

Human Resources

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Office Best Practices

Employee Handbooks

- A valuable resource for both the employer and employees.
- Should include the organization's:
 - Mission and Vision statements
 - Policies and Procedures
 - Benefits
- Provides an overview of what is expected from employees and reflects the employers' standards and objectives relating to various activities.

Employee Handbooks

- Each policy should begin on a **new** page.
- Handbooks should include a written **acknowledgement** of receipt stating that an employee has received the handbook and is responsible for familiarizing themselves with the policies and procedures.
- Signed acknowledgement forms should be collected and kept in the employee's personnel **files**.
- Handbooks should be easily **accessible** to all employees.
- An employment **attorney** should review the employee handbook.

Employee Files

- For ADA compliance purposes, all employee files should be kept in a **secure** cabinet at all times.
- I-9 forms should be kept together in a **separate file**.
- Medical files (FMLA, benefits, etc.) should be kept in a separate **locking** file cabinet.
- Have **1-2 designated** persons that can access employee personnel files.

Employee Files– Personnel Files

The Employee Personnel File should contain the following information:

- Application/Resume
- All documents pertaining to hiring information such as background checks, reference checks, work history information, etc.
- W-4 form
- Promotion/transfer records
- Performance evaluations
- Disciplinary records
- Personal commendations
- Vacation/PTO days
- Pay records

Employee Files– Personnel Files

When an employee is terminated the following records should be added to their Personnel File:

- Exit interview form
- Copy of the State Separation Notice
- Layoff information – selection process
- Firing for cause information
- Resignation letter

Employee Files– Benefit Files

The Employee Benefit File should contain the following information:

- All medical information including doctors' statements
- Benefit enrollment forms
- 401(k) enrollment forms and documentation
- Change forms and/or waiver forms
- Workers' compensation information including injury reports
- Beneficiary designations
- Drug test results

File Retention

- Recommended to keep employee personnel and benefit files 7 years after termination.
- Recommended to keep I-9 Forms 1 year after termination or 3 years after date of hire, whichever is later.
- Recommended to keep time sheets 3 years.

Recruiting and Interviewing

Recruiting Start to Finish

1. Job description development
2. Post the position
3. Review resumes
4. Conduct phone screens
5. Prepare interview questionnaire
6. Train selection committee on interviewing techniques
7. Facilitate interview process
8. Craft the offer letter, conduct background checks, and contact references
9. Tailor a custom onboarding orientation process

Job Descriptions

Job descriptions provide clearly written expectations about:

- Why the job exists.
- What the candidate is expected to accomplish.
- What is required to be able to effectively perform in the position. This includes any physical requirements.

Having a written job description allows you to:

- Quickly and concisely review essential requirements.
- Identify whether candidates can perform the minimum requirements.
- Protects against potential discrimination charges.

Job Postings

- When looking to fill a posting, your goal should be to have a diverse group of qualified candidates.
- Utilize your job description to develop a job posting to attract talent.
- Cast a wide net. Post the position in as many places as possible, both internally and externally.
- Have one person that serves as the clearinghouse for all resumes and applications.
- Keep both solicited and unsolicited resumes and applications for at least one year after the date of receipt.

Candidate Screenings

Determine interview process.

- Who will review resumes and conduct phone screens?
- How many in-person interviews will take place?

Review every resume and application that comes in.

- Do they meet minimum job qualifications?
- What skills, experience and credentials do they offer?
- Review every application/resume that you receive.
- If a cover letter is provided, make sure you review it.
- Consider correct spelling, grammar and attention to detail.
- Do **not** write notes on the application, resume or cover letter.

Candidate Screenings

Initial screenings should be conducted to gather basic information.

- Does it seem like the applicant can perform the essential functions as laid out in the job description?
- What is the applicant's work history?
- Do they have any red flags in their background?
- If this person has never worked in a nonprofit environment before, have they had any volunteer activities or experiences that demonstrates the type of missional commitment you are seeking?

Phone Screenings

Phone screens are a great tool that allow you to focus your time on good quality applicants.

- Ask the same questions of every candidate.
- Ask questions that assess the candidate's skills and experience.
- Include questions that get at whether the candidate is a good fit for your workplace's culture.
- Have an objective rating system to rate candidate's responses.
- Try to record the candidates answer as closely as possible.

In-Person Interviews

Develop interview questionnaire ahead of time and distribute to interviewers.

Questions should be open-ended and based on the essential job functions.

Most questions should be situational-based.

- These are questions that get at how the applicant would handle particular situations.
- For example: Give me an example of a time when you handled conflict in the workplace.

Each candidate should be asked the same questions.

In-Person Interviews

Do not ask any questions that could be viewed as discriminatory.

- Race, Ethnic Group, National Origin, etc.
- Citizenship or country of birth.
- Age.
- Disabilities.
- Children or marital status.
- Applicant's personal life.
- Prior arrest records.

In-Person Interviews

- Schedule time between interviews, about 15 minutes.
- If using technology and conducting online interviews, always test your system ahead of time.
- **Keep interview notes for all applicants on file for at least 1 year.**
- Do not allow superficial impressions to influence your decision.
- Having hiring standards that are not job related will make your interview invalid.

Post-Offer Checks

All job offers should be contingent on successfully passing pre-employment checks. These include:

- Background checks
- Drug Screens
- Reference Checks

Be sure to include language in your offer letter that informs the candidate that the position is contingent upon them passing the required checks.

Background Checks

Background checks should be done after you have received a signed offer letter.

Typically, a background check will:

- Validate social security numbers
- Verify education
- Review any criminal convictions

Some positions may need more information. For example, if the job requires driving, you should include a motor vehicle records check.

Reference Checks

Reference checks on candidates allow you to gain insight about an applicant from people that have worked closely with them.

You must either consistently check references on each candidate or on none at all.

It is recommended that you check references on all candidates and placing the documentation in the employee's file.

Reference Checks

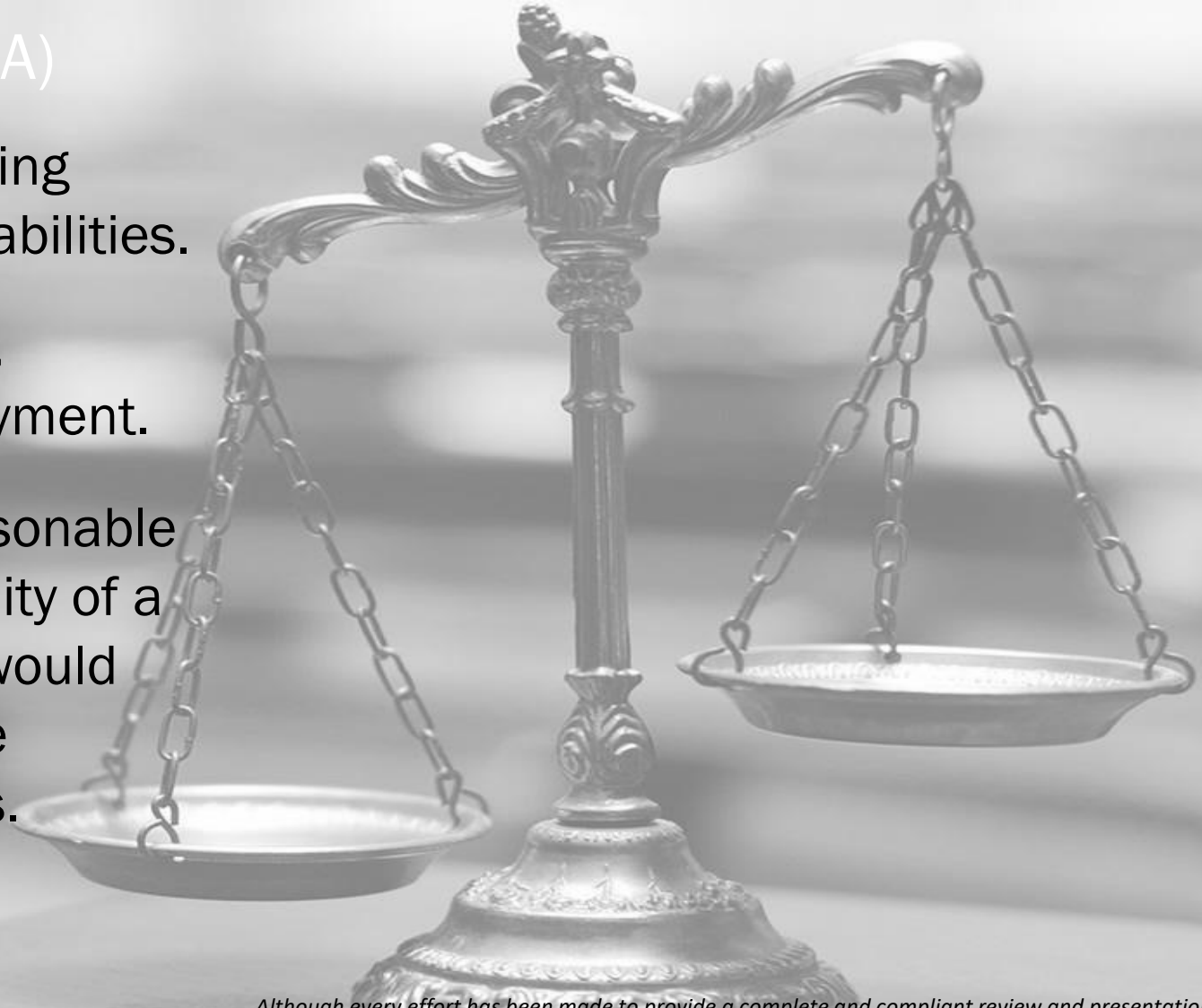
- Try to conduct and document at least 2-3 reference checks.
- Your first choice should be to talk with the applicant's prior supervisor.
- When you conduct a reference check verify the person's position, workplace, and relation to the applicant.
- This is also a good time to find out what others see as the applicant's strengths.

Employment Law

Employment Laws

Americans with Disabilities Act (ADA)

- Prohibits employers from discriminating against qualified individuals with disabilities.
 - Hiring, terminations, promotions, training, and privileges of employment.
- An employer is required to make reasonable accommodation to the known disability of a qualified applicant or employee if it would not pose an “undue hardship” on the operation of the employer’s business.



Employment Laws

Family Medical Leave Act (FMLA)

- Provides certain employees with up to 12 weeks of unpaid leave per year for their own serious medical condition, or a serious medical condition of a qualified family member.
- Applies to employers with 50 employees within a 75-mile radius.
- To qualify, employees must:
 - Have worked for the employer for 12 months.
 - Have worked 1,250 hours within the past 12 months.
 - Provide certification from a provider that they or the family member need the leave.



Although every effort has been made to provide a complete and compliant review and presentation, The General Council on Finance and Administration does not provide legal advice.

Employment Laws

Health Information Portability and Accountability Act (HIPAA)

- Employers must protect the confidentiality of health information of employees.
- Any medical or health related information must be secured in a locked file cabinet at all times.
- Medical or health related information may not be shared with anyone except on a strict “need to know” basis.

Employment Laws

Title VII of the Civil Rights Act

- Prohibits employers from discriminating against employees on the basis of:
 - Race
 - Color
 - Sex
 - National Origin
 - Religion
- Pertains to all aspects of employment (hiring, terminations, promotions, etc.).
- Prohibits harassment in the workplace based on a protected class.



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Employment Laws

- Age Discrimination in Employment Act (ADEA)
 - Prohibits employers from discriminating against employees age 40 or older.
- Equal Pay Act (EPA)
 - Requires men and women with the same knowledge, skills, and abilities be paid equally for equal work.



Employment Laws

Fair Labor Standards Act (FLSA)

FLSA ensures employers fairly compensate employees:

- Sets a minimum wage that employers must pay employees.
 - Effective July 2009 = \$7.25
- Ensures employers compensate non-exempt employees properly for overtime.



Form I-9 and E-Verify



Form I-9

- Determines an individual's authorization to work in the United States.
- Cannot be completed until after an offer of employment has been accepted.
- Form I-9 has two sections.
 - Section 1 must be completed by the employee.
 - Section 2 must be completed by the employer.

Form I-9

- Penalties for incomplete or missing forms.
 - Range from \$110 to \$1,100 per violation or form.
 - Could be issued for failure to produce a Form I-9.
- Forms must be retained for terminated employees.
 - 1 year from date of termination or 3 years from date of hire, whichever is later.

Form I-9 – Section 1



Employment Eligibility Verification Department of Homeland Security U.S. Citizenship and Immigration Services

USCIS
Form I-9
OMB No.1615-0047
Expires 07/31/2026

START HERE: Employers must ensure the form instructions are available to employees when completing this form. Employers are liable for failing to comply with the requirements for completing this form. See below and the [Instructions](#).

ANTI-DISCRIMINATION NOTICE: All employees can choose which acceptable documentation to present for Form I-9. Employers cannot ask employees for documentation to verify information in **Section 1**, or specify which acceptable documentation employees must present for **Section 2** or Supplement B, Reverification and Rehire. Treating employees differently based on their citizenship, immigration status, or national origin may be illegal.

Section 1. Employee Information and Attestation: Employees must complete and sign Section 1 of Form I-9 no later than the **first day of employment**, but not before accepting a job offer.

Last Name (Family Name)		First Name (Given Name)		Middle Initial (if any)	Other Last Names Used (if any)		
Address (Street Number and Name)			Apt. Number (if any)	City or Town		State	ZIP Code
Date of Birth (mm/dd/yyyy)	U.S. Social Security Number		Employee's Email Address			Employee's Telephone Number	
I am aware that federal law provides for imprisonment and/or fines for false statements, or the use of false documents, in connection with the completion of this form. I attest, under penalty of perjury, that this information, including my selection of the box attesting to my citizenship or immigration status, is true and correct.		Check one of the following boxes to attest to your citizenship or immigration status (See page 2 and 3 of the instructions.):					
		<input type="checkbox"/> 1. A citizen of the United States					
		<input type="checkbox"/> 2. A noncitizen national of the United States (See Instructions.)					
		<input type="checkbox"/> 3. A lawful permanent resident (Enter USCIS or A-Number.)					
		<input type="checkbox"/> 4. A noncitizen (other than Item Numbers 2. and 3. above) authorized to work until (exp. date, if any)					
		If you check Item Number 4. , enter one of these:					
		USCIS A-Number		OR	Form I-94 Admission Number		OR
Signature of Employee					Today's Date (mm/dd/yyyy)		
If a preparer and/or translator assisted you in completing Section 1, that person MUST complete the Preparer and/or Translator Certification on Page 3.							



Form I-9 – Section 2



Section 2. Employer Review and Verification: Employers or their authorized representative must complete and sign Section 2 within three business days after the employee's first day of employment, and must physically examine, or examine consistent with an alternative procedure authorized by the Secretary of DHS, documentation from List A OR a combination of documentation from List B and List C. Enter any additional documentation in the Additional Information box; see Instructions.					
	List A	OR	List B	AND	List C
Document Title 1					
Issuing Authority					
Document Number (if any)					
Expiration Date (if any)					
Document Title 2 (if any)		Additional Information			
Issuing Authority					
Document Number (if any)					
Expiration Date (if any)					
Document Title 3 (if any)					
Issuing Authority		<input type="checkbox"/> Check here if you used an alternative procedure authorized by DHS to examine documents.			
Document Number (if any)					
Expiration Date (if any)					
Certification: I attest, under penalty of perjury, that (1) I have examined the documentation presented by the above-named employee, (2) the above-listed documentation appears to be genuine and to relate to the employee named, and (3) to the best of my knowledge, the employee is authorized to work in the United States.					First Day of Employment (mm/dd/yyyy): _____
Last Name, First Name and Title of Employer or Authorized Representative			Signature of Employer or Authorized Representative		Today's Date (mm/dd/yyyy)
Employer's Business or Organization Name			Employer's Business or Organization Address, City or Town, State, ZIP Code		

Form I-9 – Section 2 Documents

- Employee must provide required documents within 3 business days after date of hire.
 - For example: If an employee is hired on Monday, they must provide forms by end of day Thursday.
- You **cannot** require employees to bring certain documents and cannot ask them to bring in **more** than what is required.
 - If they bring in more on their own, do not document, or make copies of them!
- Documents cannot be expired.
- Copies of documents must be legible.

E-Verify

- Web based system that allows employers to confirm the eligibility of their employees to work in the United States.
- You may not verify current employees, only those newly hired.
- Requirements to enroll are based on state.

States that Require E-Verify

Alabama	Arizona	Colorado	Florida	Georgia	Idaho
Indiana	Louisiana	Michigan	Minnesota	Nebraska	North Carolina
Oklahoma	Pennsylvania	South Carolina	Tennessee	Texas	Utah
Virginia	West Virginia	Mississippi	Missouri		

E-Verify is voluntary, on the federal level but many states have enacted state laws requiring employers to enroll.

<https://www.e-verify.gov/employers>

EMPLOYERS

This section provides information for employers and other participants about the verification process, including detailed instructions on handling an employee's Tentative Nonconfirmation and other related topics.

For the latest about E-Verify, check out [What's New](#).

To stay up-to-date, [subscribe to E-Verify emails via GovDelivery](#).

If you are not already enrolled in E-Verify, [explore the program](#) and what it can do for your business, then [learn how to enroll](#).

Login to E-Verify

If you are already enrolled in E-Verify and would like to **login** now.

LOGIN TO E-VERIFY



ENROLLING IN E-VERIFY

Begin your E-Verify enrollment here

E-VERIFY ENROLLMENT



VERIFICATION PROCESS

Create a case, get results and close the case

VERIFICATION PROCESS



MONITORING & COMPLIANCE

E-Verify compliance activities

MONITORING & COMPLIANCE



UMC
SUPPORT

UMC SUPPORT



FINANCE & ADMINISTRATION

General Council on Finance and Administration

THE UNITED METHODIST CHURCH

*Thank
you*



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