



# Recruiting Playbook Table of Contents

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# Benefits of Working with TeamVision

## 1. Why TeamVision

Our mission is to create a community with a primary focus on promoting and guaranteeing premium and professional eye care experience in optometry and advancing the healthcare profession in optometry.

We promise to support our community of doctors by providing exceptional service and excellence in operations.

We stand by developing an Eyecare Professional Network unmatched in the industry.

Patient experience is at the center of every decision we make in TeamVision.

## 2. Benefits of Working with TeamVision

TeamVision recognizes hard work with competitive pay, incentives, excellent benefits, and many other perks. It's a total rewards package that's among the best in the industry. You will have the opportunity to grow within your role and career.

### Total Rewards Package

We provide a Total Rewards Package that includes:

- Competitive Base Pay
- Health Benefits
- 401k Plan
- Compensation Incentives
- Employee Discounts
- Annual Eyewear Certificates
- Annual Discount Coupons for Friends and Family
- Talent Development
- Work-Life Balance including Paid Time Off (Full-Time only)
- 6 paid holidays and up to 3 Diversity Days (for Full-Time and Part-Time only)
- Performance Feedback
- Recognition
- Inspiring culture
- Unique opportunities to give back to our communities

## **Compensation**

Pay provided for work performed, including both fixed and variable pay tied to performance. Your compensation consists of:

- Competitive Base Pay
- Variable Incentive Pay based on performance for those eligible
- Market Ranges reviewed annually
- Employee base pay reviewed annually

## **Benefits**

Benefits cover more than just your health and well-being. They cover your financial well-being and access to several additional benefits, programs, and discounts. Please see appropriate Benefits Guide based on eligibility (FT, PT – US or Canada).

## **Talent Development**

TeamVision provides the opportunity and tools for employees to advance their skills and competencies in both their short and long-term careers. Includes, to name a few:

- Onboarding
- E-learning and Virtual training
- On the job training and coaching
- Career Pathing and Individual Development Plan

## **Work-Life Balance**

Time away from work is important. Balanced employees tend to feel more motivated and less stressed at work, which increases productivity and reduces conflict. Work-life balance is an ongoing process where we creatively choose where to invest our energy so that work and life don't compete, but instead, support and enrich one another.

## **Performance Feedback**

Managing performance should be the starting point of everything we do. Its purpose is to create a clear line of sight between the company's strategy and an employee's objectives to ensure we are all working toward a common goal. Ongoing performance feedback is an important element in assisting employees to maintain or improve their performance, develop their careers, and achieve success with the Company.

## **Recognition**

Acknowledge or provide special attention to employee actions, efforts, behavior or performance and support business strategy by reinforcing certain behaviors that contribute to organizational success.

### 3. Private Practice Continuity

TeamVision recognizes the importance of Private Practice continuity within the day-to-day function. Within the Community, your Practice has supported patient care in meaningful ways, and we see it as an advantage to retain Private Practice culture.

### 4. Operations, Field, and HR Support

TeamVision has teams in place to provide support that the Practices need each day to provide exceptional Patient Care. These teams include:

- *Operations:* Software, Systems, Support and Valuable Tools
- *Field:* People and Talent Development, Field Tools and Resources, Optimizing Tasks, Ensuring Products and Services comply with Regulatory and Quality Standards for Patient Care
- *Human Resources:* Culture and Engagement, Change Management, Performance Management, Training and Development, Tools and Resources, Employee Relations, Compensation and Benefits

# Proactive Networking and Recruiting

## 1. Build a Bench of Talent

### Internal Bench

- Talk with your employees about growth opportunities, use an Individual Development Plan (IDP) to support their career goals and personal development
- Train and develop employees to take on future roles
- Network with nearby TeamVision Managers to share talent and development opportunities

### External Bench

- Source before there is a need!
- Connect on LinkedIn
- If you have multiple qualified candidates, but only one position to fill, stay in contact with the other candidates for future openings
- Create a method to retain names and contact information for future openings
- Share potential candidates with nearby Managers who may be looking to hire

## 2. Social Media and LinkedIn\*

LinkedIn is primarily a professional networking website. Many people use this site for job searches and recruitment. It mainly helps you connect with past colleagues and potential candidates, while also expanding your professional network.

Having an updated and professional LinkedIn profile is crucial for your image, the image of TeamVision, and that of the Practice.

LinkedIn is the perfect place to:

- Drive business results
- Raise Brand awareness
- Promote career opportunities
- Educate potential patients about our services
- Celebrate and recognize team members

\*Follow all Social Media policy and guidelines found in the Employee Guide.

What should you share?

- Celebrations: employee recognitions, career milestones & anniversaries
- People and Culture: relationship and cultural aspects of daily work and exciting moments
- Job Opportunities: Share job postings to your Page
  - Refer to *How to post on LinkedIn and How to post on Indeed job aids*

### 3. Networking and Recruiting

Networking is the exchange of information and ideas among people with a common profession or special interest, usually in an informal social setting. Networking often begins with a single point of common ground.

- Proactively and continuously build your talent pool. Your talent pool or bench of talent should be built on continuous engagement and interaction so you can tap those ready and available for the next exciting career opportunity. These individuals are your list of qualified potential candidates you can contact when you have a need to hire.
- By networking, you will be several steps ahead when you need to fill a role.
- Networking is more than a hiring tool – it keeps you connected to your community and can broaden your audience of patients and customers, too.
- Networking is a 24/7 opportunity
  - Look for good customer service
  - See a potential rock star and introduce yourself
  - Passively mention TeamVision opportunities
- The most important question you can ask is: Who do you know?
- Where do you find talent? Talent is EVERYWHERE and it starts with YOU!
  - Customers
  - Friends and Family
  - The places you frequent
  - Neighboring stores on the street or center you are in
  - Community places – gym, college hiring events, library, etc.



Start a conversation with a customer	<ul style="list-style-type: none"> <li>• I love your energy and positivity, it is contagious. My team is all about that - we stay positive and connected through ...</li> <li>• I see you truly enjoy our product. Are you or anyone you know looking for a part-time job. We are hiring and as an employee, you receive an amazing merchandise discount</li> </ul>
Start a conversation with a neighboring SM	<ul style="list-style-type: none"> <li>• I noticed you have fantastic employees. What is your hiring strategy? I would love to learn from you.</li> <li>• Your team is amazing! Every time I visit your store, I am greeted with such energy. Is there anyone on your team looking for another part-time position? I am hiring for a Sales Associate</li> </ul>
Start a conversation in community place	<ul style="list-style-type: none"> <li>• I am the Practice Manager in your local PRACTICE. We take pride in the care we provide. I see you are engaged with (organization/ place name), please know we are always looking to connect with individuals like you.</li> </ul>
Invite to Apply	<ul style="list-style-type: none"> <li>• I love your energy. Are you by any chance looking for a part-time employment? You would be perfect for our team.</li> <li>• I see you truly enjoy our product. Are you or anyone you know looking for a part-time job? We are hiring and as an employee, you receive an amazing discount!</li> </ul>

## 4. Referrals

The best candidates are referrals from trusted current employees, often from people who have worked together in the past.

There is no substitute for knowing a candidate's attitude, work ethic, customer service, etc. from a previous job.



# Candidate Qualifications & Interviewing

## 1. Reviewing Candidates

Behaviors are critical to observe and assess in a candidate. What to look for in a candidate who exhibits the appropriate patient facing traits needed in TeamVision:

- Smile, high energy, dynamic personality
- Engaging with others
- Good eye contact
- Positive attitude for the job
- Exhibit Companies Values and Competencies

What to look for in a resume:

- Concise, but detailed descriptions of job responsibilities
- Longevity in current and previous roles/employers
- Growth and promotions in previous roles (leadership positions if applicable)
- Specific metrics or numbers which show success
- Education and experience that adds to knowledge and capabilities

Be cautious of:

- Short stints in previous positions (1-4 months) / frequent job hopping
- Lack of growth and promotions for leadership roles
- Long gaps in work history
- Poor formatting, typos, lack of detail within resume
- Lack of preparation for the interview
- Overemphasis on salary and benefits
- Inappropriate behavior or communication
- Misrepresentation of skills or qualifications
- Lack of enthusiasm or engagement

## 2. Interviewing

Interview Guides:

- Use Phone Screening Guide for all Phone Screens
- Use In-Person Interview Guide for all In-Person Interviews

In-Person Interviews must include competency-based questions:

- Refer to Core competencies of TeamVision captured in the In-Person Interview Guide
- Use the STAR method described in the In-Person Interview Guide

Interviews should also include job specific questions:

- Refer to the interview Guide for more details related to job specific questions for: Optician, Optometric Technician, and Patient Care Coordinator

Provide clear and accurate information about the position:

- Be open and honest about the organization (EssilorLuxottica) and the location (Practice) where the candidate may be working
- Inform the candidate of what is expected of them in the position – there should be no surprises when they start!

The interview process should focus only on the candidate's job-related qualifications. There are certain questions that you cannot ask during a job interview. It is never appropriate to ask questions related to *Criminal Background*, *Veteran Status*, and *current Compensation*. Also, please see reference table below for navigating legal compliance questions:

Category	Can Ask	Can't Ask (examples)
Age	If Candidate is over 18	<ul style="list-style-type: none"><li>• Date of birth; age</li><li>• Date of high school graduation</li></ul>
Race, ethnicity, color or country of national origin or birth place	Do not ask any questions pertaining to this category.	<ul style="list-style-type: none"><li>• Color of skin, eyes, hair, etc. that would determine national origin</li><li>• Reference to an accent in speech to determine national origin</li><li>• Inquiries about any foreign addresses included on application materials</li></ul>
Gender or sex	Do not ask any questions pertaining to this category.	<ul style="list-style-type: none"><li>• Are you comfortable working for a female boss?</li><li>• Sex of the Candidate</li></ul>
Religion	Confirm they are available on days, hours or shifts to be worked.	<ul style="list-style-type: none"><li>• Will you need personal time for particular religious holidays?</li></ul>
Disability	Can Candidate perform the essential functions of the job?	<ul style="list-style-type: none"><li>• Do you have any disabilities?</li><li>• Have you been on Workers' Compensation?</li><li>• Do you have any serious illnesses?</li></ul>
Marital or family status; pregnancy	Do not ask any questions pertaining to this category.	<ul style="list-style-type: none"><li>• How old are your children?</li><li>• What does your spouse do for a living?</li></ul>

### **3. Recruiting the Right Talent**

Benefits of:

- Improves culture
- Reduces turnover
- Reduces risk to the business
- Maximizes productivity
- Patient satisfaction
- Growth and innovation
- Reduces hiring costs
- Improved morale with more balanced workload
- Reduces employee burnout
- Possible future leadership pipeline

### **4. Candidate Experience**

How the job seeker perceives the TeamVision brand throughout the hiring process.

Candidate's perception:

- Dignity, courtesy, respect, kindness
- Organized and structured recruiting process
- Transparent about expectations
- Reasonable timeliness of process
- Good listening and communication

Benefits of positive candidate experience:

- Enhances TeamVision brand
- Improved quality of hires
- Attracts more applicants and top talent
- Employee retention
- Offer acceptances
- Culture

# Applicant Tracking System (ATS)

## 1. Recruiting Process Flow

For the most up to date information regarding navigating the Applicant Tracking System (ATS), please login to Talent\_EssilorLuxottica from My Personal Desk and click on Help and Tutorials in the Dashboard.



There are additional tutorials and job aids under Help and Tutorials.

## 2. Create a Requisition and Post a Job

*\*\*Please see Job Aids provided by Recruiting Partners.*

Below are tips to help prevent your positions from being quarantined as well as helping them to show up closer to the top of the search on external job boards that a candidate performs:

- Only include the actual Job Title. You do not need to include the City or State as this information is included in the job posting. You can add the name of the Practice location but refrain from symbols as noted below.
- Do not use abbreviations in the Title, spell out complete Title such as Assistant Practice Manager
- Do not include symbols or punctuation marks except a comma.

Once requisition is created and posted using the Job Aid, you will need to review applicants, make hiring decisions, and extend an offer. It is important to track all hiring decisions in the Applicant Tracking System as this ensures a great candidate experience.

*Note: Requisitions will EXPIRE in 60 days from the date of posting regardless of how long you open the requisition for. At or before 60 days, disposition any candidates and open a new requisition if the role is not yet filled or if candidate not identified. Repeat as needed.*

## 3. Hiring phase consists of the following steps in the ATS:

- Reviewing and dispositioning applicants
- Creating an offer
- Approving an offer
- Extending an offer

- Candidate verbally accepting an offer
- Pre-employment screening
- Preboard

## 4. Using correct job codes

Job codes are a critical part of the Job Requisition for our Practices. They tie a Candidate to the correct credentials such as pay, exemption status, location volume, and the correct geographic differential. Ensure you create a requisition with the proper Job Code. Refer to your manager or HRBP if you need further assistance.

## 5. Hiring and Job Offers

Before you can extend a job offer to a candidate, you must send an approval request to your Field Leader through the Applicant Tracking System. The Field Leader must approve the offer before extending a verbal offer to the candidate.

## 6. Making the right offer using the below Guidelines

Pay Ranges:

- Minimum to 25<sup>th</sup> percentile: candidate with minimal to no experience, but meets qualifications of role (per job description)
- 25<sup>th</sup> percentile to midpoint: candidate with some experience
- Midpoint: candidate fully competent to perform the job duties
- Midpoint to 75<sup>th</sup> percentile: discuss with Field Leader and HRBP; this is reserved for exceptional candidate fully competent and highly qualified to perform the job duties (per job description)
- Any new hire/internal transfer considered for an offer over the 75<sup>th</sup> percentile will require HRBP and Senior Director Field Operations approval

Further Guiding Principles:

- Complete understanding of pay grids
  - Must understand experience level and potential of candidate and appropriate placement in the pay range based on internal equity
- Complete understanding of internal equity
  - Must review current staff pay and experience for equity within the Practice
- Complete understanding of labor costs
  - Partnership with Field Leader for complete understanding of labor costs within the Practice

- Labor costs should be maintained between 25%-26%
- Business Case required to both request headcount (backfill or new) and offer extending – partnership with Field Leader is required

Further Compensation Guidance:

Base Pay: Our base pay methodology is constructed on market-competitive data and is built to also reward individuals based on performance and competencies.

Each job is assigned a market reference point based on the value of that job in the market. Multiple salary surveys of what other similar employers pay for the same or similar job are used to arrive at this market reference point. This reference point assumes an employee is fully competent in their role. It is typical for newer employees and those just learning their role to generally be paid lower than the reference point. Pay for employees whose contributions, experiences, and performance significantly exceed what is required to do the role may be above the reference point.

When discussing pay with candidates remember:

#### **Review Compensation Guidelines – External for understanding**

- Offers should be aligned with education, experience and internal equity

#### **Ensure understanding of salary range and budget for backfill**

- Partner with Field Leader for approval to fill role including understanding of budget

#### **Ensure understanding of Total Rewards – share this when sourcing, interviewing, and extending offers**

- Base Pay, Annual Market Review, Benefits, Incentives, Perks, Career Development

#### **Always Close Timely**

- During the Phone Screening, ask candidate for desired compensation (not legally permitted to ask candidate for their current pay rate in most states)
  - If desired pay rate is out of budget, share with candidate that their desired pay rate is out of budget, but that you would like to take a moment to share the Total Rewards package including the variable/ Incentive pay opportunity, benefits package, perks, discounts, etc.
  - If desired pay rate is within range, share with the candidate that their desired pay rate is within the range and that on top of base pay there are other Total Rewards including the variable / Incentive pay opportunity, benefits package, perks, discounts, etc.
- During the In-person interview, re-ask the candidate for their desired compensation to ensure continued alignment throughout the recruiting process

- At the time of offer there should be no negotiating because you have been discussing the candidate's desired pay rate throughout the recruiting process
- Offer should be well thought out, competitive and fit internal equity

*For Pay Transparency States – refer to the Pay Transparency Documents located in the TeamVision Practice Manager OneNote*

## **7. Candidate Disposition**

Disposition codes explain candidate outcome in the recruiting process. Within the ATS, you are required to document the reason candidates did not progress in the recruiting process.

It is important that you choose the most appropriate disposition code for the circumstance. Choosing an incorrect disposition code will impact the company's ability to perform an accurate evaluation of its hiring process.

Note that the disposition codes are pre-loaded into the system, and users will not have the ability to create their own codes.

Select the disposition code that most accurately represents the reason why the candidate will not progress further in the recruitment process. The candidate will either be rejected by you the Leader or withdraw their candidacy themselves.

*Please use Job Aids provided by Recruiting Partners for support.*

## **8. Pre-Employment Screening**

Confirm the correct pre-employment package has been selected by reviewing the Job Requisition Details (Basic for TeamVision and Rosin Eyecare).

Candidates will receive an email asking for certain personal information so that the background check\* can be launched. Please contact the candidate to confirm receipt of email and initiation.

Monitor the status of the background check by reviewing the background check portlet on the right-hand side of the candidate's application under Background Check section in the ATS.

Do not advise the candidate to resign from their current employer before the background



check has cleared. You do not want to place the candidate in a position where we are unable to hire due to results and they have already resigned their previous role.

Once the candidate Meets Criteria and is showing as Passed in the ATS, ensure to move to *Pre-Employment Meets Criteria* and then *Preboard*.

## 9. Preboard

After all Pre-Employment Screening has been successfully completed and the candidate status changed to Preboard, the New Hire will receive an email that includes a link and password for access to the Equifax Preboard system.

You will need to notify the New Hire that the Preboard Packet must be completed before their start date. The New Hire will log in to the Preboard system via the email provided to them and complete their contact information, pay elections, tax forms, Section 1 of the I-9\*\* and other required information.

Section 2 of the I-9\*\* must be completed in person **before** the New Hire's Date of Hire!

New Hire will not have an employee number (EL ID) until the I-9\*\* is complete and cannot start until this is verified and complete in the system.

Refer to the Preboard job aid in Talent Luxottica under *"Help & Tutorials."*

*\*Background checks are completed for all U.S. and Puerto Rico candidates only, not completed in Canada*

*\*\*The I-9 is for U.S. and Puerto Rico candidates only, not completed in Canada*

## 10. Leonardo Pre-Recorded Training Modules Talent EssilorLuxottica

Session Topic	Description
Talent EL Recruiting - Access & Navigate the Platform (Retail) 1 of 5	Getting started with Talent EssilorLuxottica: Recruiting, understanding how to navigate the dashboard and interface.
Talent EL Recruiting - How Create & Post Requests (Retail) 2 of 5	Learn how to create and post job requests that attract the right candidates.
Talent EL Recruiting - Review Applications & Move Through the Pipeline (Retail) 3 of 5	Discover how to review applications, move candidates through the various stages of the pipeline and hiring process.
Talent EL Recruiting - Approve & Send Offer Letters (Retail) 4 of 5	Understand the steps to initiate and navigate the offer approval process and send offer letters within Talent EssilorLuxottica: Recruiting, following compliance with company policies.
Talent EL Recruiting - Disposition, Background Check, and Pre-Boarding (Retail) 5 of 5	Ensure the hiring process adheres to legal standards, maintaining compliance with employment laws and regulations.

# Onboarding New Hire

*\*\*Refer to Onboarding Checklist*

*\*\*Refer to Onboarding Leonardo Tools*

Finding the best candidates for your positions is only part of building an effective team. The process of on-boarding new employees can be one of the most critical factors in ensuring talent recently hired will be productive and happy workers. Rehires should receive the same on-boarding experience!

It is your responsibility to provide the appropriate information, knowledge, competencies, tools, coaching and development to be sure each new hire is successful and engaged in their job.

First Day: Three main goals on the first day should be: setting expectations, introducing objectives, and celebrating their arrival! Don't forget to provide a tour and review breakroom rules, where to store lunch and personal items, where to park their vehicle, etc.

Organizations that don't focus on acclimating new employees to their business and culture are at a significant disadvantage.

Employees who know what to expect from their company's culture and work environment make better decisions that are more aligned with the accepted practices of the company.

It is important for the Practice Manager to have a one-month check-in to ensure that the new employee is comfortable, happy, and engaged. Providing feedback on your new hire's early contributions is also important during on-boarding.

Studies have shown that three-fourths of new hires said training during the first week on the job is most important to them. If you aren't communicating with new hires in their onboarding, and arming them with the tools to succeed, you're setting them up to fail and you may not retain them. Be careful not to inundate your new hires with too much information, too. While it is important to get your new hire up and productive quickly, you also need to ensure you provide on-the-job training in a manageable flow.

Did you know that nearly 90 percent of employees decide whether to stay or go within the first six months of starting a new job? You as the Practice Manager have a huge impact on that choice.

Ensure your new hire completes the e-Learning courses and on-the-job training requirements established for them (included in Onboarding Checklist). Engage you're your new hire and confirm their learning and understanding of the material; answer questions as needed.

Monitor and evaluate the new hire's progress; provide timely feedback.

Coach to meet or exceed expectations.