

## **FAMILY HIRING AND EMPLOYMENT GUIDELINES - SAMPLE -**

### ***Sample Family Business Values***

[Business Name] has been a family-owned and operated business since [Date]. Its present owners strongly believe in continuing family involvement and values, which have led to the company's success. To continue this success, the succeeding generations, if they desire employment at [Business Name] must prepare for employment and possible career there. This plan is to help define in general terms the recommendations for employment of members of the succeeding generations of the [Name] family.

The values cherished by the [Name] family through the years are:

- We value superior service and highest quality products to our customers.
- We value creating a challenging, rewarding, and safe working environment for our employees.
- We value being good corporate citizens, conducting our business in accordance with the highest ethical standards providing profits satisfactory to our stockholders.
- We value the obligation of the current generation, whether in the business or not, to promote the development of succeeding generations to be responsible owners and family members.

### ***Employment of Family Members***

The current generation encourages the succeeding generations to be contributing and responsible members of society. To this end, it encourages the next generation to look at opportunities within [Business Name], as well as outside the company.

Employment depends on qualifications, not birthright, and the present owners and leaders encourage all those who are interested in pursuing a career at [Business Name] to become familiar with the business, how it's run and operated. For example, one of the ways this can be accomplished is to attend the [Business Name] business meetings, the manufacturing reviews, and board meetings. Younger family members can also gain understanding of the business through summer jobs, and part-time employment.

Family members are also encouraged to contact any senior executive at any time to discuss employment. Ongoing communications will ensure that family members have greater access to summer jobs, internships, meetings and other opportunities.

All efforts will be made to employ all qualified and motivated members of the succeeding generation. However, positions will not be created solely for the purpose of employing family members unless there is a business justification for doing so. Each family member has the responsibility to adhere to the behavior and performance standards established by the company and the family. They should strive to set the example in their positions.

### *1. Employment for Non-Management Positions*

Family member are encouraged to apply for temporary, full time or part time employment. The terms, conditions and compensation will be on the same basis as for non-family employees.

### *2. Eligibility for Management Positions*

To be eligible for a management position and career at [Business Name], a family member must have:

- Earned a bachelor's degree or higher
- Outside experience is preferred although not required.
- Participated in an assessment to outline strengths and areas for development.
- The terms, conditions, and compensation will be on the same basis as for non-family employees.

### *3. Internships for Family Members*

This is an opportunity for [Name] family members to learn, experience, and get training in the various jobs at [Business Name]. The Internship would include the following:

- Time frame would be one year maximum and six month minimum commitment determined at the beginning of the internship.
- At the end of the agreed to time frame, the intern may be offered a job, choose to leave, or have the possibility of extending the Internship experience.
- Compensation will be established and maintained at levels comparable to non-family employees having similar responsibilities and experiences.
- Career Development/ Performance Evaluation
  - a. Interns will have a written review for feedback on performance strengths and development needs
  - b. Interns with their supervisors/mentors will review the performance progress and long-term career objectives
- Requirements for completing Internships:
  - a. Attendance at quarterly meetings
  - b. Attendance at relevant business meetings
  - c. Participated in an assessment to outline strengths and areas for development.
  - d. Initial meeting with the President and supervisor/mentor to plan the internship experience

### *4. Employment Process and Career Development*

#### *a. Entry Process*

- i. Interested family members should contact the President to discuss the policy and review the guidelines.
- ii. Depending on interest, experience, and skills, the candidate will then be interviewed by the appropriate employees
- iii. A decision will then be made on the best placement for the family candidate.

- b. Career Development/ Performance Evaluation
  - i. Family members must have a written annual review for feedback on performance strengths and development needs
  - ii. Family members with their supervisors will annually review the performance progress and long-term career objectives
- c. Compensation
  - i. The benefits of ownership are separate from the benefits of employment.
  - ii. Compensation will be established and maintained at levels comparable to non-family employees having similar responsibilities and experiences.
- d. Promotions, Demotions, Employment Changes, and Termination
  - i. Involved in these would be the immediate supervisor at work and President depending on level (non-management or management) of position. Specific issues that will be considered before any actions will be taken are: work ethic, performance, and compliance with company values.
  - ii. Family members who do not meet the standards of performance and conduct required of non-family members in similar positions will be considered for termination, with due process.