

Workforce Toolkit

Four Steps in the Employee Onboarding Journey



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INTRODUCTION

The following is intended to provide procedural guidance for employers hiring workers. There are elements throughout this document that will require additional assistance, sample documents, and templates. Please contact one of the document's author's for additional information and one-on-one technical assistance.

BEFORE HIRING

In general, the following best practices need to be followed when employing people. The following guidance walks an employer through that process.

Register to do business

- Apply for an Employer Identification number with the IRS
 - [EIN Registration](#)
- Register as an entity with the Secretary of State of MT
 - [Secretary of State - Register a new Business](#)
- City business license – if in city limits
 - In addition to childcare licensing requirements with the Montana Department of Health and Human Services, check with your jurisdiction's Planning Department regarding local licensing requirements.

Decide on Contract Employee (1099) vs Wage Earning Employee (W-2)

- [Independent Contractor FAQs](#)

If hiring a contractor, collect documentation

- Letter of engagement
 - Sample – duties, expectations, rate, schedule, timeline, project completion, review of work, invoicing and payment terms, etc.
- W-9 - IRS form for reporting contractor's wages
 - [Form W-9](#)
- ICEC – Independent Contractor Exemption Certificate
 - Contractor needs to provide to employer
 - [Independent Contractor Exemption Certificate Application](#)

If hiring an employee, register as an employer

- Set up a federal withholding payment account
 - [EFTPS](#)
- Set up a state-withholding payment account
 - [TAPS](#)
- MT Department of Labor
 - Set up an Unemployment Insurance account
 - [Unemployment Services](#)
 - MTDOL
 - [Employer Handbook](#)
- Work Comp Plan –
 - Set up a plan through [Montana Statefund](#)
 - Or one of their registered [agents](#)
- Plan for Human Resources Management
 - In-house
 - Out-sourced
 - [Montana Society for Human Resource Management](#)
 - [Professional Employer Organizations](#)

GET READY TO HIRE

Create a comprehensive and compelling job description

- Describe ideal candidate
 - Qualifications & skills
 - Roles and responsibilities
 - Supervision and workflow
 - Schedule availability & flexibility
 - Staffing Pattern Research by Industry Type
- Wage/Salary - Part-time/Full-time
 - How to create a hiring matrix
 - MONTANA Wage & Hour Laws
 - [Wage and Hour Payment Act](#)
 - Market-Specific Wage Rates
 - [Montana Labor Market Information](#)
- Benefits
 - IRS Guide to fringe benefits
 - Employer's Tax Guide
 - [Publication 15](#)
 - Retirement plans
 - [Retirement Plans FAQs](#)
 - Healthcare plans
 - [Small Business Healthcare Explore Coverage](#)
- [Employment Application](#)
- [Work Opportunity Tax Credit](#)

Attraction Tools & Resources

- Online Job Boards
 - There are a wide variety of online job boards. Some include Indeed and ZipRecruiter or through social media platforms like LinkedIn and Facebook
- Montana Department of Labor – Workforce Services Division
 - Employers Job Board
 - [National Labor Exchange](#)
- College & University Job Boards
 - [Handshake](#) is a platform used by many public and private post-secondary colleges and universities.
 - [University of Montana](#)
 - [Montana State University](#)
 - Summary of the job description
 - Instructions to apply
- Schedule interviews
- Planning relevant questions
 - Behavioral Interviewing using the Situation-Task-Action-Result (STAR) method
 - [Sample Interview Questions](#)
- [Things not to ask](#)
- Offer the job
 - Letter of hire
 - Template - Job description, schedule, wage/salary, plan for review of performance
- [Employee handbook](#)
 - Signature of approval from employees stating they have received and reviewed the handbook and agree with the terms of the letter of hire.

EMPLOYMENT

- Onboard
 - MT New Hire Reporting
 - New Hire Reporting Website
 - New Hire Reporting Form
- MT Wage withholding form
 - Form MW-4
- IRS Wage withholding form
 - Form W-4
- Homeland security identity verification
 - Form I-9
 - ID verification required
- Train
 - Training manual
 - Creating Standard Operating Procedures
 - Workforce Training Incentive Tools
 - Incumbent Worker Training (IWT)
 - Incumbent Worker Training Grant
- Safety
 - Montana Occupational Safety and Health Administration
 - OSHA
 - Montana Department of Labor – Employer Relations Division
 - Occupational Safety and Health
- Review performance
 - What to review
 - Keeping documentation
- Advance & reward
 - Promotions
 - Development of skills

SEPARATION

- Create documentation
 - Resignation
 - Letter of resignation – end date
 - Exit interview
 - Review of job performance
 - Employee feedback to employer
 - Lay-off
 - Report to Unemployment Insurance – eServices account
 - Termination
 - Review Dept of Labor Employment Laws – Wrongful Discharge
 - Wage and Hour Laws

For educational opportunities on the topic of human resources, the Montana Small Business Development Center's (SBDC) online classroom hosts a large library of content.

- <https://sbdc.mt.gov/Services/Trainings-and-Workshops/Classroom>

Some training topics in the online classroom include:

- [Targeting Alternative Talent Pools](#)
- [Generations in the Workforce](#)
- [Strategic Communications and Support for Women in Business](#)
- [Human Relations](#)
- [Creative Labor Solutions](#)
- [Hire for Your Peak Season & Don't Lose Money Doing it](#)
- [Five Critical Customer Service Skills](#)
- [Keys to Hiring the Right Employee](#)
- [Leading In Times of Crisis](#)
- [Communication That Fosters Cooperation](#)
- [Four Types of People](#)
- [What is Corporate Culture?](#)
- [Driving Business Success Through Employee Engagement](#)

For additional assistance with your childcare business, contact Zero to Five Montana's Senior Child Care Business Advisor Jason Nitschke at JasonN@ZeroToFive.org or Marguerite Thordarson with the Women's Entrepreneurship and Leadership Lab Women's Business Center at marguerite.thordarson@mso.umt.edu.

DISCLAIMER: Staff at Montana Child Care Business Connect and Zero to Five Montana do not provide legal or tax advice. Please consult a qualified professional when making these types of decisions.

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