

ORIENTATION CHECKLIST

Employee Orientation provides new employees with the basic background information required to perform their jobs satisfactorily, such as information about company rules.

A successful orientation should accomplish four main things:

1. the new employee should feel welcome and at ease;
2. he or she should understand the organization/company in a broad sense (its past, present, culture and vision of the future), as well as key facts such as policies and procedures;
3. the employee should be clear about what is expected in terms of work and behavior; and
4. the person should have begun the process of becoming socialized into the firm's ways of acting and doing things.

The checklist below will assist in achieving the benefits of a successful orientation.

Orientation Checklist

Human Resources

Name _____

Department _____

Hire Date: _____

Introduction to the Company

- Organization and its function
- Corporate Culture
- Company Mission
- Corporate Literature/Video

New Employee Paperwork

- Employee Information Sheet
- Copies of Social Security Card (and other identification cards)
- W-4 and State Tax Forms (outside Belize)
- I-9 (outside Belize)
- Health, Life & Disability Insurance Enrollment Forms (if applicable)

Copy of Employee Handbook

Benefits and Compensation

- Health, Life, Disability Insurance
- Retirement Benefits
- Educational Assistance
- Credit Union
- Stock Purchase Plan
- Employee Assistance Program
- Child Care
- Pay Procedures
- Salary Increase/Performance Review Process
- Incentive/Bonus Programs
- Paid and Unpaid Leave

Training Scheduled and/or completed

- Computer System
- Log on
- E-mail
- Software
- Telephone System
- Voice Mail
- Long-Distance Calls

Other Items

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Date Completed: _____

By: _____

To be filed in employee's personnel file upon completion.

Personnel Files

What should you keep in those personnel files? Here is the general rule of thumb: only keep information that can legally be the basis for an employment-related decision in the file. Employment decisions include hiring, firing, promotion, demotion, layoff, training opportunities, and all other actions taken regarding employees. Employment decisions may NOT be made on the basis of sex, race, national origin, color, religion, or veteran's status, so keep all equal employment opportunity records separate. Making decisions based on a person's disability status is illegal, so keep all medical information separate (there are privacy issues here as well). Garnishment orders cannot be used as a basis for employment decisions, so all paperwork having to do with garnishment must be kept separately. I-9 forms must be made available on demand to Department of Labor inspectors, and it is best to keep them in a separate place for convenience.

Records to Keep, and the Recommended Number of Years to Keep Them

Record	Years	Notes
<p>Hiring Records* job applications, resumes records relating to refusal to hire advertisements about openings, promotions, or training opportunities *Federal contractors should keep these records for at least 2 years.</p>	<p>One Year</p>	<p>Keep EEO information separate</p>
<p>Basic Employee Information: I-9 for all, work permits for minors</p>	<p>Three years after hire or one year after termination, whichever is later.</p>	<p>Keep I-9s separate</p>
<p>Payroll Records: name, address, SSN, date of birth, job classification, occupation, daily schedules, pay rate, weekly compensation, amounts and dates of payments, daily and weekly hours,</p>	<p>Four years</p>	

overtime hours and pay, annuity and pension payments, benefits, deductions and additions		
Tax Records	Four years	
Employment Actions: hires, separations, rehires promotions, demotions transfers, layoffs, recalls training opportunities employment test results	One year from date of action	
Health, Medical, Safety Data	Varies	Keep separate
Job related illnesses and injuries	Five years	
Requests for accommodation of disability	One year	
Medical exams	Thirty years	
Toxic substance exposure records	Thirty years	
Blood-borne pathogen exposure records	Thirty years	
Family Medical Leave Act (FMLA)	Three years	

Time Away from Work

For private employers:

Type of Leave	Mandated by Federal Law	Mandated by Some State Laws	Not Mandated Your Policy
Vacation			X
Holidays			X
Sick Leave			X
Short-Term Disability Leave		X*	X
Family/Medical Leave	X	X	
Long-Term Disability Leave			X

Military Reserve Duty	X	X	
Jury Duty	X	X	
Bereavement			X

* Currently only mandated by 6 states

Vacation: Leave for vacation time is granted by most employers, and is considered a benefit which accrues as the employee works. Many states consider accrued vacation leave a benefit that is payable upon termination of employment.

Holidays: Individual company policy governs which holidays are taken by employees for private companies (they are mandated in the public sector). Most companies use the federal holidays as a guideline, and offer many of the same holidays to their employees. Customary holidays include: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas.

Sick leave: The amount of paid sick leave an employee earns, if any, is governed by the policy of each employer. Many employers provide between five and twelve days per year as a standard, often allowing employees to accrue more as length of service increases. Most companies do not allow carry over of unused sick leave from year to year beyond a reasonable amount.

Family and Medical Leave: FMLA leave is governed by Federal law. The basics: employers with 50 or more employees must grant up to 12 weeks of unpaid FMLA leave to their employees for the serious illness of the employee or immediate family members, or the birth or adoption of a child; health care benefits must be continued during FMLA leave, and the employee must be reinstated to his or her former position or an equivalent position at the end of the leave. Employees are eligible for FMLA leave if they have worked for the employer for the last year, have worked 1,250 hours or more in that year, and are at a work site where there are at least 50 employees within a 75 mile radius. Leave may be taken in increments as short as what the employer's payroll system will allow (i.e. 8 minutes), or as long as 12 weeks.

Short-Term Disability Leave: Many employers provide full or partial income replacement to employees who are unable to work due to illnesses or injuries whose duration exceeds that of regular sick leave benefits. It is common for employers to provide 50% or more in income replacement for periods of up to 26 weeks following a short waiting period (usually 1-2 weeks). Some employers include provisions for benefit continuation and job security in their policies and most employers self-fund their plans, rather than insure them. Additionally, 6 states mandate temporary disability benefits: California, Hawaii, New Jersey, New York, Puerto Rico and Rhode Island.

Long-Term Disability Leave: Long-term disability benefits are most commonly provided through insured plans and are designed to pick up where short-term disability benefits end. Employees who receive long-term disability benefits are generally not expected to be able to return to work in the foreseeable future. Benefits usually range from 50 - 70% of the employee's salary (including any Social Security benefits, if applicable) and are customarily payable following a waiting period of 3-6 months.

Military/Reserve Duty: Employers must grant leave to employees who are drafted or voluntarily enlist in the U.S. Armed Forces, or who volunteer for the National Guard and Military Reserves. Employees returning from those duties are entitled to full reinstatement to their former jobs after discharge from the military, or to positions of like seniority, status, and pay. Reservists must be granted time off for fulfillment of their duties, plus travel time, in addition to any vacation leave they may have accrued. Federal law does not mandate that reservists be paid by their employer for their time away from work but does specify requirements for vesting in pension plans. In practice, many companies pay full wages or the difference between their employees' reserve wages and regular pay for short periods such as the annual two week training that reservists must perform.

Jury Duty: Employers are required to grant leave to employees who are called to serve on juries in federal and state courts. Several states have also passed laws requiring employers to grant leave when an employee is subpoenaed to testify as a witness. Discharge, discrimination, and retaliation against employees called to jury duty is strictly prohibited. Some state laws govern payment of wages to employees on jury duty leave, but most leave this policy decision to the employer. Many employers continue to provide full pay to employees on jury duty (often offset by remuneration paid by the court), according to a survey by the Bureau of Labor Statistics.

Bereavement Leave: While not mandated by state or federal law, it is common practice to grant leave to employees who experience a death in their immediate family. Most policies specify and define immediate family, and most offer paid leave for several days.

Comparison of Base Pay Systems

<u>System</u>	<u>Advantages</u>	<u>Disadvantages</u>
Flat-rate system	Best for routine, simple jobs that offer little opportunity to vary performance; simple to implement and administer; preferred by unions	Does not reflect individual performance or skills
Time-based system	Best for routine jobs where competency level increases with time; provides opportunity to reward long-term employment	Does not reflect varying proficiency rates or performance differences; may raise average pay levels over time even if performance is below average
Performance-	Best used when individual	Requires good performance

based pay	performance is valued and accurately measured; rewards superior performance	appraisal system; can be manipulated by supervisors; may discriminate against protected groups
Productivity-based pay	Best when quantity of work is accurately measured; encourages high level of productivity	Quality of work may be sacrificed without careful supervision
Competency- or skill-based pay	Best where skill/knowledge levels are well-defined and employee development is valued; encourages flexibility and training; supports work teams; emphasizes cooperation and teamwork	Administration and training may be costly; requires flexibility in making job assignments

Checklist of Types of Employee Benefits

- Health, dental, vision and prescription coverage
- Cafeteria/flexible benefit options
- Life, accidental death and travel insurance
- Short-term and long-term disability insurance
- Sick, vacation, personal and holiday leave
- Pension and retirement savings plans
- Stock purchase plans/options
- Training and education programs
- Membership in associations, clubs
- Wellness, smoking cessation, weight loss programs
- Recreation, fitness centers, special events
- Employee assistance program
- Legal and financial services
- Credit union, financial/retirement planning
- Transportation subsidies, parking

- Housing subsidies, relocation benefits
- Flexible work environments and schedules
- Casual dress
- Dependent care subsidies, referrals, services
- Elder care, long-term care
- Food service, concierge service
- Discounts on company services/products

Counseling and Disciplinary Issues

On occasion, an employee's performance may be impacted by absenteeism, a single incident (such as reported sexual harassment) or poor interpersonal relationships on the job. Corrective actions may range from simply counseling the employee to formal disciplinary procedures.

Consider:

- What are the facts surrounding the episode?
- How serious is the infraction?
- Was the employee informed of the work rules in advance?
- Has there been adequate warning about the inappropriate behavior?
- Have there been similar discipline problems in the past by this employee?
- Has the employee been made aware of the consequences of this behavior?
- Does the employee's behavior hamper the day-to-day operation of the organization?
- What has the history of the employee been with your organization? Has he/she been an otherwise satisfactory employee, or have there been previous documented problems or infractions of company rules?
- Have you allowed the employee to tell his or her account of the infraction? (Take clear notes).
- Has the employee been provoked in any manner?

- Have you thoroughly investigated the issue or infraction?
- Have you obtained enough evidence to prove that the employee displayed inappropriate behavior or violated the company's policies or rules?
- Has the investigation been fair and objective?
- Has the investigation been timely?
- Has your organization enforced rules and production standards consistently?
- Have you remained uninvolved emotionally during this process?
- Has the employee been referred to an Employee Assistance Program, if appropriate?
- Does the discipline under consideration fit the infraction?
- Is the employee aware of appeal procedures?

Counseling the Employee - Do's and Don'ts

- Do not reprimand employees in the presence of others or in a public place.
- Determine the appropriate time and place for a disciplinary meeting.
- Investigate an incident or infraction thoroughly regardless of how the situation appears at first glance.
- Allow the employee a chance to respond and explain the infraction.
- Disciplinary actions should always be documented in detail. The documentation should include:
 - o who, what, when, where, and how
 - o the effect of the conduct as it relates to performance, job related behavior or company interest
 - o what action will be taken because of the incident
 - o what action will be taken in the future if another infraction occurs
 - o the employee's recourse (if any) if he/she is in disagreement with the action

- Evaluate the objectiveness of the disciplinary action.
- Evaluate the legal issues surrounding the disciplinary action.
- Allow a third person to review the facts and proposed discipline.
- Present the disciplinary action in a slow calm manner.
- Listen critically and take notes
- Conclude the discussion and determine what will happen from that point.
- Monitor the employee's performance and progress.

Exit Checklist

Name: _____
 Position: _____
 Supervisor: _____
 Hire date: _____
 Termination Date: _____

Exit Interview scheduled for _____ at _____ with _____.

Information to be discussed with the employee prior to departure:

	Yes	No	Not Applicable
Medical Benefits/COBRA	___	___	___
Life Insurance Conversion	___	___	___
Severance Pay	___	___	___
Vacation/Sick Pay Due	___	___	___
Pension/Savings Plan Funds	___	___	___
Stock Plans	___	___	___
Education Assistance Reimbursements	___	___	___
Expense Reports/Other Reimbursements	___	___	___
Unemployment Compensation (if applicable)	___	___	___
Computer Security Process	___	___	___
Trade Secrets/Proprietary Information	___	___	___
Procedure for providing references	___	___	___

Eligibility for reemployment	___	___	___
Process for receiving final paycheck	___	___	___
Other_____	___	___	___
Other_____	___	___	___

Items to be returned by employee prior to issuing final paycheck*:

	Returned	Not Applicable
Key(s) - building/office/file cabinets/cars	___	___
Security Pass/ID Card	___	___
Parking Pass/Access Key	___	___
Credit Card(s)	___	___
Phone Calling Card	___	___
Pager	___	___
Cellular Phone	___	___
Computer, including disks	___	___
Fax Machine	___	___
Tools/Other Equipment	___	___
Employee Handbook/Company Information	___	___
Uniform(s)	___	___
Other_____	___	___
Other_____	___	___

*check state law for restrictions before holding paycheck beyond date of termination.

Other procedures to follow:

	Completed	Not Applicable
Notify payroll and obtain/send final paycheck	___	___
Notify security office	___	___
Notify credit union/company store/other_____	___	___
Notify health insurance provider	___	___
Notify life insurance provider	___	___
Process pension/savings forms	___	___
Review and close out personnel file	___	___

Modify HRIS records

Checklist Reviewed by: _____ Date: _____

HR Papers