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Is a Certified Business Advisor (CBA) with the Small Business Development Center located at OSU South Centers in Piketon, Ohio.

The SBDC offers counseling for business planning, strategic planning, sources of funding, public relations, advertising, promotions, product distribution, resources for business valuation, risk assessment, financial analysis, financial planning, market research, sales strategies, training, and more!

CFAES Center for Cooperatives

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Sign up for our email list to receive updates and news!

SCAN ME

Cooperatives are mutually-owned, democratically-controlled businesses based on values of self-help and equity. Our team assists entrepreneurs, educates the community, and generates knowledge about the cooperative business model with a special focus on food, agriculture, and rural communities.

Today's Approach

This presentation is provided for <u>educational purposes</u> only. It is not legal advice. It is not a substitute for the potential need to consult with a competent attorney in the appropriate jurisdiction.

Build and Consult a Team of Advisors
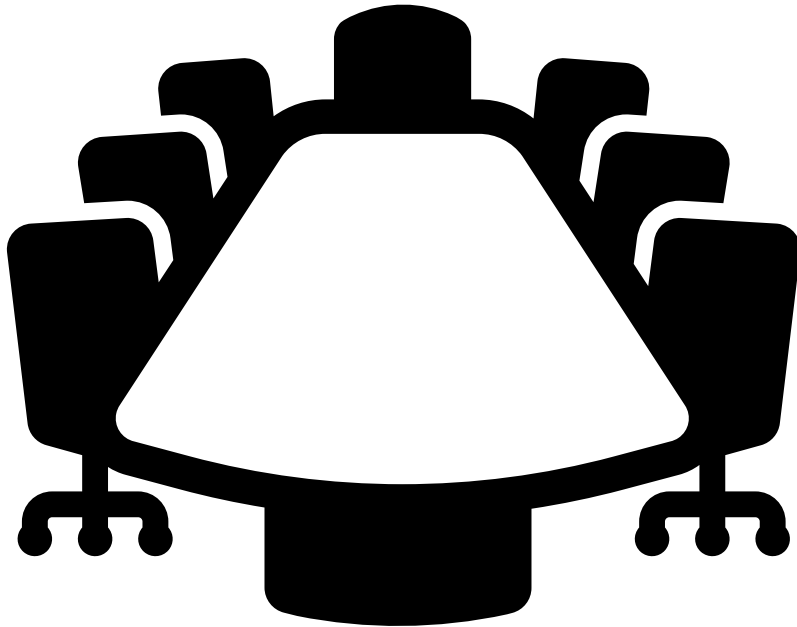
- Tax experts
- Lawyers
- Accountants
- Personal wealth manager
- Insurance expert
- Family counselor
- Bankers
- …

Human Resources

What is human resources?

1. Personnel of a business or organization, regarded as a significant asset.

2. Department of a business or organization that deals with the hiring, administration, and training of personnel.

Source: The Oxford English Dictionary ONLINE: https://www.oed.com

Why does small business need HR?

Human resource management is crucial for small businesses because it helps in effectively managing employees, addressing their needs, ensuring legal compliance, fostering a positive work environment, and maximizing their contributions to the company's success.
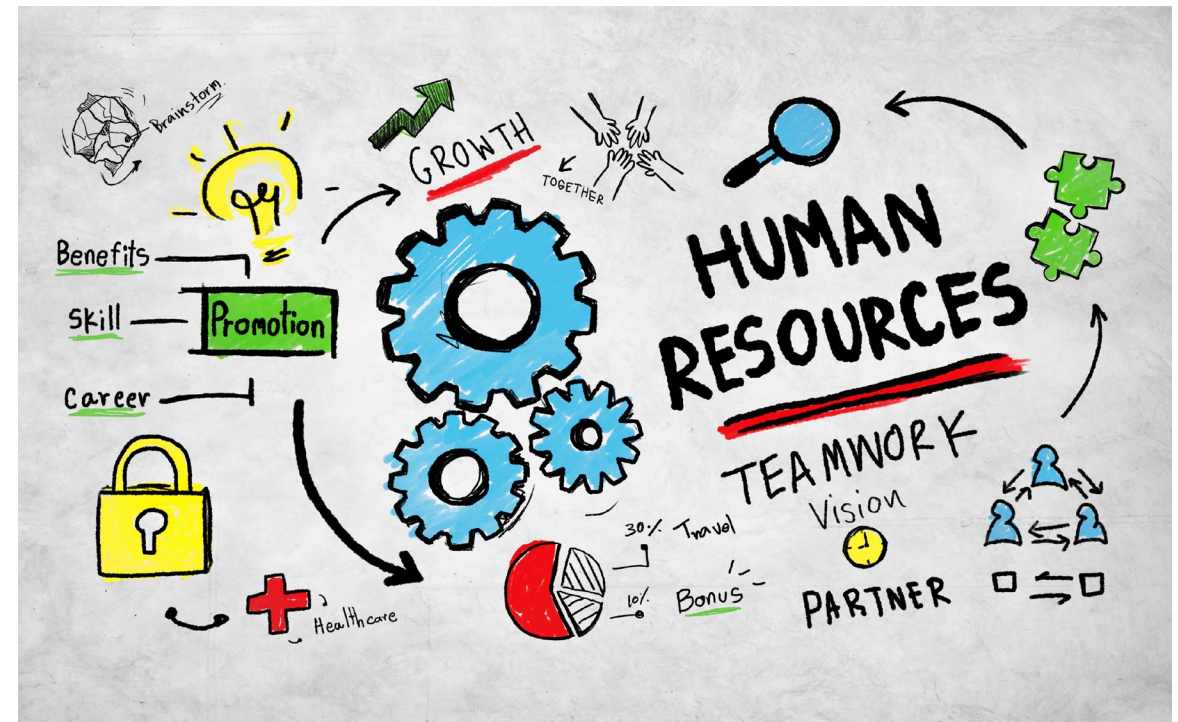

https://wheniwork.com/hr

Responsibilities of Small Businesses

Human resources in small businesses are responsible for various tasks:

1. Recruitment and hiring
2. Employee onboarding and training
3. Performance management
4. Benefits administration
5. Payroll processing
6. Policy development
7. Employee relations
8. Legal compliance

Responsibilities as an Employer

Local, State, and Federal employee guidelines

Small businesses must be aware of and comply with various employment laws and regulations. For example, this may include adhering to anti-discrimination laws, minimum wage and overtime requirements, family and medical leave provisions, workplace safety standards, and proper record-keeping for taxes and employee documentation.
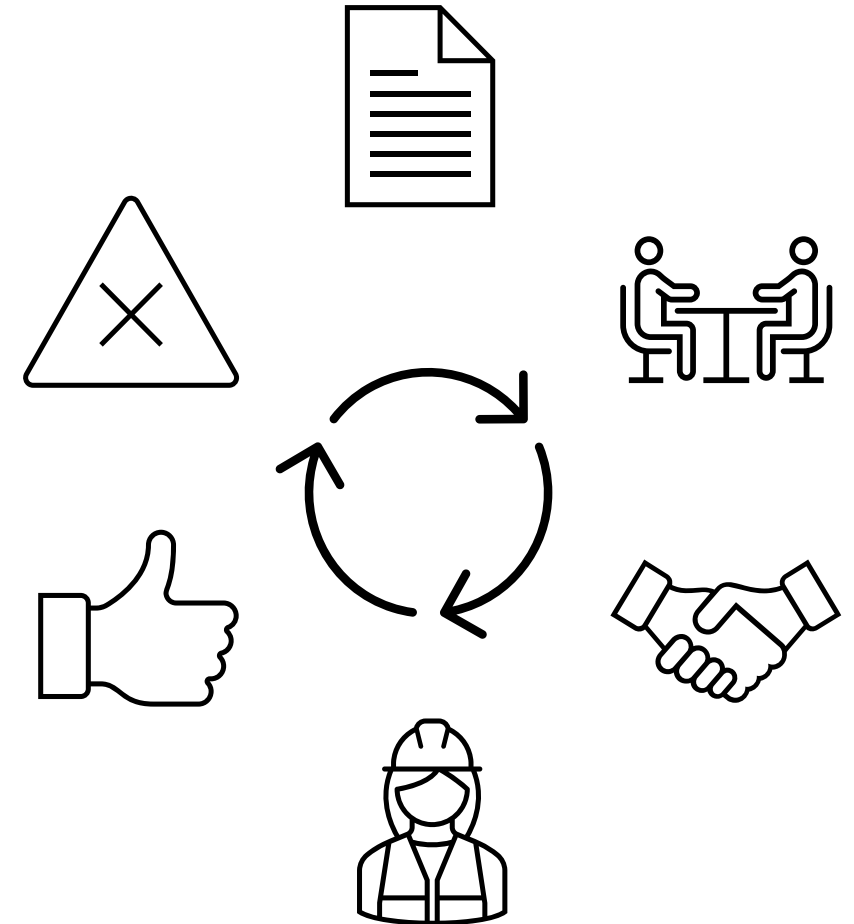
Cooperatives are mutually-owned, democratically-controlled businesses based on values of self-help and equity.

Members, who are generally the users of the enterprise, own and hold the equity. They share control democratically and profits in proportion to their use of the enterprise.

(Zueli & Cropp, 2014)

Cooperative Approaches

Does your business have similar administrative or "back end" needs to other businesses?

Cooperative approaches to:
- Managing the hiring process like tools for job templates, application management, etc.
- Service provider discounts for services like payroll processing
- Similar employee skills development and training needs

("The Bike Cooperative" 2024; Kline, n.d.)

Some Considerations for Working Cooperatively

- Who will be engaged? What is their role?
- How will the group make decisions?
- Will the group be formally organized? If so, how?
- How can the group manage risk?
- Is it feasible that working together will provide the intended benefit?

(Gilbert et al, 2014)

Hiring Your First or Next Employee

From Ohio Small Business Development Centers

Access the publication online at: https://clients.ohiosbdc.ohio.gov/DocumentMaster.aspx?doc=5687

Hiring Your First or Next Employee

1st Stop Business Connection
Ohio Small Business Development Centers
Ohio Development Services Agency

77 S. High St.
Columbus, Ohio 43215

Ohio | Small Business Development Centers

POWERED BY
SBA
U.S. Small Business Administration

Ohio | Development Services Agency

The Ohio Small Business Development Center (SBDC) Program is funded in part through a cooperative agreement with the U.S. Small Business Administration. The SBDC program is also funded in part by the Ohio Development Services Agency. All services are extended to the public on a non-discriminatory basis. Language assistance services are available for limited English proficient individuals. Contact SBDC at (614) 466-2711 or visit sbdc.development.ohio.gov.

Why are you hiring?

Establish the type of relationship between you and employee.

14 Steps to Follow in Hiring an Employee for the First (or Any) Time

Introduction

(a) How do you know if it is time to hire your first employee (or make an additional hire)?

☐ Are you turning down work?

☐ Have you identified a possible new revenue stream but lack time to pursue the lead?

☐ Are you receiving complaints?

☐ Can't find time to do paperwork or send out invoices?

(b) Independent contractor or employee — how to choose

It is important to determine whether your workers are independent contractors or employees so you know if you are liable for workers' compensation, certain taxes, unemployment compensation, etc.

1 **Behavioral Control: Will you direct and control how the work is done?**

2 **Financial Control:**

- To what extent will the worker be reimbursed for business expenses?

- To what extent will the worker invest in the facilities or material used to complete the work?

- How will you pay the worker? Weekly, monthly or when the work is finished?

3 **Type of Relationship:**

- Will there be a written contract describing your business relationship with the worker?

- Will the worker's services be available to other businesses while working for you?

- Will you provide insurance, a pension plan, vacation and sick pay?

- How long will your relationship with the worker last?

Detailed information is available in the IRS's **Employer's Supplemental Tax Guide (Publication 15-A)**.

It is recommended you talk with an attorney or an accountant to make a final decision as to the status of your workers.

You also can file Form SS-8 (Determination of Worker Status for Purposes of Federal Employment Taxes and Income Tax Withholding) and allow the IRS to determine if a specific individual is an independent contractor or employee.

Federal EIN

Before hiring your first employee, you need to get an employer identification number (EIN). The EIN is often referred to as an Employer Tax ID or Form SS-4. The EIN is necessary for reporting taxes and other documents to the IRS. In addition, the EIN is necessary when reporting information about your employees to state agencies.

Apply for EIN online at www.irs.gov or **contact the IRS** at 800-829-4933.

Employer Identification Number

WHAT YOU NEED

All EIN applications (mail, fax, electronic) must disclose the name and Taxpayer Identification Number (SSN, ITIN or EIN) of the true principal officer, general partner, grantor, owner or trustor. This individual or entity, which the IRS will call the "responsible party," controls, manages or directs the applicant entity and the disposition of its funds and assets. If there is more than one responsible party, the entity may list whichever party the entity wants the IRS to recognize as the responsible party.

To properly submit a Form SS-4, the form and authorization should include the name, Taxpayer Identification Number and signature of the responsible party.

Third-party designees filing online applications are reminded of their obligation to retain a complete signed copy of the paper Form SS-4 and signed authorization statement for each entity application filed with the IRS. Nominees do not have the authority to authorize third-party designees to file Forms SS-4 and should not be listed on the Form SS-4.

If a nominee is used in the state formation process and the true responsible party has not yet been identified, the entity must identify that individual before applying for an EIN.

Federal & State Taxes

Quarterly filings using form 941

Instructions on IRS.gov

CFAES

① Federal Income Tax Withholding

Every employee must provide an employer with a signed withholding exemption certificate (Form W-4) on or before the date of employment.

Employer's Tax Guide
www.irs.gov/pub/irs-pdf/p15.pdf

② Federal Wage and Tax Statement

Every quarter, employers must file Form 941-Employer's Quarterly Federal Tax Return. You file your initial Form 941 for the quarter in which you first paid wages that are subject to Social Security and Medicare taxes or subject to federal income tax withholding. Then you must file for every quarter after that even if you have no taxes to report.

For more information, visit: Instructions for Form 941
https://www.irs.gov/pub/irs-pdf/i941.pdf

Every year, employers must report to the federal government wages paid and taxes withheld for each employee. This report is filed using Form W-2, wage and tax statement.

For more information, visit: IRS for W-2 and W-3
https://www.irs.gov/instructions/iw2w3/ch01.html

Anyone required to file Form W-2 must file Form W-3 to transmit Copy A of Forms W-2. Employers must send Copy A of W-2 forms to the Social Security Administration by the last day of February to report wages and taxes of your employees for the previous calendar year. In addition, employers should send a copy of the W-2 forms to their employees by January 31 of the year following the reporting period.

For more information, visit: IRS and Social Security
https://www.irs.gov/instructions/iw2w3/ch01.html
www.SSA.gov/employer

WHAT YOU NEED

① Employees use the W-4 form to estimate the proper amount to be withheld. To determine the optimal withholding, employees should be advised to use the IRS Withholding Calculator on the IRS website at **www.irs.gov/individuals** for help in determining how many withholding allowances to claim on their W-4 forms.

Employees who have no federal income tax withheld must be notified that they may be able to claim a tax refund under the Earned Income Credit (EIC).

② Use Form 941 to report the following amounts:
- Wages you have paid.
- Tips your employees reported to you.
- Federal income tax you withheld.
- Both employer's and employee's share of Social Security and Medicare taxes.
- Additional Medicare tax withheld from employees.
- Current quarter's adjustments to Social Security and Medicare taxes (sick pay, tips, group-term life insurance).
- In addition, provide your EIN, name, address and business (legal) name you used when you applied for your EIN.

For the W-2 wage and tax statement, provide the following: the employer's identification number, name, address, ZIP code and control number on the W-2. Employers must report each employee's Social Security number, wages, tips, commissions, dependent care benefits, as well as state, federal and Social Security taxes withheld.

- Wages and taxes of your employees for the previous calendar year.

Federal Tax Deposit

View Employer's Tax Guide online:

www.irs.gov/pubirs-pdf/p15.pdf

Ohio Dept. Taxation

Employer Withholding: Table of Contents | Department of Taxation (ohio.gov)

Step 3: Federal Tax Deposit

In general, you must deposit federal income tax withheld and both the employer and employee Social Security and Medicare taxes. You must use Electronic Funds Withdrawal (EFT) to make all federal tax deposits. Generally, an EFT is made using the Electronic Federal Tax Payment System (EFTPS).

If you don't want to use EFTPS, you can arrange for your tax professional, financial institution, payroll service or other trusted third party to make electronic deposits on your behalf. In making a payment with return, you may make a payment with Form 941 or Form 944 instead of depositing if certain criteria are met. There are two deposit schedules — monthly and semi-weekly — for determining when you deposit Social Security, Medicare and withheld income taxes.

For more information, visit:

IRS
Publication 15, Circular E
Employer's Tax Guide,
www.irs.gov/pub/irs-pdf/p15.pdf

Step 4: State Taxes

All employers with an office in Ohio or who are doing business in Ohio must withhold Ohio income taxes from their employees' wages each pay period. This applies only to wages paid for work performed in Ohio.
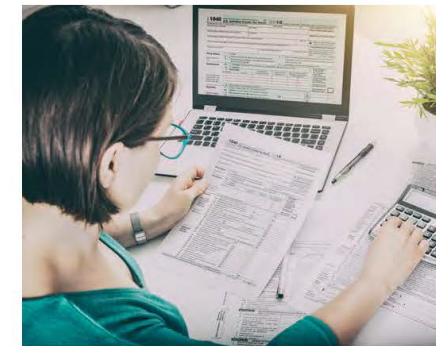
Employers must complete the Application for Registering as an Ohio Withholding Agent (Form IT-1) and return it to the Ohio Department of Taxation. After you return the form, you will receive a coupon booklet to report and pay the tax withheld from your employees' pay. You can also register by phone between 8 a.m. and 5 p.m. Monday through Friday.

For more information, visit:

Ohio Department of Taxation
http://www.tax.ohio.gov/employer_withholding.aspx
http://www.tax.ohio.gov/contact_us.aspx#143505-business
or call 888-405-4039.

WHAT YOU NEED

- Both employer and employee federal income tax withheld, Social Security and Medicare taxes.

WHAT YOU NEED

Employers must complete the Application for Registering as an Ohio Withholding Agent (Form IT-1):

- Type of ownership.
- Date of first Ohio payroll.
- Legal name, trade name.
- Primary address, mailing address.
- Estimated employer withholding remittance amount.
- Permit numbers.
- Individual responsible for filing returns and making payment of Ohio and school district withholding taxes.

Local Taxes

Don't forget to check with your municipality for employee taxes.

You can register on The Ohio Business Gateway for online/electronic filing.

STEPS	CONTACT
1. Municipal Income Tax This tax is paid by residents of a city or village that has imposed a municipal income tax as well as nonresidents who work in such a municipality. This tax also applies to businesses that have earned net profits within the municipality. Also, withholding responsibilities generally apply to employers located within municipalities that have enacted a tax.	**Ohio Department of Taxation** www.tax.ohio.gov/ municipalities/municipal_ income_tax_forms.aspx
2. Municipal Income Tax — RITA Approximately 40 percent of Ohio municipalities with an income tax utilize the Regional Income Tax Agency (RITA) to handle their municipal income tax collection and enforcement efforts. Businesses are required to withhold municipal income tax from the wages of their employees working in any Ohio municipality – not just municipalities with income tax administered by RITA. There are some limited exceptions to this for transient workers.	**RITA** www.ritaohio.com/about/ contact or call 440-922-3201.
3. Local Income Tax — School District Tax In Ohio, school districts are permitted to levy an income tax subject to voter approval. As of January 2016, income taxes were in place in 191 school districts. Employers that do business in Ohio are responsible for withholding state and school district income taxes from their employees' pay.	**Ohio Department of Taxation** www.tax.ohio.gov/school_ district_income.aspx or call 888-405-4039.
4. Ohio Business Gateway Effective January 1, 2015, employers are required to file state and school district income tax withholding returns and make payments of the withheld taxes through the Ohio Business Gateway. The Ohio Business Gateway offers online, electronic filing for most Ohio municipalities with an income tax. Services for business income (net profits) taxes and employer withholding taxes are available by logging in at business.ohio.gov.	Additional information on all of the **Gateway's electronic filing services** can be found at business.ohio.gov/efiling/ or by calling 888-405-4089 (Press 2).

Employee Eligibility Verification

Within 3 days of hire, employers must complete form I-9. To do this electronically, visit (e-verify.gov)

Step 6: Employee Eligibility Verification

Federal law requires employers to verify an employee's eligibility to work in the United States. Within three days of hire, employers must complete Form I-9, Employment Eligibility Verification, which requires employers to examine documents to confirm the employee's citizenship or eligibility to work in the U.S. Employers can request only documentation specified on the I-9 form.

Employers do not need to submit the I-9 form with the federal government but are required to keep it on file for three years after the date of hire or one year after the date of the employee's termination, whichever is later.

Employers can use information taken from the Form I-9 to electronically verify the employment eligibility of newly hired employees by registering with E-Verify at **https://www.e-verify.gov**.

Visit U.S. Citizenship and Immigration Services agency's I-9 website at www.uscis.gov to download the form and find more information or call 800-375-5283.

List A
Establishes both identity and employment authorization.

OR

List B
Establishes identity only. Needs one document from List C.

+

List C
Establishes employment authorization only. Needs one document from List B.

WHAT YOU NEED

1. U.S. Passport or Passport Card.
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551).
3. Foreign passport with I-551 stamp or temporary I-551 printed notation on machine-readable immigrant visa (MRIV).
4. Employment Authorization Document (Card) with photo (Form I-766).
5. For nonimmigrant alien authorized to work for specific employer, foreign passport with Form I-94 or Form I-94A indicating nonimmigrant status.
6. Form I-20 or Form DS-2019.
7. Passport from Micronesia or Marshall Islands with Form I-94 or I-94A indicating nonimmigrant status.
8. Receipts for FSM, RMI Passports, I-94/I-94A, and replacement perm.res.card, EAD, foreign passport, FSM or RMI passports.

1. Driver's license or state/U.S. possession ID card.
2. Government agency or entity ID card with photo, name, date of birth, gender, height, eye color and address.
3. School ID card with photo.
4. Voter's registration card.
5. U.S military card or draft record.
6. Military dependent's ID card.
7. U.S. Coast Guard Merchant Marine card.
8. Native American Tribal document.
9. Canadian driver's license.
10. For those under 18 who cannot present above document: school record, report card, clinic record, doctor record, hospital record, day care record, nursery school record.

1. Social Security card (copy not acceptable) with no restrictions on it.
2. Birth Certificate Abroad issued by U.S. Department of State (Form FS-545).
3. Certification of Report of Birth by U.S. Department of State (Form DS-1350).
4. Consular report of birth abroad (Form FS-240).
5. Original or certified copy of birth certificate issued by a state, county, municipality or U.S. possession bearing official seal.
6. Native American tribal document.
7. U.S Citizen Identification Card (Form I-197).
8. Identification Card for Use of Resident Citizen in U.S. (Form I-179).
9. Employment authorization document issued by Department of Homeland Security.
10. Receipt for replacement birth certificate, Native American Tribal Document, employment authorization document from Department of Homeland Security.

New Hire Reporting

https://ohio.gov/business/resources/new-hire-reporting

New hire reporting is essential to helping children receive the support they deserve. All employers are required to report every employee and independent contractor working in Ohio to the Ohio New Hire Reporting Center within 20 days of the date of hire.

Wage & Hour Posters

Federal Workplace Posters | U.S. Department of Labor (dol.gov)

Minimum Wage Posters | Ohio Department of Commerce

Step 7: New Hire Reporting

Federal and state laws require all employers to report all employees who live or work in Ohio. The law was created to improve child support collection and reduce false unemployment and workers' compensation claims.

Employers may submit the information in many ways, including: online electronic reporting or by mailing and/or faxing the New Hire Reporting Form 7048. The information must be received no later than 20 days from the date of hire.

For more information, visit:

Ohio New Hire Reporting Program
https://newhire-reporting.com/OH-Newhire/default.aspx
or call 888-872-1490.

WHAT YOU NEED

- Employers must report the employee's name, address, Social Security number, date of birth, date of hire and the state in which the employee works.

Step 8: Wage and Hour plus Required Posters

To make sure you are complying with Ohio's regulation of hours, minors and wages, contact the Ohio Department of Commerce. Representatives can answer your questions and supply the required poster.

Businesses that gross more than $500,000 annually should contact the U.S. Department of Labor for information about the Fair Labor Standards Act.

Also, the federal government publishes the pamphlet "Handy Reference Guide to Fair Labor Standards Act." You can request a copy from any local Federal Wage and Hour Office, listed in most telephone books under "U.S. Government, Labor Department, Wage and Hour Division" and found online at **www.dol.gov/whd/regs/compliance/wh1282.pdf.**

For more information, visit:

Ohio Department of Commerce,
Bureau of Wage and Hour Reporting
www.com.state.oh.us/laws
or call 614-644-2239.

WHAT YOU NEED

- Must display required poster.

State Contributions and FUTA

Ohio Department of Job and Family Services, Unemployment Compensation

www.jfs.ohio.gov

Form 940 and instructions can be found at www.irs.gov or call the Business Specialty Tax Line at 800-829-4933.

Step 9: Unemployment Compensation

1 State "Contributions"

Employers of one or more workers (other than agricultural and domestic employers, who have special rules) must pay a state payroll tax, called "contributions," on wages paid to employees. These payments support Ohio's system of unemployment compensation benefits.

If you fit into any of the following categories, you must make unemployment contributions:
- Employ at least one worker in 20 different weeks during this year or last year.
- Pay $1,500 or more in wages during any quarter of this year or last year.

There are somewhat different requirements for domestic employment, agricultural employment, nonprofit organizations exempt from federal income tax under Section 501c3, public entities, employers subject to the Federal Unemployment Tax Act, and employers who have acquired a business from an employer who was subject to Ohio law at the time the change occurred.

For more information, visit:

Ohio Department of Job and Family Services, Unemployment Compensation
www.jfs.ohio.gov or call
614-466-2319 or 877-644-6562.

2 Federal Unemployment Tax Return (FUTA)

Together with state unemployment tax systems, the federal unemployment tax provides funds for paying unemployment compensation to workers who have lost their jobs. You must file Form 940 annually to report your federal unemployment tax for any year in which you paid wages of $1,500 or more in any quarter or for any year in which an employee worked for you in any 20 or more different weeks of the year.

Form 940 and instructions can be found at www.irs.gov or call the Business Specialty Tax Line at 800-829-4933.

WHAT YOU NEED

1 Highlighted below are two important pieces of information to help register a business and begin reporting.

1. Obtain an Employer Account Number
To receive an Unemployment Compensation tax account number and contribution rate immediately, visit the Employer Resource Information Center (ERIC) to register your account. You also can register by paper by completing a Report to Determine Liability (JFS-20100) and mail it to:
Ohio Department of Job and Family Services
Contribution Section
P.O. Box 182404
Columbus, Ohio 43218-2404.

2. Reporting Requirements
Employers are required to submit a complete Quarterly Tax Return each quarter. Quarterly reports must be filed online. The reports can be filed either through the Employer Resource Information Center (ERIC) at **eric.ohio.gov** or the Ohio Business Gateway at **business.ohio.gov**. The due dates for filing quarterly reports are:
First quarter - April 30
Second quarter - July 31
Third quarter - October 31
Fourth quarter - January 31

Should you need to file prior to receiving an employer account number, complete the Quarterly Tax Return (JFS-20125) when due.

2 Information needed on Form 940:
- EIN.
- Type of return (amended, successor, no payments to employees, business closed).
- Name.
- Trade name.
- Address.
- Payment of state unemployment tax in one state only or more.
- Paid wages in state subject to credit reduction.
- Total payments to all employees.
- Payments exempt from FUTA tax.
- Total payments made to employees in excess of $7,000.
- Any FUTA wages excluded from state unemployment tax.
- Amount of FUTA tax liability for each quarter; total tax liability for the year.
- Any third-party designee.

OSHA Standards

www.OSHA.org

Columbus Area Office

200 North High Street, Room 620
Columbus, OH 43215

(614) 469-5582
(614) 469-6791

Step 10: Employer Responsibilities Under OSHA

Under the Occupational Safety and Health Act, employers have a responsibility to provide a safe workplace. This is a short summary of key employer responsibilities:

- Provide a workplace free from serious recognized hazards and comply with standards, rules and regulations issued under the OSH Act.
- Examine workplace conditions to make sure they conform to applicable OSHA standards.
- Make sure employees have and use safe tools and equipment and properly maintain this equipment.
- Use color codes, posters, labels or signs to warn employees of potential hazards.
- Establish or update operating procedures and communicate them so that employees follow safety and health requirements.
- Employers must provide safety training in a language and vocabulary workers can understand.
- Employers with hazardous chemicals in the workplace must develop and implement a written hazard communication program and train employees on the hazards they are exposed to and proper precautions (a copy of safety data sheets must be readily available). See the OSHA page on Hazard Communication.
- Provide medical examinations and training when required by OSHA standards.
- Post the OSHA poster (or the state plan equivalent) at a prominent location within the workplace informing employees of their rights and responsibilities.
- Report to the nearest OSHA office all work-related fatalities within eight hours and all work-related inpatient hospitalizations, all amputations and all losses of an eye within 24 hours. Call the toll-free number: 1-800-321-OSHA (6742); TTY 1-877-889-5627. (Employers under federal OSHA's jurisdiction were required to begin reporting by Jan. 1, 2015. Establishments in a state with a state-run OSHA program should contact their state plan for the implementation date.)
- Keep records of work-related injuries and illnesses. Note: Employers with 10 or fewer employees and employers in certain low-hazard industries are exempt from this requirement.
- Provide employees, former employees and their representatives access to the Log of Work-Related Injuries and Illnesses (OSHA Form 300).

WHAT YOU NEED

How to comply with OSHA standards and rules?

- Find OSHA's standards.
- Find OSHA's standard interpretation letters.
- Use the OSHA Compliance Assistance "Quick Start" tool.
- Contact your local OSHA Compliance Assistance Specialist.
- Request a free copy of the "OSHA Job Safety and Health: It's the law" poster.

On February 1, and for three months, covered employers must post the summary of the OSHA log of injuries and illnesses (OSHA Form 300A).

- Provide access to employee medical records and exposure records to employees or their authorized representatives.
- Provide to the OSHA compliance officer the names of authorized employee representatives who may be asked to accompany the compliance officer during an inspection.
- Do not discriminate against employees who exercise their rights under the Act. See the "Whistleblower Protection" webpage.
- Post OSHA citations at or near the work area involved. Each citation must remain posted until the violation has been corrected or for three working days, whichever is longer. Post abatement verification documents or tags.
- Correct cited violations by the deadline set in the OSHA citation and submit required abatement verification documentation.
- OSHA encourages all employers to adopt an Injury and Illness Prevention Program.

For more information on the following:
All About OSHA*
OSHA Inspections*
Top Ten OSHA Standards Cited

Visit:
Occupational Safety and Health Administration
www.OSHA.gov or call 800-321-6742 (OSHA).

Workers' Compensation

In Ohio, all employers with one or more employees must have workers' compensation coverage. It's the law. Coverage for Ohio employers and their employees (i.e., employees whose contract of hire was completed within the borders of Ohio and where the supervising office of the employer is located in Ohio) becomes effective when the Ohio Bureau of Workers' Compensation receives a completed application and the $10 minimum security deposit. Independent contractors and subcontractors also must obtain coverage for their employees.

Ohio law requires every employer, including self-employed individuals or partners, to obtain workers' compensation coverage for their employees. However, it is optional for you as a sole proprietor or partner to carry coverage on yourself.

Step 11: Workers' Compensation

Ohio's Workers' Compensation Insurance Fund is a no-fault program designed to protect the employees and employers when a work-related injury, occupational disease or death occurs.

In Ohio, all employers with one or more employees must have workers' compensation coverage. It's the law. Coverage for Ohio employers and their employees (i.e., employees whose contract of hire was completed within the borders of Ohio and where the supervising office of the employer is located in Ohio) becomes effective when the Ohio Bureau of Workers' Compensation receives a completed application and the $10 minimum security deposit. Independent contractors and subcontractors also must obtain coverage for their employees. If you do not have an existing policy with BWC and you are a new employer starting a business or if you have acquired all of an existing business, visit **https://www.bwc.ohio.gov/employer/services/EmployerMCOLookup/nlbwc/employermcolookup0.aspx**

If you are self-employed, a partner in a business or an officer of a family farm corporation, you are not automatically covered. You may elect coverage for yourself by selecting yes in the elective coverage section.

To begin coverage, employers file the Application for Coverage (Form U-3) with the Ohio Bureau of Workers' Compensation. The BWC also encourages you to apply online through its website:

Ohio Bureau of Workers' Compensation
www.bwc.ohio.gov/employer/forms/coverage
or call 800-644-6292.

WHAT YOU NEED

Use Form U-3 to establish workers' compensation coverage with the state of Ohio. Employers with one or more employees are required to carry workers' compensation coverage for their employees. Independent contractors and subcontractors also must obtain coverage for their employees.

Required information:
- Legal business name.
- Address.
- Phone number.
- Federal Employer Identification Number or Social Security number.
- Date employees first earned wages in Ohio.
- Are there any other Ohio workers' compensation policies associated with this operation?
- Type of business.
- If your legal entity type is a limited liability company acting as a corporation, individual incorporated as a corporation or family farm corporation, an incorporation date and charter number.

Step 12: Ohio Civil Rights Commission

The state's anti-discrimination laws are enforced by the Ohio Civil Rights Commission (OCRC). The laws apply to employers with four or more employees in Ohio. Among the various requirements, employers must post the "Fair Employment Practices" poster in a highly visible area in each workplace. The OCRC also has several publications available at no cost.

For more information, visit:

Ohio Civil Rights Commission
https://crc.ohio.gov or call 614-466-2785.

WHAT YOU NEED

- Display "Fair Employment Practices" poster.

CFAES

Employer Required Federal Posters

This link will take you to a printable file for posters you need to display.
There is no fee for these posters:

Ohio Department of Job and Family Services
https://www.odjfs.state.oh.us/forms/num/
JFS02745/pdf

Employers are required to display certain posters in the workplace that inform employees of their rights and employer responsibilities under labor laws.

To determine which posters you need to post, visit Ohio Department of Job and Family Services' website.

For more information, visit:

Ohio Department of Job and Family Services
https://www.odjfs.state.oh.us/forms/num/
JFS02745/pdf

Based on industry and size, you may be subject to other posting requirements. Please visit the **U.S. Department of Labor's** website for details.

https://www.dol.gov

WHAT YOU NEED

Department of Labor workplace posting requirements vary by statute; that is, not all employers are covered by each of the department's statutes and thus may not be required to post a specific notice. Business owners are advised to visit the Workplace Poster page to determine if any of the following posters should be displayed:

- Health Protection
- Equal Employment Opportunity
- Fair Labor Standards Act (FLSA)
- Employee Right For Workers With Disabilities/Special Minimum
- Your Rights Under The Family And Medical Leave Act

- Uniformed Services Employment And Reemployment Rights Act
- Notice To All Employees Working On Federal Or Federally Financed Construction Projects (Davis-Bacon Act)
- Notice To Employees Working On Government Contracts (Service Contracts Act)
- Displaced Employee Rights On Successor Contracts
- Employee Polygraph Protection Act
- Migrant And Seasonal Agricultural Worker Protection Act
- Notification Of Employee Rights Under Federal Labor Laws

Responsibility of Employee Personnel Files

Personnel files should be password protected and/or in a locked cabinet with limited access to personal information in your care.

For more information, visit:
Society for Human Resource Management
www.shrm.org/about-shrm/Pages/Contact-Us.aspx
or call 800-283-SHRM (7476).

Step 14: Employee Personnel Files

In addition to payroll records of employees for tax purposes, certain federal employment laws also require you to keep records about your employees. Personnel files should be password protected and/or in a locked cabinet with limited access to personal information in your care.

For more information, visit:

Society for Human Resource Management
www.shrm.org/about-shrm/Pages/Contact-Us.aspx
or call 800-283-SHRM (7476).

Also:

- Tax Recording Guidance
- Labor Recordkeeping Requirements
- Occupational Safety and Health Act Compliance
- Employment Law Guide (employee benefits)
- Apply Standards that Protect Employee Rights
- Department of Labor's Employment Law Guide
- EEOC and Fair Labor Standards Act
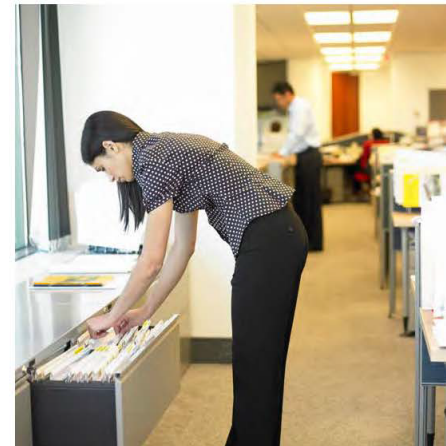
WHAT YOU NEED

- Job description.
- Resume and/or application form.
- Background check documentation.
- Offer letter with pay details.
- Pay and compensation.
- I-9 employee eligibility verification.
- Copy of driver's license.
- Form 7048 new hire reporting.
- W-4 employee withholding request.
- IT-4 employee withholding exemption certificate (employee and school district).
- Health insurance acceptance or waiver.
- Delivery receipt for employee manual.
- Drug test results.
- Training record.
- Attendance record.
- Records relating to promotions, demotions, transfers, layoffs.
- Child support/garnishments.
- Quarterly payroll reports.
- Family and medical leave policy.
- Disability policy.
- Letters of recognition.
- Warnings, counseling, disciplinary notices.
- Performance evaluations.
- Litigation documents.
- Workers' comp claims.
- Investigation records.
- Requests for employment/ payroll verification.
- Termination records.

Alone we can do so little; together we can do so much.
- Helen Keller -

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Employee Ownership

Worker Cooperatives

Employee Stock Ownership Plans

(ESOPS)

Employee Ownership Trusts (EOTs)

(Palmieri & Cooper, 2021)

Employee Ownership

In 2018, employee owners were 6.2 times less likely to be laid off
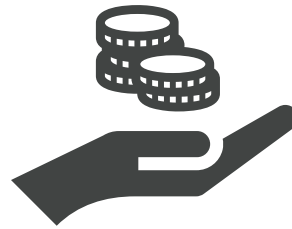
ESOP wages are 8-20% higher than conventionally owned counterparts

Employee owners have retirement savings 2x the national average

(Palmieri & Cooper, 2021)

Worker Cooperatives

- Estimated 612 workplaces in the U.S. employing about 6,000 workers

- Generally small with median size of 6 workers

- Exist in industries from retail to childcare, home care, professional services, etc.

- Average wage $19.67/hr (FY2018)

- $8,241 average profit distribution per worker owner in FY2018

"Businesses where worker-owners own most of the equity and control the voting shares of the business, while participating in profit sharing, oversight, in some cases management, while operating by the democratic cooperative principles."

("2021 State of the Sector: Worker Cooperatives in the U.S." 2022; "2019 Worker Cooperatives in the United States"; Hoover & Abell, 2016)

Casa Nueva Restaurant and Cantina, Athens, Ohio

("Co-op Tours & Career Talks")

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Baby Boomer Owned Businesses in Ohio

1 **94,000 firms**

2 **2.6 million employees**

3 **$118 billion in payroll**

4 **$690 billion in sales**

(Palmieri & Cooper, 2021)

	Northeast	Southeast	Central	Northwest	West	Southwest
Firms	43 Thousand	8 Thousand	18 Thousand	12 Thousand	11 Thousand	15 Thousand
Employees	967 Thousand	135 Thousand	493 Thousand	272 Thousand	272 Thousand	432 Thousand
Payroll	$43 Billion	$5 Billion	$24 Billion	$11 Billion	$12 Billion	$21 Billion
Sales	$229 Billion	$35 Billion	$153 Billion	$81 Billion	$69 Billion	$124 Billion

(Palmieri & Cooper, 2021, p. 9)

The Reality

35%
Have a formal plan

15%
Actually pass a business to family

30%
Of family businesses make it through the 2nd generation

10-15% of business make it through the 3rd generation and 3-5% through the 4th generation

(LinkedIn, 2022; All Strategy 2021)

What Makes a Business a Good Candidate for Potential Transition to a Worker Co-op?

"Prerequisites"
- Commitment to the worker co-op model by the transitioning owner and employees
- Business in a strong and sustainable financial position

"Develop Along the Way"
- Culture of participation and transparency
- Program or emphasis on training, advising, and support for employees and transitioning owners
- Financing strategies that create a viable path

"Other Helpful Factors"
- Engagement by transitioning owner throughout the conversion process
- Phasing the conversion process in stages to lower risk and decrease the cost of capital
- Securing a third-party financial valuation for the business before agreeing on a price

(Lingane & Rieger, 2015)

Pattycake Bakery, Columbus, Ohio

- Started as sole proprietorship in 2003. Transitioned to worker co-op in 2013.
- Currently 8 worker owners

("Pattycake Bakery," Project Equity; "About Us," Pattycake Bakery)

Recruiting vs. Recruitment Marketing

- Recruiting brings a person to a job.

- Recruitment Marketing brings people (talent) to an employer.

- Recruitment Marketing is also branding for a business. When recruitment marketing works, your brand is known as a good employer – and potential employees seek out openings.

Definition Source: https://rallyrecruitmentmarketing.com/what-is-recruitment-marketing/

Valued employees improve company brand and reputation

- Valued employees work hard, strive for goals, and are invested in your company's accomplishments.

Source: Indeed.com/career-advice/career-development

CFAES

7 Steps for Recruitment Marketing

1. Use your website.
2. Use your social media.
3. Advertise on social media: Facebook, YouTube, Google.
4. Post on online job boards.
5. E-mail blast.
6. Videos.
7. Manage review sites (as possible).

Definition Source: https://rallyrecruitmentmarketing.com/what-is-recruitment-marketing/

Prepare a Position Listing

REMINDER! Title VII of the Civil Rights Act of 1964

- Title VII prohibits employment discrimination based on race, color, religion, sex and national origin. The Civil Rights Act of 1991 (Pub. L. 102-166) (CRA) and the Lily Ledbetter Fair Pay Act of 2009 (Pub. L. 111-2) amend several sections of Title VII.

Focus on: What skills do you need to hire?

- Needs experience?

- No experience needed?

- Any degree or certifications required?

- Specific job required skills?

What's in a <u>good</u> position listing?

- Position Title

- Position Description

- About the Business

- Company Culture
(What it's like to work here).

- Qualifications Needed for Position

- How to Apply

Source: https://www.completepayrollsolutions.com/blog/job-posting-examples/

Position Listing Example

- Job Title: Circular Designer

- Job Description: Creative individual needed to design a monthly circular, featuring retail items that are on sale. This individual may work flexible times to meet deadlines. Some remote work possible. Hours are typically Monday – Friday, 8 am – 5 pm with an hour lunch.

- About the Business: Retail, Inc. is a small, family-owned business based in Ohio. Our company was founded in 1964. We have 16 locations throughout the state.

- Company Culture (What it's like to work here). – We like to think our company is made up of many families! We value positive attitudes, problem solving abilities, and customer service skills.

- Qualifications Needed for Position: Graphic Design Degree or Equal Experience. Must know how to use Adobe Creative Suite.

- How to Apply: We accept resumes along with our application. Please stop by our corporate office at 123 Sesame Street to apply in person.

Source: https://www.completepayrollsolutions.com/blog/job-posting-examples/

42

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Where can we post our position listing?

Free to no cost:

Social Media:

- Linked In

- Facebook

- Instagram

- YouTube

Personal Website

- Join our team page

- E-mail Blast

Job/Community Boards

- Typically 1 free listing

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Where can we post our position listing?

Paid Advertising

- Print/Newspaper/Magazine/Flyers
- Online Newspapers
- Radio
- Online Recruitment Boards
  – Monster, Indeed, ZipRecruiter, CareerBuilder
- Television
- Industry Related Websites
- Digital Ads

Recruiting through Facebook:

Pros

- Free
- Lots of people see it!

Cons

- Lots of people see it (and apply)
- Can make it hard to determine serious applicants from non-serious

Recruiting through Instagram, Twitter, and others:

Pros

Cons

- Free

- Smaller viewing audience
- May not work for some businesses
- Smaller room for text, photos more prominent.

Recruiting through LinkedIn:

Pros

- Free (1 listing at a time).
- Professional social service
- Typically, more serious applicants

Cons

- Smaller viewing audience
- May not work for some businesses
- Ads can become stagnant

Recruiting through online career boards:

Pros

- Free (1 listing at a time).
- Access to lots of applicants

Cons

- Lots of applicants
- Impersonal
- Technology issues

Social Media Preferences

According to Pew Research Center, the most used social media platforms in the United States are currently Facebook and YouTube. Different generations are on this media for various reasons. In another study by Pew Research Center, 72% of Americans use social media.

Pew Research Center estimates 7 out of 10 United States Citizens use social media.

https://www.pewresearch.org/internet/fact-sheet/social-media/

Which social media platforms are most common

YouTube and Facebook are the most-widely used online platforms, and its user base is most broadly representative of the population as a whole. Smaller shares of Americans use sites such as Twitter, Pinterest, Instagram and LinkedIn.

Which social media platforms are most popular

% of U.S. adults who say they ever use ...
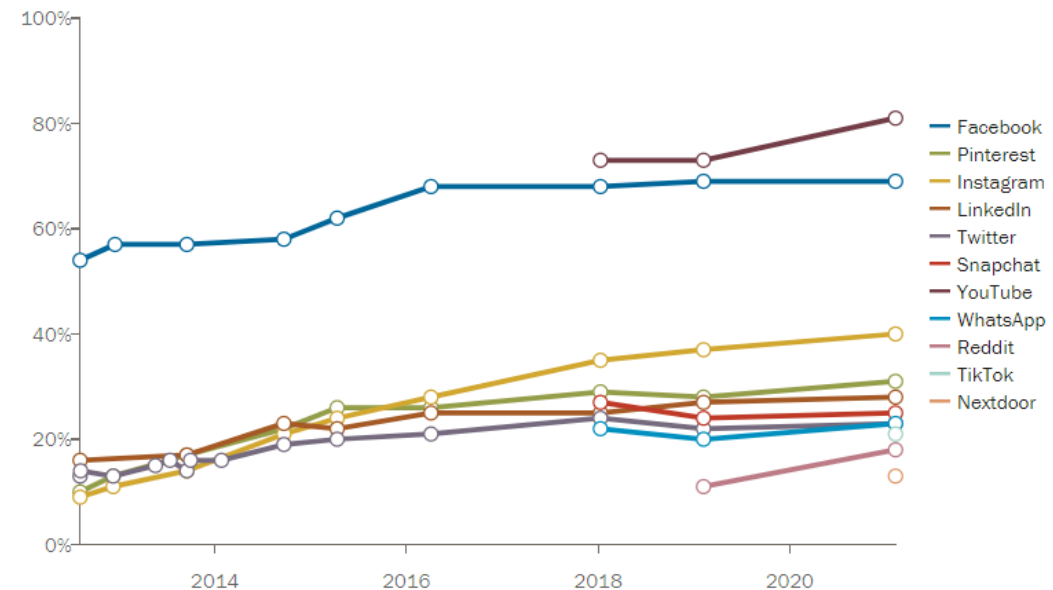
Note: Respondents who did not give an answer are not shown.
Source: Surveys of U.S. adults conducted 2012-2021.

PEW RESEARCH CENTER

Social Media: Don't wake the sleeping giant!

Social media issues for recruitment marketing:

- Lots of people see it (and apply.)

- Can make it hard to determine serious candidates from non-serious

- Unconscious biases may exclude the right candidate

- Social media may minimize all the data you need to see, or candidate needs to see

- Not all candidates are on social media

- Difficulty protecting your brand

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Social Media: Weeding-Out Overwhelming Responses

- In your job listing, require an in-person task or phone call to be completed.

- You can also require a file to be added, read, or listed in the application – an item that has to be read and responded to by a serious candidate.

How to know if a candidate is serious?

- Lack of effort is the number one sign of a candidate's desire for the position. Lack of effort in completing the application, submitting a resume, or meeting for an interview.

- Remember that different generations have been taught different acceptable means for attaining a job.
  - Older generations were taught to follow-up with a phone call or thank you note for interviews. Newer generations may not do this. Newer generations may consider this trespassing on the employer's time. Do not always expect a follow-up from a prospective employee after an interview, unless you specify in your directions that a follow-up is necessary.

Source: https://coburgbanks.co.uk/blog/assessing-applicants/13-signs-a-candidate-is-wasting-your-time/#:~:text=A%20candidate%20who's%20passionate%20and,the%20depths%20of%20the%20business.

How to know if a candidate is serious?

- Good questions to include (especially on an online application) for a candidate are: What part of this role interests you? When would you want to start? What is your motivation to work?

- Do you have any questions about the job? (Serious candidates typically show that they have researched your company. They may or may not have questions. Most serious candidates will have at least one question about pay, benefits, or scheduling.)

- Remember real incidents occur that may keep a person from making an interview (medical emergencies, traffic issues). A serious candidate will apologize for missing the interview or may even call ahead to reschedule. If an interview is missed without follow-up, the candidate is most likely not serious.

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Social Media Cut-Offs

Most social media is not going to allow for the full "good" job listing to be posted.

For a candidate to get all your information, make sure the entire listing is available on your website or another place – like a job board. You will need to provide a direct link to the full version of the listing in a social media post.

Social media, online, and digital advertising typically work best when used in conjunction with one another.

Unconscious Biases

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

(Social Media Profile Pictures or Posts can influence the hiring process).

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Difficulty controlling the brand

Controlling social media can be a daunting task. Basic things to help – even for small business:

- Have a social media policy for all workers
  - What can you and your staff post about your brand? Some items? Nothing?
  - Protect brand assets like logos, photos, trademarks, etc. (Can use watermarks.)
  - What are the consequences internally for not following the policy?

- Post only brand appropriate content. Do not get involved in controversial issues that have nothing to do with your company.

Source: https://www.legalzoom.com/articles/5-tips-to-protect-your-brand-on-social-media

Difficulty controlling the brand

- Take control of conversations. Remove content that is unsuitable. Respond appropriately to any issues.

- Approve posts. Have a checks and balances before posting. Proofread post before posting.

- Hire the right person for the job (if someone else is handling social media). Younger persons may be great at working the social media interfaces and software, however, that does not necessarily mean that a younger person will have knowledge to answer questions or respond professionally and personably.

Recruiting through YouTube:

- Use video to target talent and display your company culture

- Discuss benefits

- Show how your company values employees

- Employee testimonials

- Example of a Candidate Journey

- You can use video to inform employees how to properly apply (serious candidates).

- Set expectations for future employees

Basics for creating a Recruitment Video for YouTube:

- Create a YouTube Account (this is free).

- Link YouTube Account to your website, social media, or other online resources so you can easily share your videos.

- Include links to your website in the video upload.

- Keep videos short, sweet, and to the point. Under 3 minutes or less is recommended.

- If using testimonials, keep them as genuine as possible.

- Don't feel comfortable making a video yourself? Ask the SBDC for resources!

Free to Low-Cost Video Editing Software

- Canva

  https://www.canva.com/design/DAFhC34NMtM/yMmFIjdWyJPCjWKCMfoLNw/edit

- iMovie

  https://filmora.wondershare.net/?gad=1&gclid=CjwKCAjw0ZiiBhBKEiwA4PT9z-WKaPCNPWzJnDiL6ORlUvh_REMN99b6nwG_yCZwxg3NHqpIoLf4MRoCqSUQAvD_BwE

- Adobe Express

  https://www.adobe.com/express/create/video/youtube

Not all candidates are on Social Media

How do you recruit across generations? Where can you find the other 28% of applicants?

Source: https://diversity.ucsf.edu/programs-resources/training/unconscious-bias-training#:~:text=Unconscious%20biases%20are%20social%20stereotypes,organize%20social%20worlds%20by%20categorizing./

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Generational Outlook Snapshot

According to a report by Australian research group McCrindle Research, historically, generations were defined as birth of parents to birth of offspring, now, due to changes in the ways and times we have families, sociologists are defining generations a little differently. The newer generations are now typically divided in 15-year increments. Currently the generations in the workforce include:

- Baby Boomers – 1946-1964
- Gen X – 1965-1979
- Gen Y (Millennials) – 1980-1994
- Gen Z – 1995-2012

Upcoming generation:
- Generation Alpha – 2013-2025

A quick, funny outlook on different generations taking a work phone call:

https://www.facebook.com/reel/383423430136352/?s=ifu

Source: https://generationz.com.au/wp-content/uploads/2019/12/Understanding_Generation_Z_report_McCrindle.pdf

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Generational Outlook Snapshot

- Baby Boomers – 1946-1964
  - Baby Boomers have lived through and have created much change. They are adaptable. This generation is expected to maintain leadership roles longer.
- Gen X – 1965-1979
  - Considered a bridge generation. Understands the work ethic and focus of the Baby Boomers and can emulate it. Can connect with Gen Y – understands the culture, views, and workplace attitudes.
- Gen Y (Millennials) – 1980-1994
  - They have been stereotyped as "fickle", "snowflakes". However, this generation highly invested in their education and will look for opportunities for education and growth as an individual. This generation has shown stability in family building and is focused on family and work life balance. Surprisingly for this generation, work will be secondary to providing a stable family environment. They will look for opportunities with "family-friendly" employers.
- Gen Z – 1995-2012
  - Diverse. Diversity has been an open and honest topic with this generation since birth. Their early years included the first black president and the legalization of gay marriage. Multiracial households are common. They have been exposed to digital items since birth. This has been good and bad for this generation. Online communication and technology use is optimal. Interpersonal social skills may be lacking. This generation is known as the loneliest generation. Their hours online have created feelings of isolation and lack of creating interpersonal relationships. (Think too of how we all had to live during COVID). This generation is concerned with finances, as they have been born to parents who financially struggled with housing and other financial issues during the Great Recession.

Sources: https://generationz.com.au/wp-content/uploads/2019/12/Understanding_Generation_Z_report_McCrindle.pdf
https://www.aecf.org/blog/what-are-the-core-characteristics-of-generation-z

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Recruitment Marketing to the 28%:

Social media is not only a generational issue. There are many reasons some people refuse to use social media.

Some of these reasons are privacy and bullying concerns, technical issues (not everyone always has access to the internet), and personal values and beliefs.

Source: https://www.ephatech.com/people-who-dont-use-social-media/

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Recruitment Marketing to the 28%:

- E-mail
  - Newsletter
  - Specific Job Blast
    - If you do not have a database, you can pay for a service to e-mail to targeted databases. This can cost $200 or more for one email.
- Print
  - Public Flyer
  - Newspaper
- Radio
- Television
- Digital Advertising
- Snail Mail
  - Targeted Mail – Can Use a Mailing Service
  - Or – target an area using the United States Postal Service Maps

Why is the hiring process important?

- Good employees bring new ideas and abilities to your business.

- True treasure employees will help your business grow.

- Don't rush to fill an opening. For less turnover, look for the "right" candidate.

- The "right" employee will improve your brand and reputation.

- Turnover costs a business – both time and money.

Customer Service Issues Are Caused by:

- Hiring the wrong people

- Lack of training

- Employee burnout

- Misunderstanding customer expectations

- Lack of employee engagement

- Not knowing your customer or where to find them (social media)

Internal Recruitment Marketing to Candidates

Why would you want to recruit market internally?

- Promotion

- Succession Planning

- Restructuring

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Internal Marketing to Candidates

Methods of Internal Recruitment

- Promotions – viewed as a reward to an employee for a job well done

- Transfer – skills needed in a different area of the business or physical location

- Role Change – an employee may be better suited to another role

- Reorganization – company is restructuring and wants to keep employees – employees may take on new roles

Internal Recruitment Marketing to Candidates

How do you internally recruit?

- Post open positions internally: breakroom, announcements, internal newsletters.

- Ask for nominations by management or other staff members.

- Create a database of knowledge, skills, and abilities.

- Communicate openly about positions, wages, benefits.

Source: https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/recruitinginternallyandexternally.aspx/

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Application Process:
Why do some places require an application?

- It makes finding pertinent information easier. The pertinent information is located in the same place on your application, and you do not have to search through a resume to find the info needed to schedule an interview or for other contact needs. Most employers require an application submitted alongside a resume.

Application Process: What's needed on an application?

- Name of applicant.

- Contact information, including phone and email.

- Education history.

- Work experience.

- Professional references (optional)

- Availability (e.g., weekends, night shift)

- Applicant signature and date.

Source: https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/recruitinginternallyandexternally.aspx/

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Application Process:
Using job boards or software for applications.

- It's recommended for small businesses to use technology to help with recruitment & recruitment marketing.

- You can market your job listings using online tools, often 1 listing for free.

- However, issues can occur with technology that may keep you from finding the best candidate for you. Be mindful that issues may happen. A poorly designed resume may be a translation error and not the error of the candidate.

Recruitment Marketing with AI (Artificial Intelligence).
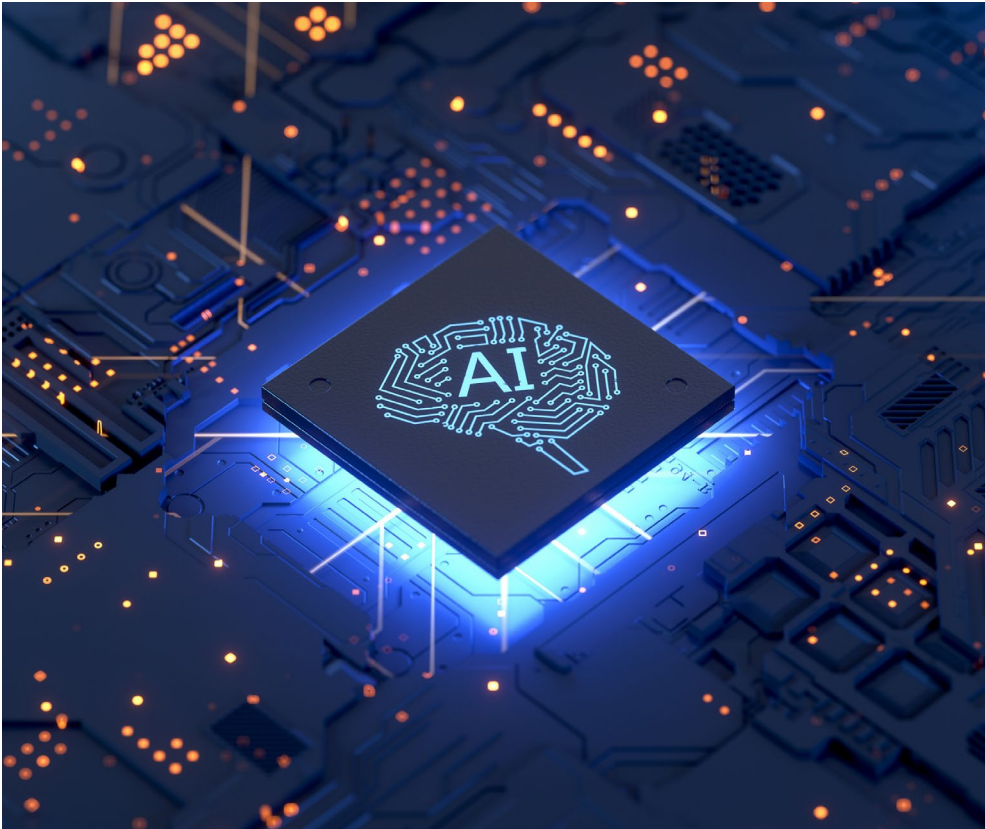
AI (Artificial Intelligence) is now being used as a recruitment tool.

- AI may be able to write your job listings for you.

- AI may scan through resumes for you to save you time.

- AI may scan through video interviews.

Recruitment Marketing with AI

Source: https://techhq.com/2019/10/why-you-shouldnt-let-ai-choose-your-next-candidate/

Disadvantages to AI recruiting:

- Software is only as good as the person inputting the parameters.

- Impersonal.

- Software may make mistakes.

- It may eliminate neurodivergent applicants.
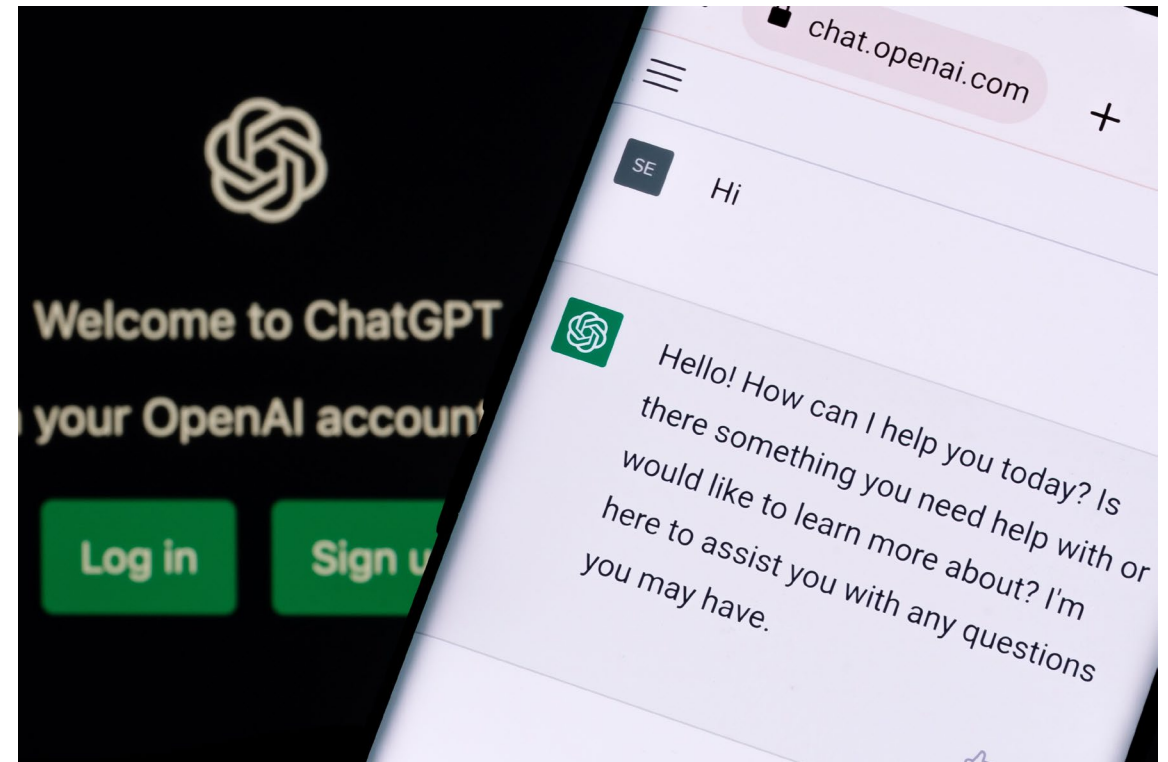
Advantages to AI recruiting:

- It may eliminate unconscious biases.

- Cuts down candidate list quickly.

- Reduces HR or hiring person's duties.

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Free AI Tool for Recruitment Marketing:

ChatGPT

- Sign up with a Google Account and ask ChatGPT questions like:
    - Can you help me write a job description?
    - Can you help me create a job application?
    - What's the best place to advertise a job for a florist?

Recruitment Marketing Round-up:

- Remember recruitment marketing is another way for you to brand your business.

- Decide and represent your company culture through your branding and marketing.

- Make use of free tools and technology but be mindful of their limitations.

- Use resources through the Small Business Development Center and through Pike County Community Action to help you with your business!

Source: https://www.hrmorning.com/articles/best-practices-recruiting-hiring-talent/

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Share Your Feedback!

https://go.osu.edu/Cq3R

If prompted, use code **R_1AW9Am5H4hcjseB** to access survey.

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