right fit:** Determine how the applicant will fit with the existing team and the Legend Senior Living culture. It is the perfect time to evaluate the applicant's attitude, communication style and social skills.
- **Rapid interviewing:** Internal career fairs offer the opportunity to do many interviews in the same day and narrow the candidate pool quickly. Applicants don't have to return for second interviews and offers can be made on the spot.

TIPS & BEST PRACTICES

- Promoting the internal career fair is critical to the success of the event. Unlike external marketing events where the host handles the advertising, it's important to do additional marketing for internal career fairs. Here are some suggestions:
 - Post flyers in college and university student employment offices, vocational schools, state employment offices, churches, etc. (see the resources listed in this section, starting on page 18)
 - Add your event to local community calendars (contact newspaper and TV stations)

- Pay for local newspaper advertising (visit www.lslcareers.com/request for a local list)
- Post on social media – Residence Facebook pages, LinkedIn or Twitter (contact the Home Office marketing department at 316-616-6288)
- Use your associates – Ask current associates to invite the individuals they want to work with
- Offer applicants a nominal gift or have giveaway drawings for attendees (Order from the "Promotional products request" link on LNET's operations page)
- Ask a few star associates to lead tours and talk with candidates. Getting associates involved will help create positive connections with candidates.
- Offer snacks and beverages
- Have appropriate literature about Legend Senior Living readily available
- Make a plan for after the event, such as who is making follow-up calls and/or offers of employment

EXTERNAL CAREER FAIRS

BENEFITS

- **Gain access to a large number of candidates in a one-stop environment.** More individuals attend these events than internal events. The goal of these events is to engage with a high number of job seekers to increase the candidate pool.
- **An introduction to the senior living profession:** Be prepared to speak to many individuals who have never considered working in the senior living profession. This provides an amazing opportunity to explain how it can become a passionate profession.

"I have developed such meaningful relationships with the seniors I serve. I don't see it as a job. I see it as a way to care for my friends, enrich their lives and make a difference every day."

- **Serve as an initial screen of talent:** External career fairs are usually more of a meet-and-greet environment. It can be an opportunity to identify stronger candidates and schedule a formal interview later.
- **Increases brand awareness:** External career fairs are a form of public relations for the residence and the company. Hundreds of eyes will see the company logo, visual displays and collateral.
- **Opportunities to meet non-traditional candidates:** Be open to a non-traditional candidate who has built up a rich and diverse skill set.

TIPS & BEST PRACTICES

- Create an attention-grabbing display that will make people stop and visit. The more job seekers that are attracted to the booth, the greater the talent pool to choose from at the end of the day. (Refer to the Career Fair Display Kit listed on page 21.)
- Move from behind the table and be engaging. Show enthusiasm for the Senior Living profession and for Legend Senior Living specifically.
- Help job seekers translate their current skillset into a senior living setting.

"You're a server at a restaurant currently? We have servers too. You will get to serve the same people every day and provide their favorite meals. How does that sound? You can visit us tomorrow at 1 p.m. to see what that could look like for you."

- Explain the career opportunities beyond nursing (administration, life enrichment, culinary, maintenance) and the opportunity for growth and advancement.
- Clearly identify the job openings within the residence. Display a board that reads, "Now Hiring for...." and list the available opportunities. It can go a long way to ensure the right candidates stop instead of walking by. (Request this from the Home Office marketing team at 316-616-6288.)
- Don't just refer individuals to the website. The top complaint from career fair participants is that, after a conversation, job seekers are told to "go online and apply." Candidates want an "in" or a special relationship because they came to a career fair. Otherwise the job seekers could have stayed at home and applied online.

TESTIMONIAL

"I first met Matt during an external career fair. Matt knew we would have a booth and was interested in finding out more about The Windsor. My first impression of Matt was very positive. He asserted himself in a professional manner and was honest and candid. He came from a retail background, but had been thinking about making a change and had a passion for taking care of the elderly.

Shortly after the job fair I offered him a Resident Assistant. Since Matt has joined The Windsor, he has completed his C.N.A. certification, and is currently enrolled in Florida State College, pursuing a Bachelor's Degree in Human Services. He also plans to take a Certified Dementia Practitioner course offered through Legend.

Matt loves the residents and this is demonstrated through his sincere passion and commitment to the memory care residents he serves. Hiring Matt has proven that participating in the external career fair is certainly worthwhile."

-- Residence Director, Florida

WHAT ARE THE FACTS?

Career fairs are both a short-term and long-term investment. The short-term benefits come when a job seeker is hired immediately after an event. The long-term benefits come when the star candidates remember and seek out Legend Senior Living for a job later on. Both are beneficial to the recruiting effort and worth the investment.

WHAT ACTION STEPS SHOULD I TAKE?

- Search "Career Fairs (city)" or "Job Fairs (city)" online.
- Inquire about career fairs from local media sources (*newspaper, tv, radio*) as they frequently host events. Ask to be notified about future events.
- Contact the local Chamber of Commerce and workforce centers. Ask to be notified about future career fairs or other events.
- Ask the Home Office Recruiting team to help find other events.
- Promote events by using the flyers and display kit listed on the following pages (page 18-23).

WHEN SHOULD I TAKE THESE ACTIONS?

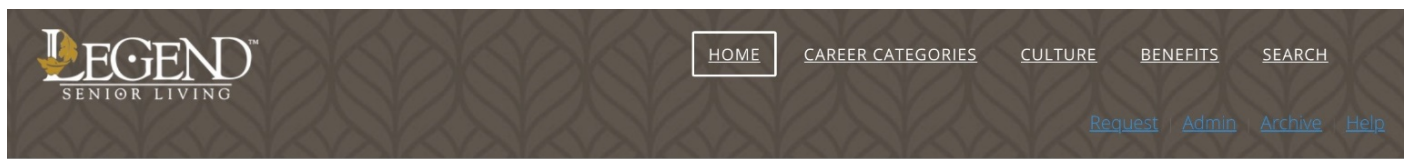
- **How frequently to attend a career fair:**
 - Twice a year. This will keep Legend Senior Living top-of-mind for job seekers.
- **When to use the "now hiring" flyers (page 20)**
 - This depends on current hiring needs. If there are multiple care positions open, but there is not an adequate applicant flow, this is a great time to use flyers.

WHAT ARE THE RESOURCES?

There are many resources to help promote open positions at career fairs. Most resources are available at www.lslcareers.com/request.

Once the location and category are selected, the ordering page "Recruitment Sourcing Request" will appear (shown below). Three gray boxes will display the following options, which will allow for orders of promotional material:

- Job fair events (example on page 19)
- Order hiring flyers (example on page 20)
- Hourly referral program (example on page 23)



Recruitment Sourcing Request

Location

Category

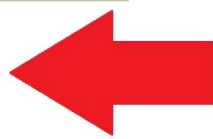
Placed By Name

Placed By Email

HOURLY REFERRAL PROGRAM

JOB FAIR EVENTS

ORDER HIRING FLYERS



Email brfd-hr@legendseniorliving.com

Address 12600 Lowell Blvd
Broomfield, CO 80020

Phone Primary: 303-466-3500

Job Search [Search jobs at this Location](#)

Last Request 6/24/2020

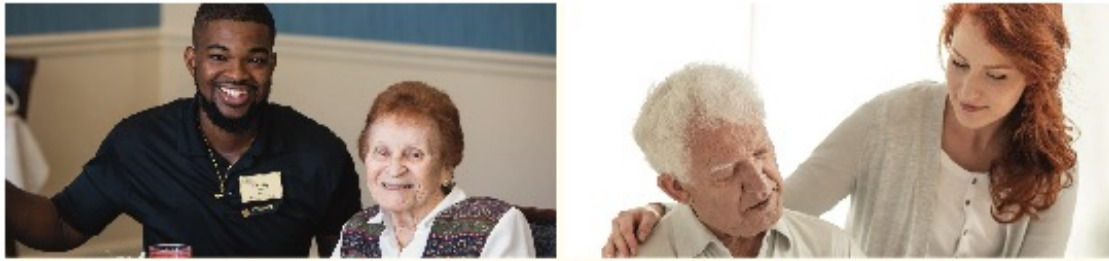
Previous Requests

[View Previous Requests](#)

There is also one Career Fair Display Kit available per region (see page 21).

CAREER FAIR FLYERS

Career Fair flyers are customizable and can be ordered at www.lslcareers.com/request by selecting "job fair events."



2-DAY JOB FAIR

Thursday, September 24 • 3:00-7:00PM Lancaster

Friday, September 25 • 8:00AM-12:00PM Lititz

Seeking compassionate, enthusiastic people with a desire to serve the senior community.

We are currently hiring the following:
Caregivers, Servers, Cooks

TO APPLY

Attend our Job Fair
or Text CareJobs to 77948
to get a link to our job



31 Millersville Rd
Lancaster, PA 17603



80 W Millport Rd
Lititz, PA 17543

www.lslcareers.com

NOW HIRING FLYERS

Now hiring flyers are customizable and can be ordered at www.lslcareers.com/request by selecting "order hiring flyers."

NOW HIRING



This is your opportunity to make a profound difference by offering simple, daily living assistance. If you are a person who has a deep compassion for and a desire to serve seniors and who thrives in a senior living environment, then we would like to hear from you.

We are looking for committed individuals with previous experience in a senior living setting.

Caregivers, Servers, Cooks

To learn more about this opportunity and to apply, visit:
www.lslcareers.com

We offer competitive pay and benefits, including health insurance, dental coverage, life insurance, 401(k) program, voluntary insurance, paid time off, family scholarships, and associate care program.



4402 S 129th W Ave
Sand Springs, OK 74063

A Residence of Legend Senior Living®
LegendSeniorLiving.com

CAREER FAIR DISPLAY KIT

The Career Fair Display Kit provides everything needed to set up an eye-catching display that showcases Legend and its exciting opportunities. Brightly colored banners, brochures, career cards and additional supplies are all included in the lightweight display that is easy to set up and tear down. One kit is available per region. Contact the Home Office Recruitment Team or the Regional Director of Operations to request the kit for events.

Included:

- **Tablecloth (1)**
- **Floor Retractable Banner (1)**
- **Tabletop Retractable Banners (2)**
- **“Now Hiring” Sign in Acrylic Holder (1)**
 - Career Cards for holders attached to this sign (*order additional from Sharpe*)
- **Giveaway Box (1)**
 - Drawing Slips (*see Marketing for PDF*) If not using Air Pods as a giveaway, see Marketing for new sign design.
- **Great Place to Work Rectangle Sign (1)**
 - Sign Stand included (1)

Not Included:

- **Giveaways**
 - Order Promotional Products on LNET>Departments>Operations
 - If attending the event with multiple locations, add a note to split the cost.
- **“Start Your Journey” Brochures**
 - First order of brochures included
 - Order more from Sharpe portal



Please set up according to the layout pictured here.

ASSOCIATE REFERRAL PRORAM

Legend's Associate Referral Program is a recruiting strategy which encourages current associates to refer qualified candidates for open positions through financial incentives. It is a proven effective strategy. Research confirms that employee-referred new hires tend to be better performers and have higher retention rates. The Associate Referral Program can also be more cost-effective than other recruiting strategies and can be the fastest way to find external talent. For Legend Senior Living, roughly 25% of all hires are associate referrals.

To make the most of the referral program:

- Announce the referral program frequently and build excitement. The more it's talked about, the better the results.
 - Message associates on Redeapp monthly to continue program engagement.
- Ask associates to consider speaking with the following people about applying:
 - Individuals they know are looking for jobs
 - The best co-workers they've worked with previously
- Remind associates they can:
 - Receive a \$200* bonus if the applicant writes the associate's name on their application and the applicant is hired. (Please note, if the applicant mentions in the hiring process that they are a referral, add a note to the application in the ATS)
 - Receive an additional \$300* bonus if the new associate stays employed for 90 days
 - Note: Amounts are subject to change and may be community specific
- Show associates how to post job openings on their social media by:
 - Going to www.lslcareers.com
 - Finding the specific job and click on "details"
 - Scrolling to the bottom to find the social media links for sharing (see below)
- Each interval of the bonus should be requested via check request to HR.





Referral & Sign-on Bonuses

Bonus incentives to help attract new associates and use the power of our existing associates to help further the employment brand.

Referral Bonus (any current associate)		Sign-on Bonus (new associates)
The Referral Program is ongoing and does NOT require special approval	What special approval is required?	Sign-on Bonuses are limited use and <u>MUST</u> first be approved by the COO
Applies to all current associates (except managers). A current associate (in any position) can refer anyone (in any position). For example, a current server can refer a new housekeeper, and the server can receive a referral bonus.	Who is eligible?	Applies to full-time new hires only in specified roles as approved by the COO
The new hire must have the current associate's name on their application or in the "notes" section of ATS in order to receive the referral bonus.	What is required at time of hire?	New hire signs the applicable "Sign on bonus agreement" during the onboarding process. This can be obtained from HR.
RD/CSA submits a "Bonus check request" (LNET) to LSL-HRIS@legendseniorliving.com by noon on payroll Monday in order to be processed on the next check <u>Intervals for current associate's bonus:</u> <ul style="list-style-type: none"> • \$200 once the new hire has begun working • \$300 at the new hire's 90-day mark (only if the new hire is still employed) <u>Additional information needed on check request</u> <ul style="list-style-type: none"> • Current associate's name, bonus amount, and date needed • Notate "referral bonus" (no account code required), who they referred, the date the referral was hired 	How should the "Bonus check request" be submitted?	RD/CSA submits a "Bonus check request" (LNET) to LSL-HRIS@legendseniorliving.com by noon on payroll Monday on order to be processed on the next check <u>Intervals for new hire's bonus are determined by the RDO, COO, and Home Office. Please contact HR to ensure the proper bonus amount is being requested.</u> <u>Additional information needed on check request</u> <ul style="list-style-type: none"> • Name, title, amount and date needed <ul style="list-style-type: none"> • Notate "sign on bonus" (no account code required) (note if this is bonus 1, 2, 3, etc.)
Track the bonus for records. Include: <ul style="list-style-type: none"> • Current associate's name • New hire's name and start date • When the next check request should be submitted (only if the new hire is still employed) • Separation date (if applicable) 	What should the RD/CSA be tracking?	Track the bonus for records. Include: <ul style="list-style-type: none"> • Name • Hire date • Timeline of when each check request should be submitted (there is also space on the "sign on bonus agreement" for this information) <ul style="list-style-type: none"> • Separation date (if applicable)
Do not submit a check request for the additional \$300	What happens if the person receiving the bonus doesn't stay for the time agreed upon?	Email LSL-HRIS@legendseniorliving.com to re-coop the bonus from their final paycheck.

Created April 2021

Referral program flyers are customizable and can be ordered by contacting the Home Office recruiting team

WORK WITH FRIENDS Know someone who would make a great addition to your staff?

Refer them today and you could get



\$150

LEGEND SENIOR LIVING

Don't forget to use social media!

Reach out through your social network to find referrals.

www.lslcareers.com

MAKE A DIFFERENCE

(And some extra cash!)

Know someone who would make a great addition to the care staff?

New hire must put current associate's name down on application to be eligible. Eligibility runs from 9/24/2020 to 11/1/2020. Any applications before or after this date are not eligible.

Refer them today and you could get

\$1,000 Total

- \$200 upon hire
- \$300 after 90 days
- \$500 after 6 months

Don't forget to use social media!

Reach out through your social network to find referrals.

LEGEND ASSISTED LIVING & MEMORY CARE

www.legendseinioliving.com
www.lslcareers.com



LEGEND SENIOR LIVING

New Company Wide Referral Program and Sign On Bonus Options

Bonus incentives to help attract new associates and use the power of our existing associates to further the employment brand.

Instructions for Sign on and referral bonus

Universal Referral bonus
\$200 at hire
\$300 at 90 days
(current associate receives bonus)

Sign On Bonus*

*Limited use as approved by COO

- 1 Complete the Sign on bonus agreement form during the onboarding paperwork.
 - Mark which role they are hiring for (LPN/RN OR Care giver/CMA/C.N.A.) on the form and have them sign.
- 2 Submit a separate check request for each bonus to be paid out at the appropriate interval.
- 3 Track bonus on the spreadsheet.
 - Be sure to include when they were hired, if they are still active, when the next check request form should be sent up and if they have separated prior to the timeframe listed we address re-employment.
 - There is also a place on the bottom of the sign on bonus agreement form to track when you sent in the bonus requests. Simply fill in the date you sent in the request beside the bonus you are submitting.
- 4 Send up check requests by noon on payroll Monday in order to be processed on their next check.
 - Fill in recipient's name, amount and date needed
 - Explanation - notate sign on bonus.
 - (If LPN/RN - note if it is month 2/3/4/5/6)
 - OR referral bonus and who they referred with date of hire and if this is the first or second payment.
- 5 If the associate does not stay the necessary timeframe as indicated below then you need to email LSL-VRB immediately so that we may re-void the bonus from their final paycheck.
 - Keep track of these on your spreadsheet.
 - LPN/RN - If they separate prior to 6 months after hire date
 - Caregivers/CMA/C.N.A. - If they separate prior to 3 months from my hire date

RECRUITMENT TIP:

Employee Referral Programs are among the most successful recruiting practices: Referred new hires are often a better culture fit, less likely to leave and more engaged. Publicly recognize associates who earn referral bonuses to help promote the program to other associates.

Application Review

THE APPLICANT TRACKING SYSTEM (ATS)

Legend's Applicant Tracking System (shown below) provides a streamlined approach to the application review process because all applications are in one place, regardless of the source. Filters and visual aids help identify an applicant's information quickly and determine if they're qualified for an interview.

WHAT ARE THE FACTS?

- ATS provides filters such as name, application date, job and status (contacted applicant, phone interview, hired, etc) at the top of the screen. These filters help sort applications and keep all notes in the same place.
- ATS has the capability to email (yellow envelope icon) and text (black phone icon) the applicants, and keeps a record of these interactions in the activity log (red bubble icon).
- ATS brings in applications from websites like Indeed. These applications will come in as "easy apply" in the "status" column. This integration makes it easier for candidates to apply, resulting in more applications.
- ATS also integrates with a pre-employment assessment called Arena, which assesses the applicant's likelihood for retention. The results are listed in the "Arena retention" column.
 - Green = Best fit (Likely to stay)
 - Yellow = Neutral
 - Red = Not a best fit (Unlikely to stay)
- The "dashboard" tab will display tasks needing attention, such as applications or texts needing attention.

The screenshot shows the ATS search interface. At the top, there are several filter sections: 'APPLIED' with date pickers, 'APPLICATION STATE', 'PREV EMPLOYMENT', 'ARENA', 'FIRST NAME' (text input), 'LAST NAME' (text input), 'PHONE' (text input), 'AGE' (dropdown), 'CATEGORY' (dropdown), 'LOCATIONS' (dropdown), 'POSITIONS' (dropdown), and 'STATUSES' (dropdown). A 'SEARCH' button is located below the filters. A note states: "Note: Applications older than 90 days are filtered out by default. To view older applications use the date filter above." Below the filters is a table with the following columns: JOB TITLE, LOCATION, CANDIDATE NAME, APPLIED, PASS / FAIL, STATUS, and ARENA RETENTION. The table contains two rows of data.

JOB TITLE	LOCATION	CANDIDATE NAME	APPLIED	PASS / FAIL	STATUS	ARENA RETENTION	Icons
Certified Nursing Assistant (CNA)	OK, Edmond - Legend at Jefferson's Garden	@test t test	12/02/2020	●	Resume Received	Neutral	🚩 📞 ✉️ 📱 📄 🗨️
Caregiver/Resident Assistant	TX, Rockwall - Rock Ridge	@test apply	5/27/2020	●	Misrepresentation	Not Complete	🚩 📞 ✉️ 📱 📄 🗨️

WHAT ARE THE RESOURCES?

- Many Residence Directors request their department heads be given access to ATS. This helps the department heads manage the recruiting of their team members more directly. Request this access from the Home Office Recruiting team.
- ATS User Guide (shown below) is emailed to new users upon hire
- ATS Flow Chart (page 5, also available on LNET)

ATS User Guide



Select the binoculars icon to view an applicant's information.



Use the yellow envelope icon to email the candidate directly (select from pre-defined responses, or compose your own)—Remember, these become permanent records.



If a phone icon is available for an applicant, you can text them. The text log can be found by selecting the red bubble icon. Remember to mark the message as "read" when applicable.



The page must be refreshed to view new text responses. But do call them first prior to attempting texting.



Use the green arrow icon to forward applications.



Use the red speech icon to add notes—Write only facts, no opinions.



The target icon means the person has applied to Legend previously. View their application for a list of where they've applied and the status of that application.



Those with a green "E" are employee referrals. Pay special attention to those, as they typically have a better chance of being a good hire.

Other tips and best practices:

- **The "dashboard" tab** will show you tasks: new applications, new texts, and applications that have been in a "non final" status for too long (highlighted in red).
- **In the "applications tab,"** use the bars at the top to narrow your search. ATS automatically filters out applications older than 90 days, and those with a "hired" or "declined" status, but you may edit these filters.
- **Check ATS daily**
 - Change the "status" drop down as the candidate moves through the process.
 - **Interact with candidates within 24 hours per page 3 below.** This will get you the best candidates.
- **New/untouched applications** will come in the status as (1) Resume received, (2) Indeed easy apply or (3) Facebook easy apply. "Resume received" means they went to our website and applied directly.
 - **Easy Apply:** Applicants who have an Indeed, Facebook or similar account, however, can submit their resume directly to us without having to fill out an entire application. Their application may look incomplete (see page 2 for an example), but do **NOT** mark their application as incomplete before viewing their attached resume. Evaluate them based on their attached resume, as you would anyone else. They do **NOT** need to ever apply directly through the lslcareers.com website.
- **Don't talk about** anything related to protected information, such as: race, religion, color, sex, age, sexual orientation, genetic information, national origin, pregnancy, disability, military status or any other classification protected by applicable local, state or federal law. This could be seen as discrimination.
- **Do not give pay information.** Rather, if they ask about pay, tell them it depends on the person's experience and qualifications, and that can be discussed during their interview.
- **If you need more training, search** for "ATS" in your Relias elective courses. You can also use the "ATS Process Flow Chart" on Lnet to review the overall recruiting process.
- **For questions,** contact LSL-HRIS@legendseniorliving.com or call 316-616-6288.

WHAT ACTION STEPS SHOULD I TAKE?

- Review applications daily, and change the status in ATS with each step with each application. Examples include:
 - Called/left message
 - In-person interview
 - Not qualified
 - Background/drug screen in process
 - Hired
- Ensure department heads are the only ones making judgment calls about applications.
- Look for red flags on applications or resumes:
 - Gaps in employment or conflicting dates
 - Job hopping
 - Hiring relatives
 - Poor reasons for leaving

WHEN SHOULD I TAKE THESE ACTIONS?

- **Reviewing ATS and contacting candidates:**
 - Contact candidates that you're interested in as soon as possible, no greater than 24 hours. The sooner the better.

RECRUITMENT TIP:

Senior living experience isn't required for most positions. Be willing to teach candidates about the great opportunities that await them in senior living. Hire for great attitude and train the skills.

ENGAGING CANDIDATES

One of the most important things in hiring the best talent is to engage candidates quickly and enthusiastically. Applicants will be excited to work for an employer if the employer is excited about the applicant. It's important to engage candidates before another employer does. Improving these interactions will result in greater success with filling open positions.

WHAT ARE THE FACTS?

- Applicants have a greater response rate if they are contacted within 24 hours. After this time, job seekers are more likely to get offers from other employers.
- While the unemployment rate may change, the need for quality staff in the senior living profession will remain constant. In fact, statistics show that finding quality staff will become increasingly difficult in the coming years due to increased competition and need for senior living communities.

SENIOR LIVING GROWTH PROJECTIONS

The U.S. assisted living residence market size is expected to register an annual growth of 6-7% per year through the end of the decade. Individuals residing in assisted living facilities (ALFs), largely senior citizens, seek companionship, security, and assistance with daily activities. According to the U.S. Census Bureau, the percentage of senior population above the age of 65 stood at 13.0% in 2010, which is expected to reach more than 20.0% by 2030.

WHAT ARE THE RESOURCES?

- ATS Flow Chart (page 5, also on Lnet)
- ATS User Guide (page 26)

WHAT ACTION STEPS SHOULD I TAKE?

- Call qualified candidates within 24 hours of application (or sooner if possible).
- Use a candidate-focused approach: Think "we would be lucky if they chose to work here." Show enthusiasm for the individual's potential contributions. Allow applicants the flexibility to schedule the interview when it's convenient for them.

"Hello ____, How are you today? I'm calling about your application for the ____ position at Legend Senior Living. I was looking over your application and I'm very excited to have you consider us. We think you could be a great asset to our team, and I would like to schedule an interview with you! When are you available discuss coming to work with us?"

- Give candidates a recruiting timeline so they know how long the process will take. Once an interview is confirmed, send a confirmation email or text (within ATS) with the time, date, location and interviewer.

"This email is to confirm your (position) interview with (residence). We will call you at (time) on (date). We look forward to speaking with you!

-- (Location), (address), (phone)

- Many candidates do not answer calls they do not recognize. If this happens, follow up with a text and email (within ATS) immediately after.

VOICEMAIL:

"Hello, (name). You recently applied to be a (position) at (location). We are interested in your application, and would like to schedule a phone interview. Please let me know when you're free by calling (phone). Look forward to hearing from you!"

EMAIL:

"(Name), You recently applied to be a (position) at (location). We are interested in your application, and would like to schedule a phone interview. Please let me know when you're free by calling (phone). Look forward to hearing from you!"

-- (Location), (address), (phone)

TEXT:

"(Name), Please call (phone) to schedule a (position) interview with (location). Thank you!"

RECRUITMENT TIP:

Schedule the interview as soon as possible. If applicant answers the phone upon first contact, conduct the interview immediately. This will help get the candidate in the door before they receive another company's offer of employment.

The Interview

FIRST IMPRESSIONS

First impressions happen instantly, both for the interviewer and the candidate.

Be aware of any first impressions of the candidate. Keep an open mind and ask the same questions of every individual to keep evaluations fair.

To give the candidate the best possible impression of their potential workplace, plan the entire visit from start to finish. Think about the greeting, meeting location, team introductions, tours and questions. Refer to the "internal career fair" section on page 15-16 for a more detailed list of tips.

Showcase what Legend offers, such as:

- Quality of product and care for residents
- Growing profession and company
- Benefits, such as the Associate Care Program
- Commitment to Associates (Care, Communicate, Inspire, Invest, Appreciate)

"Legend is committed to providing the highest possible quality of care to residents, which means you get to make a difference in their lives every day. We will invest in you by providing quality training, development opportunities and financial resources when you're in need. A career with us means shelter against economic uncertainty, as the senior living profession is growing rapidly. Legend values a positive and safe work environment that appreciates the individual contributions of each team member."

THE S.T.A.R. APPROACH

Interviewing candidates goes beyond discussing experience and abilities. Asking the right questions in the right way is essential to finding the best candidate. Using the S.T.A.R. approach when asking questions:

- Encourages open-ended questions that require a "beginning, middle and end" story rather than just "yes" or "no."
- Draws on past behavior to predict future behavior. If the candidate can explain a specific accomplishment or skill from their previous employer, they are more likely to demonstrate that behavior at Legend.
- Identifies candidates that exemplify Legend's Core Values (see the list on page 32)

SITUATION

- Ask candidates to describe a recent situation applicable to the job. Be sure the candidate responds with a specific situation and not generic answer.

YOU ASK: "Tell me about a recent time when you had to be productive."

GOOD "S" RESPONSE EXAMPLE: Last week we had a lot of residents become ill.

BAD "S" RESPONSE EXAMPLE: Every day is a busy day.

TASK

- Ask candidates to define a goal or task (pay attention to how they define it).
- Are candidates dismissive of the task or assignment?
- Do candidates appreciate structure and defined goals?

YOU ASK: *"What were you asked to do?"*

GOOD "T" RESPONSE EXAMPLE: *The nurse said we had to make two rounds instead of one.*

BAD "T" RESPONSE EXAMPLE: *I just do the best I can.*

ACTION

- Make sure candidates explain specifically what they did, not just what was done as a whole. If they use the term "we" frequently, drill down to their specific role and actions.
- Ask candidates to walk through why they took this action. What alternatives could have been used? What critical thinking was done on their part?

YOU ASK: *"What did you do to complete the task?"*

GOOD "A" RESPONSE EXAMPLE: *I made a list of who I had visited, so I knew how many times I visited my rooms.*

BAD "A" RESPONSE EXAMPLE: *We all pitched in to help each other.*

RESULTS

- See if candidates can connect their actions to the end result.
- Are candidates complimentary to others who may have helped in the process/project?

YOU ASK: *"What happened in the end?"*

GOOD "R" RESPONSE EXAMPLE: *I had to stay a little late that day, but the overnight staff came in and didn't have to play catch up.*

BAD "R" RESPONSE EXAMPLE: *Everything got done the way it was supposed to.*

CORE VALUE QUESTIONS

The interview process should also include specific questions about the candidate's attitude toward Legend's Core Values. These questions help determine if the candidate is good fit for the company.

CARING

- *"Why do you like being a (job/position)?"*
- *"Describe a situation where you went above and beyond to satisfy a resident."*

RESPONSIBILITY

- *"Tell me about a past job that you enjoyed. What do you miss about that job?"*
- *"Tell me about a work situation that included responsibilities you really liked or disliked. Why?"*

TEAMWORK

- *"Describe a time when you had to work with a team to accomplish a task. What was your part in accomplishing the task?"*
- *"Describe a time when your boss instituted a change you didn't agree with. What did you do?"*

INTEGRITY

- *"Tell me about a situation in which the pressure to compromise your integrity was very strong. What did you do?"*
- *"You observe a co-worker pocketing some medications. How do you react?"*

SERVANTHOOD





- *"Describe a time when you effectively handled an internal/external customer complaint."*
- *"Describe a time when you didn't handle an internal/external complaint as well as you would have liked."*

PRODUCTIVITY

- *"Describe a recent stressful or high-pressure work situation. How did you react?"*
- *"What tricks do you use to make sure everything is done correctly and on time?"*

THE GENERATIONAL APPROACH

Individuals tend to be motivated by the value system of their generation. Keep these value systems in mind during candidate interactions.


 <p>Traditionalists <i>(Born before 1945)</i></p>	 <p>Baby Boomers <i>(1946-1964)</i></p>	 <p>Generation X <i>(1965-1980)</i></p>	 <p>Millennials <i>(1981-1995)</i></p>
<ul style="list-style-type: none"> - 12% of the workforce - Value hard work - Expect work to be done in the office and measured in hours - Comfortable with traditional workplace hierarchy - Value respect for authority 	<ul style="list-style-type: none"> - Peaked at 79 million in 1999 - Individualistic and optimistic - Value engagement - Expect advancement and positive interaction - Want to be respected and appreciated 	<ul style="list-style-type: none"> - Smaller than Baby Boomer and Millennial generations - Pragmatic and skeptical - Tend to be disengaged - Want work-life balance - Chafe under the rules 	<ul style="list-style-type: none"> - 75% of workforce by 2025 - Enthusiastic and self-confident - Want to be recognized for achievements - Value innovation - First tech natives - Struggle to work with people who don't seem as smart or socially conscious as they are

WHAT ARE THE RESOURCES?

- Interview guide (shown below, also on LNET): Parts of the guide are listed in the "STAR approach" (page 31) and "Core Value questions" (page 32) sections above.

SELLING LEGEND

- National Visibility, started by Tim Buchanan in 2001
 - Mr. Buchanan co-founded Sterling House Corp. in 1991 and served as Chairman and CEO until 1998
 - Legend Senior Living was founded on values of compassion, character, and integrity
- Privately held company, Kansas, Oklahoma, Florida, Pennsylvania, Colorado and Texas
- Main focus on AL, MC, IL, state of the art facilities
- Career Stability
- Opportunities for Advancement/ Leadership Training
- Legend is constantly growing



LEGEND™ General Interview Guide
SENIOR LIVING

PERSONAL DATA

Candidate Name: _____ Current Wage (shift diffs, etc.): _____
 Location Preference: _____ Desired Wage: _____
 Position Applying For: _____ Date Available: _____
 Full Time Part Time PRN

REFERENCES

Reference: _____ Title: _____
 Company: _____ Phone: _____
 Position Title: _____
 Dates: From _____ To _____ Salary: _____
 Reason for Leaving: _____
 Proper Notice Given? _____ Rehire? _____

1. How does the candidate compare to the person who's doing the job now? Or, what characteristics will you look for in the candidate's replacement?

2. When there was a particularly urgent assignment, what steps did the candidate take to get it done on time?

3. Let me read the section from the candidate's resume that describes his/her job with your organization. (Ask if the duties described are accurate. Do they have anything to add?)

4. How often did the candidate miss a shift?

5. Strengths? Weaknesses/Struggles?

Reference: _____ Title: _____
 Company: _____ Phone: _____
 Position Title: _____
 Dates: From _____ To _____ Salary: _____
 Reason for Leaving: _____
 Proper Notice Given? _____ Rehire? _____

1. How does the candidate compare to the person who's doing the job now? Or, what characteristics will you look for in the candidate's replacement?

2. When there was a particularly urgent assignment, what steps did the candidate take to get it done on time?

3. Let me read the section from the candidate's resume that describes his/her job with your organization. (Ask if the duties described are accurate. Do they have anything to add?)

4. How often did the candidate miss a shift?

5. Strengths? Weaknesses/Struggles?

INTERVIEW SCHEDULE

Interviewer	Date	Time	Location
1.			
2.			
3.			

BASIC INFORMATION REQUIRED FOR POSITION

1-2 years of experience in AL, IL or SNF YES NO NA
 State License or Certification YES NO NA
 1-3 years computer experience YES NO NA
 Strong verbal and written skills YES NO NA
 Can perform essential functions of position YES NO NA
 High School Diploma / G.E.D YES NO NA

Cook Positions:

1 year of commercial restaurant experience YES NO NA
 3 years supervisory in culinary setting (Chef) YES NO NA
 Culinary Degree YES NO NA

SOURCE OF HIRE

Agency: _____
 Job Board: _____
 Career Fair: _____ Rehire: _____
 College Campus: _____
 Referral: _____ Walk-in: _____

ACTIONS

No Position Letter (to be sent via ATS) Offer Letter (contingent upon background check/drug screen)

Position: _____ Reporting to: _____
 Start Date: _____ Wage: _____

NOTES

KNOCKOUT QUESTIONS

What are your wage expectations? (Verify—what they say they want is not necessarily what they earned in the past.)
 Please explain your availability.
 We have very strict standards for attendance and punctuality.
 How many days a year is it okay to miss? How often did you call in on your last job?
 If you joined Legend, how long would you intend to stay?
 If you could write your own schedule, what would it be?
 Have you read the job description for this position? Are you able and willing to perform the essential functions with or without reasonable accommodation?
 Is your license/certification current? What other education or training have you had? How did your education/training prepare you for a job such as this?

JOB HISTORY & TECHNICAL PROFICIENCY

What was your very first job in life? (Walk through resume)
 Explain why you chose this field. What did you want to be when you entered college?
 Review minimum of 3 previous positions each position—reasons for leaving/gaps in employment, etc.
 Position: _____ Dates of Employment: _____ to _____
 Why did/did you want to leave your job? Under what circumstances would you stay?
 Describe your duties and responsibilities in your job.
 What did/did you like most/least about your job?
 (If applicable) Why did you take a break from the workforce?
 Position: _____ Dates of Employment: _____ to _____
 Why did/did you want to leave your job? Under what circumstances would you stay?
 Describe your duties and responsibilities in your job.
 What did/did you like most/least about your job?
 (If applicable) Why did you take a break from the workforce?
 Position: _____ Dates of Employment: _____ to _____
 Why did/did you want to leave your job? Under what circumstances would you stay?
 Describe your duties and responsibilities in your job.
 What did/did you like most/least about your job?
 (If applicable) Why did you take a break from the workforce?

CARING

Why do you like being an [job position]? What are your "pet peeves"?
 If you were in Legend's shoes, what would you look for in a [job position] you hired?
 When have you felt particularly successful in your career? Unsuccessful?
 Describe a situation where you went above and beyond to satisfy a resident or resident family member.

ACCOUNTABILITY

Tell me about a work situation that included responsibilities that you really disliked. Why did you dislike this aspect (s) of the job?
 Tell me about a past job that you enjoyed. What do you miss about that job?
 Tell me about the criteria for success in your job, and how you worked to meet the criteria.
 Give me an example of a time when you changed an established work procedure to improve it.
 Describe what you've done to show your commitment to your work or organization.

TEAMWORK

Describe the relationships you build with co-workers, residents, family members, etc?
 If you worked here a year from now, and I asked your co-workers to describe you, what would they say?
 What characteristics do you have that people really wish you didn't?
 What type of supervisors/co-workers "tuck you off"?
 What are your short term and long term career goals?
 Do you prefer to work with others or working independently? Why?
 How well do you work under pressure? Give an example.
 What motivates you?
 Describe a time when your boss instituted a change that you didn't agree with, how did you handle it?

Situation/Task	Action	Result

INTEGRITY

Often it is easy to blur the distinction between confidential information and public knowledge. Can you give me an example of when you were faced with this dilemma?
 What is the best evidence you have that other people trust you?
 We don't always work with people who are ethical or honest. Give me an example of a time when you saw another employee do something that you thought was inappropriate. What did you do? What happened?
 Describe a situation in which the pressure to compromise your integrity was very strong. What did you do?

Scenarios:
 1. You observe a co-worker pocketing some meds—how do you react?
 2. A co-worker is running late and meets you in the parking lot. She wants to go get breakfast and asks you to clock in for her.
 What do you do?

Situation/Task	Action	Result

SERVANTHOOD

Tell me about the most you've ever done to try to satisfy a particular customer.
 Describe a time when you effectively handled an internal/external customer complaint.
 Can you describe a time when you didn't handle an internal/external customer complaint as well as you would have liked?

Situation/Task	Action	Result

PRODUCTIVITY

Describe a recent stressful or high pressure work situation. How did you react?
 How do you exemplify professionalism at work?
 When I call your former boss, what would he/she say you need to work on?
 Attention to detail is very important at Legend. What tricks do you use to make sure you do everything correctly?
 What time constraints/ deadlines are you accustomed to at work? If I
 How do you ensure you get all your tasks completed in the allotted time?

CULINARY SERVICE

Tell me about creative menu options you have designed and allergy concerns you have addressed.

Situation/Task	Action	Result

WHAT ACTIONS SHOULD I TAKE?

- Plan the candidate's visit from start to finish.
- Be on time. Show the candidate their schedule is respected.
- Ask the same questions for everyone interviewing for one position. This allows equal comparisons of candidates.
- Use the S.T.A.R. approach to interviewing (page 31).
- Include questions about Legend's Core Values (page 32).
- Ask knockout questions, such as:
 - *"Is your certification current?"*
 - *"Are you at least 18?"*
 - *"Are you able and willing to perform the essential functions with or without reasonable accommodation?"*
- When asking about the candidate's availability, avoid using the word "shift" and be open to working around the hours they wish to work. For help scheduling around associates' desired hours, contact the Regional Director of Operations.

"What hours are you interested in working? Would you be willing to be part-time for these hours to accommodate those wishes?"

- Avoid asking questions protected by the Equal Employment Opportunity Commission, such as: race, religion, color, sex, age, genetic information, national origin, pregnancy, disability, military status or any other classification protected by applicable local, state or federal law. These questions could be discriminatory.
- Avoid offering what Legend pays before asking their desired pay.

"Is there an hourly wage you'd like us to meet in order for you to consider us?"

- Give candidates time to think about their answers. A little silence is OK.
- Take time to showcase what Legend can offer the candidate.
- Thank the candidate for coming and give them a timeline of next steps.

RECRUITING TIP: Follow the ATS Recruiting Process Flow Chart (page 5, on LNET). Throughout the process, continue to update the candidate's status, and add applicable notes regarding what occurred.

The Offer

SEALING THE DEAL

Making a job offer quickly shows that the employer is enthusiastic about the candidate joining the team. It also demonstrates respect for the candidate's time. Not extending an offer fast enough can give the impression that the employer is not interested or can't make up their mind. This can cause the candidate to look elsewhere. Because candidates are usually applying to multiple employers simultaneously, it's important to make an offer as soon as possible.

WHAT ARE THE FACTS?


- Almost half of declined offers are due to candidates accepting other jobs
- Communication will help everyone be on the same page in the recruiting process:
 - Hiring managers
 - Anyone managing ATS
 - Candidates

RECRUITING TIP:

Be transparent with candidates. Don't lead them on if they will not be offered the position. Avoid statements like, "We have a number of other candidates to call and we'll get back to you if we are interested in moving ahead." Be sure to call candidates as promised.

WHAT ARE THE RESOURCES?

- Salary offer letter (request from the Home Office recruiting team)
- Hourly Offer Letter (see below, available on LNET)



Date: _____

Name: _____

Address: _____

City, State Zip: _____

Dear _____

It is our pleasure to offer you the position of _____ with _____, contingent upon a successful background check. The details of your offer are summarized below:

Reporting To (Name, Title): _____

Start Date: _____

Wages: \$_____ per hour

Shift: _____

Legend Senior Living values its employees and looks forward to a mutually satisfactory employment relationship. It is understood, however, that you are an employee-at-will and that neither you nor Legend Senior Living is obligated to continue the employment relationship if either does not wish to do so. Shifts and hours may change depending on business needs.

Please bring your necessary forms of identification, a voided check (if you wish to enroll in direct deposit), and CPR certification (if necessary) with you on your first day. You will be provided with an Associate Handbook during your orientation that outlines such things as attendance, dress code, benefits, etc. You can also find a copy of the handbook at the desk of the Customer Service Associate and on Relias.

Please return a signed copy of this letter to my attention. If you have any questions, please feel free to call me. Welcome to the team!

Sincerely,

Name: _____

Title: _____

Community: _____

Phone: _____

I understand and accept the terms of employment set forth above.

Print Name

Signature

Date

Revised 4.1.2020

WHAT ACTION DO I TAKE?

- Present the offer verbally as soon as possible, and follow up with the printed letter in person or via email.

“(Name), we are pleased to offer you the (position) at (residence). We think you would be a great addition to our team and can't wait to get you started!”

- Once the right candidate is found, don't wait to interview more people--make the offer now.
- Candidates want to know how long the recruiting process will take, so give them a ballpark timeline. Include how long the background check and other pre-employment screens will take. Let candidates know an estimated start date if possible.
- Call references.
- For candidates who are not selected, inform them with a phone call or use the “not interested after interview” pre-defined email in ATS.

“(Name), thank you for your interest in the (position) at (residence). We have found a different candidate who is a better match for our needs at this time. We wish you the best of luck in your future endeavors.”

- For anyone who applied late, mark as “qualified, no position available.” When there is a future need, these applicants can be easily found.
- Ensure staff communicates frequently about when individuals are hired so the job posting can be removed and candidates can be informed.

WHEN SHOULD I TAKE THESE ACTIONS?

- **Making an offer:**
 - If there is just one opening (i.e. one Maintenance Technician) and there are multiple interviews scheduled, complete all interviews and make the offer to the desired candidate as soon as the last interview is complete. If there are multiple openings for one position (i.e. four overnight Resident Assistants), make the offer at the conclusion of the interview. This shows the candidate enthusiasm and reduces time to hire, which increases the chances of their acceptance.
- **Following up post-offer**
 - Follow up with candidates every 2-3 days, especially if something is delaying the process (i.e. background check). Be sure to communicate where they are in the process and the anticipated timeline going forward. Keep them engaged throughout.

The Acceptance

THE ACCEPTANCE

What happens after the offer letter is a precise process that gets the candidate started on the correct path and ensures the legal steps are executed. Each state has specific guidelines regarding what is considered a compliant background check. If an individual has a record on the background check, a specific interactive process must occur to be compliant with the Fair Credit Reporting Act.

WHAT ARE THE FACTS?

- Employers are obligated to make hiring decisions independent from what's on an individual's background check. Therefore, it is VERY IMPORTANT that the candidate sign the job offer BEFORE completing a background check authorization form or running the background check.
- A completed background check authorization/release form must be signed in order to request a background check.
- Each state may require additional or alternative checks. Refer to the Background Check Processing Guide (page 43, also on LNET) for a full list of requirements.

WHAT ARE THE RESOURCES?

- Background Check Processing Guide (see below, page 43-46, also available on LNET)



Background Check Processing Guide

Per company policy, each community will check with all applicable licensing and/or certifying authorities to verify the licenses and certifications of applicants, central to a position for which the applicant is applying. Verification must be kept in the associate's file. Listed below is the process for running a background check and other requirements for each state.

State	Who to use	Contact information	What to keep	Additional registries
Colorado	- Certiphi	Certiphi 800-803-7860	- Completed Certiphi report - CDPHE results - CAPS results	- Colorado Department of Public Health and Environment requirements - Colorado Adult Protective Services report
Florida	- Go directly through the Agency for Health Care Administration (AHCA)	AHCA (850) 412-4503 BGScreen@ahca.myflorida.com	- Completed AHCA report	- No, this is checked through AHCA
Kansas	- Certiphi - KDADS	- Certiphi 800-803-7860 - KDADS DCF.CentralRegistry@ks.gov 785-368-8161	- Completed Certiphi report - Nurse/aid registry results - DCF registry results (if applicable) - KDADS/KBI approval email <i>(will be sent to community's group HR email)</i>	- Registries for CNA, CMA, and Nurses - Department of Children and Families Adult & Child Abuse/Neglect Registries <i>(HCBS communities only)</i> - Kansas Department for Aging and Disability Services
Oklahoma AL	- OK Screen	Susan Daniels, OK Screen 405-271-3598 Susand@health.ok.gov	- Completed OK Screen report	- Communities must hire/terminate in OK Screen
Oklahoma IL	- Certiphi	Certiphi 800-803-7860	- Completed Certiphi report	- No
Pennsylvania	- Certiphi	Certiphi 800-803-7860	- Completed report with PATCH via Certiphi	- If lived outside of PA within past 2 years, must do fingerprints through Identogo
Texas	- Certiphi - TDADS	Certiphi 800-803-7860	- Completed Certiphi report - TDADS report	- Nurse Aide Registry through TDADS - Employee Misconduct Registry through TDADS

The Company Human Resources department is responsible for determining eligibility of applicants who have an offense marked as "Review" in the hiring guide below (also found within the Background Check Policy). If a candidate falls under the "Review" recommendation, associates must contact The Company Human Resources for determination prior to proceeding. Note, a criminal background is not an automatic bar to employment but will be evaluated on a case-by-case basis depending on the requirements of the position and the nature of the conviction.

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OFFENSE	0-3 YEARS	3-5 YEARS	5-7 YEARS	>7 YEARS
SEXUAL CRIMES				
Indecent Exposure	Review	Review	Review	Review
Obscenity / Selling Pornography	Review	Review	Review	Review
Prostitution / Solicitation	Review	Review	Review	Review
Rape / Criminal Sexual Conduct	Review	Review	Review	Review
Sexual Assault / Sexual Contact w/ Minor	Review	Review	Review	Review
THEFT				
Auto Theft	Review	Review	Review	Review
Misapplication of fiduciary property or property of a financial institution	Review	Review	Review	Review
Burglary	Review	Review	Review	Review
Robbery	Review	Review	Review	Review
Theft / Shoplifting / Larceny / Poss. Stolen Prop. / Credit	Review	Review	Review	Review
VIOLENCE				
Animal Abuse	Review	Review	Review	Review
Assault / Battery / DV (Felony)	Review	Review	Review	Review
Assault / Battery / DV (Misd)	Review	Review	Review	Review
Child Abuse / Molestation / Indecency	Review	Review	Review	Review
Child Neglect / Child Endangerment / Abandoning	Review	Review	Review	Review
Criminal Mischief / Damage to Property / Vandalism	Review	Review	Proceed	Proceed
Harassment / Telephone Harassment	Review	Review	Proceed	Proceed
Hate Crimes	Review	Review	Review	Review
Manslaughter	Review	Review	Review	Review
Murder	Review	Review	Review	Review
Stalking / Menacing	Review	Review	Review	Review
Weapon Possession / Unlicensed / No Permit	Review	Review	Review	Review
Unlawful Restraint	Review	Review	Review	Review
Injury to Child / Elderly / Disabled Persons	Review	Review	Review	Review
TRAFFIC				
Careless / Reckless Driving	Review	Proceed	Proceed	Proceed
Traffic Offenses (Felony)	Review	Review	Proceed	Proceed
Traffic Offenses (Misd)	Review	Proceed	Proceed	Proceed
Traffic Offenses (Misd) Multi Offenses	Review	Proceed	Proceed	Proceed

August 2019



OFFENSE	0-3 YEARS	3-5 YEARS	5-7 YEARS	>7 YEARS
EMPLOYMENT				
Dates of Employment off > 6 months	Review	Review	Proceed	Proceed
Job Title	Review	Review	Proceed	Proceed
Salary off > \$1.00/hr. or \$2,000/yr.	Review	Review	Proceed	Proceed
Termination Involuntary	Review	Review	Proceed	Proceed
Termination Voluntary	Proceed	Proceed	Proceed	Proceed
Not Eligible for Rehire	Review	Review	Review	Review
No record of employment	Review	Review	Review	Review
Different name used	Review	Review	Review	Review
EDUCATIONS				
No Degree/Graduation (if required for position)	Review	Review	Review	Review
No Record of attendance	Review	Review	Review	Review
Different named used	Review	Review	Review	Review
PROFESSIONAL LICENSE				
All Board Actions	Review	Review	Review	Review
No Record	Review	Review	Review	Review
Current Status Not Valid	Review	Review	Review	Review
ALCOHOL / DRUGS				
Alcohol Consumption / Possession	Review	Proceed	Proceed	Proceed
Alcohol Sale to Minor / Contribution to the Delinquency of Minor	Review	Review	Review	Review
Careless / Reckless Driving	Review	Review	Proceed	Proceed
Driving Under the Influence / DWI / OWI	Review	Review	Proceed	Proceed
Drug Possession / Abuse/ Paraphernalia (Misd) – Marijuana	Review	Review	Proceed	Proceed
Drug Possession / Abuse / Paraphernalia (Misd) – Other narcotic/ Controlled Substance	Review	Review	Review	Proceed
Drug Sale / Distribution / Manufacturing / Felony Possession	Review	Review	Review	Review
Aiding and Abetting	Review	Review	Review	Proceed
FINANCIAL CRIMES				
Child Support / Failure to Pay	Review	Review	Review	Review
Credit Card Fraud	Review	Review	Review	Review
Embezzlement	Review	Review	Review	Review
Failure to File Tax Return / Tax Fraud	Review	Review	Review	Review
Forgery	Review	Review	Review	Review
Fraud / Deceptive Practices	Review	Review	Review	Review
Worthless Check / Uttering (Felony)	Review	Review	Review	Review
Worthless Check / Uttering (Misd)	Review	Review	Proceed	Proceed

August 2019



OFFENSE	0-3 YEARS	3-5 YEARS	5-7 YEARS	>7 YEARS
MISCELLANEOUS				
Arson	Review	Review	Review	Review
Computer Crimes	Review	Review	Review	Review
Criminal Contempt / Contempt of Court / Disobey Court Order	Review	Review	Proceed	Proceed
Disorderly Conduct	Review	Review	Proceed	Proceed
False Report	Review	Review	Review	Proceed
Fireworks – Sale / Use of	Review	Proceed	Proceed	Proceed
Gang Loitering	Review	Review	Review	Review
Sale or Purchase of a child	Review	Review	Review	Review
Aid and abet known criminal	Review	Review	Review	Review
Aiding Suicide	Review	Review	Review	Review
Kidnapping	Review	Review	Review	Review
Obstructing Justice	Review	Review	Review	Review
Resisting a Peace Officer	Review	Review	Review	Review
Trespassing	Review	Review	Proceed	Proceed
DISMISSED / MULTI-OFFENSES / WARRENTS / FELONY				
All Felony Convictions	Review	Review	Review	Review
All Active Warrants	Review	Review	Review	Review
All Felony Dismissed Cases (where allowed by law)	Proceed	Proceed	Proceed	Proceed
All **Multi-Offenses other than minor traffic	Review	Review	Proceed	Proceed
All ** Multi-Offenses Dismissed (where allowed by law)	Review	Proceed	Proceed	Proceed
All ** Multi-Offenses – Traffic, Ordinance, Petty or Summary	Review	Proceed	Proceed	Proceed

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WHAT ACTION DO I TAKE?

- Submit the background check(s) per the Background Check Processing Guide (page 43-46) as soon as the authorization form is signed.
- The background check completion time varies. If it takes longer than 72 hours, contact the Home Office recruiting team for further direction. Also contact the individual to provide an update on the timeline.

“(Name), this is (your name) with (residence). I wanted you to know that your background check is still in process. I will contact you in (time frame) for an update. Here is my number if you have any questions in the meantime. Once it's complete, we will schedule a time for you to complete onboarding paperwork.”

- Once the background check is complete and meets the company guidelines, call the new hire and schedule a time to come in to complete new hire paperwork.
- If a completed background check isn't clear and lists items that require a "review" according to the Background Check Processing Guide (page 43-46), follow these steps:
 - Contact the Home Office recruiting team. HR will determine if the onboarding process can continue or if the Pre-Adverse Action process should be initiated.
 - Due to the Fair Credit Reporting Act, hiring managers will NOT be able to decide against hiring someone based on a background check. Once a background check is run, only Home Office HR can decide to withdraw the offer.
 - If the Pre-Adverse Action process is initiated, contact the candidate:

“(Name), you will be receiving an email and postal letter from the Home Office HR team regarding your background check that requires a response within 10 business days. If you have any questions about this process, please call them at 316-616-6288.”

- Other pre-employment actions may be required such as drug screens (if applicable) and health screenings (if applicable).
- Communicate with department managers to ensure they are ready to train the new hire on their first day.
- Refer to the Ultipro New Hire Process Flow Chart (on LNET) for next steps.

WHEN DO I TAKE THESE ACTIONS?

- **When to run a background check:**
 - The same day the background check authorization is signed
- **When a background check isn't complete within 72 hours:**
 - Contact the Home Office recruitment team to determine if a provisional hire is warranted
 - Contact the candidate to keep them updated

CONGRATULATIONS ON SUCCESSFULLY HIRING A GREAT ASSOCIATE!