

SOP # HREH14	Revision: 1.0	Prepared by: Susan Jones
Effective Date: 01/01/2014	Approved by: Katy Bowen	

Title: HREH14 EMPLOYEE HIRING 2014

Policy: All hiring of employees shall be in accordance with the company's Employment Policies. All efforts to recruit, evaluate, and select new staff members shall be made with the sole objective of filling the position with the best available candidate.

Purpose: New employee acquisition is an expensive process. It takes time, money, and a thorough understanding of the needs of the organization. Every employee is expected to make a far greater contribution to the company, in terms of revenue, than the actual expenses incurred in order to be valuable not only in the present, but also in the future.

The following procedures outline the steps to be followed in hiring personnel to ensure the best new employees are found.

Scope: This SOP applies to the hiring of all full-time, part-time or temporary employees.

Definitions: Full-Time. Employees hired full time (32 hours a week) on a full workweek basis are considered full-time employees for compensation and benefit purposes.

Part-Time. Employees whose work schedule is less than full time (less than 32 hours a week) on a full work week basis are part-time employees for all compensation and benefit purposes.

Temporary. Employees, contractors hired as temporary replacement for full-time or part-time employees, or for short periods of employment such as summer month, peak periods and vacations are considered temporary employees. Temporary employees are not eligible for benefits regardless of the number of hours or weeks worked.

Disability. Under the ADA, a "disability" is defined as a physical or mental impairment that substantially limits one or more major life activities such as seeing, hearing, speaking or working, etc. Illiteracy is even covered if caused by a physical or mental disorder.

Responsibilities:

The Controller is responsible for overseeing the hiring process for The Company, determining personnel needs, and allocating the resources necessary.

The HR Director should be responsible for overseeing the execution of the hiring process including: placing want ads, screening resumes and candidates, making job offers, and assisting the Hiring Manager as needed.

The Hiring Manager is responsible for writing Job Descriptions, completing the selecting the candidates.

The CEO should maintain final authorization and approval of all job requisitions, candidates, and resources required.

Prohibited Discrimination Practices:

Under Title VII, the ADA, and the ADEA, it is illegal to discriminate in any aspect of employment, including:

- hiring and firing.
- compensation, assignment, or classification of employees.
- transfer, promotion, layoff, or recall.
- job advertisements.
- Recruitment.
- Testing.
- use of company facilities.
- training and apprenticeship programs.
- fringe benefits.
- pay, retirement plans, and disability leave.
- other terms and conditions of employment.

Discriminatory practices under these laws also include:

- harassment on the basis of race, color, religion, sex, national origin, disability, or age.
- retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices.
- employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities.
- denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability. Title VII also prohibits discrimination because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group.

The Company is required to post notices to all employees advising them of their rights under the laws EEOC enforces and their right to be free from retaliation. Such notices must be accessible, as needed, to persons with visual or other disabilities that affect reading (See CMP14 POSTING REQUIREMENTS).

Procedure:**1.0 NEEDS ANALYSIS**

- 1.1 A Hiring Manager or Officer of the Company shall be responsible for determining the need and completing a needs analysis for personnel additions or replacements.
- 1.2 The requesting manager should ensure that the following criteria have been met:
 - The productivity level of the department or company will not be compromised. Productivity can be determined using industry ratios for sales or profit per employee.
 - Budget has been allocated and approved for the position.

- Appropriate training materials, physical assets (i.e. computer, desk, phone, etc.), and other resources will be available to ensure the new employee can start to be productive on their first day.
- A mentor and/or manager is available and has the time to train, coach and lead the new employee without impacting any current projects or deadlines.
- Productive projects or activities exist into the foreseeable future.

2.0 PERSONNEL REQUISITION

- 2.1 For a newly created position, the supervisor should work with human resources to draft and approve a Job Description as per HRJD14 JOB DESCRIPTIONS procedure. For replacements of existing positions, the Hiring Manager should re-evaluate the requirements of the position and make any necessary changes to the existing Job Description.
- 2.2 The Hiring Manager should complete a HREH14 Ex1 PERSONNEL REQUISITION FORM, attach the Job Description, and turn in it to the HR Director to initiate the recruitment process.
- 2.3 The HR Director should review and be responsible for the PERSONNEL REQUISITION, interviewing and hiring information and documentation. The recruiting section of the PERSONNEL REQUISITION FORM should be completed with the method deemed most cost effective for properly filling the position. All costs of employment ads and agency fees should be itemized.
- 2.4 The completed JOB DESCRIPTION and Personnel Requisition should be authorized by the Hiring Manager and the President before continuing the recruitment process.

3.0 JOB POSTING & SCREENING

- 3.1 The Hiring Manager should work with the HR Director in drafting want ads or summary job descriptions for use by employment agencies. Screening criteria should be clearly listed in the summary description.
The HR Director should post the summary description internally for a period of two weeks.
- 3.2 Employees that wish to transfer or apply to an open position should be given first consideration. However, the timing of any transfer should be planned so that ongoing commitments are not jeopardized. Employees interested in transfer opportunities should contact the HR Director before interviewing with a Hiring Manager for another position.
Employees should discuss their desire to transfer with their current supervisor; however, this is not a requirement. The Hiring Manager should contact the employee's current supervisor only after receiving the employee's written consent
- 3.3 If there are no internal candidates that meet the criteria, then the HR Director should review applications on file and /or follow-up with placement of the ad or selection of employment agencies for listing of the desired position outside The Company.
- 3.4 The Hiring Manager and the HR Director should coordinate which individuals will do the initial screening, interviewing and hiring of an applicant. For positions that receive many applications, the applicants may be screened by either review of their resume, job application or a telephone interview.

- 3.5 The applicant pool should be screened using criteria from the Job Description in order to identify at least seven applicants for any given job.

The company discourages the employment of close relatives. However, under certain conditions, management may waive this policy in favor of employing close relatives within the same payroll area. Close relatives are defined as: spouse, mother, father, son, daughter, brother, sister, grandparent or in-laws.

Family members should not be allowed to directly supervise another family member. Employees that enter into a personal relationship, non-work related, should not be allowed to supervise the other and may have to be transferred.

- 3.6 The HR Director should notify the applicants who are not selected for an Interview.

4.0 INTERVIEWING

- 4.1 Selected candidates should then be invited into the office for interviewing. An applicant interview list should be created and forwarded to the Hiring Manager and/or each interviewer. For technical or management positions, the interview team may conduct second or third interviews if necessary.

- 4.2 All candidates for employment should fully complete, date and sign the standard Company Employment Application as per procedure HREA14 EMPLOYMENT APPLICATIONS). A resume may be accepted in addition to the employment application. The form should be completed in detail and signed by the applicant.

- 4.3 All employees that will be interviewing applicants should be familiar with suggested interviewing techniques and permissible questions that can be asked of a candidate as per HRIA14 INTERVIEWING APPLICANTS. Employees should discuss any questions with the HR Director before the interviewing session begins.

5.0 PRE-EMPLOYMENT SCREENING & TESTING

- 5.1 For certain positions and under certain circumstances a physical examination may be required before employment. A company appointed physician at the company's expense should conduct this physical examination. Otherwise, employment and assignment should be conditional pending the receipt of a satisfactory physician's report.

- 5.2 There may be times when it is necessary to screen and test an employee to determine what risks the company may assume with employment of the individual. Screening and testing for security reasons and for drug or alcohol abuse may be required.

Procedures such as psychological and medical laboratory tests should always be performed under the direction of a certified professional and according to the laws, which apply.

- 5.3 Personnel with a disability, which would affect their ability to take a particular test, shall advise Human Resources so that a suitable accommodation can be arranged. Medical documentation may be requested from the employee concerning a special request.

6.0 BACKGROUND INVESTIGATION

- 6.1 The Human Resources Manager shall conduct a background investigation on all finalist job applicants before extending an offer of employment (see procedure HRBI14 BACKGROUND INVESTIGATIONS). Background checks protect the security, safety, and

health of employees, clients, and others, as well safeguard the assets and resources of The Company

- 6.2 The Human Resources Manager should review all investigation reports for all final applicants before presentation to the hiring manager, and the President, as appropriate.
- 6.3 If the results of the background investigation uncover criminal records, the HR Director should consult with Legal Counsel to determine the candidate's appropriateness for employment. In determining whether criminal convictions or other derogatory information should preclude applicants from being hired, The Company should consider the number, nature, gravity, frequency, and job-relatedness of any records, along with the probability for rehabilitation.
- 6.4 Results of background investigations should remain confidential and be shared only on an as needed basis. The results of background investigations obtained prior to or after hiring an employee should be held in an applicant file or job requisition file and not a personnel file. Sensitive information may be obtained during the investigation and therefore, should be separated and controlled apart from the standard personnel records.

7.0 HIRING AND EMPLOYEE OFFERS

- 7.1 The interviewing team should be responsible for reviewing the results of all tests and investigations in order to select the best candidate for hire, which must be approved by the President.
- 7.2 The Hiring Manager should arrange an offer letter (see HREH14 Ex2 OFFER LETTER) for the selected candidate to notify the candidate and to arrange a start date.
- 7.3 Upon acceptance of the offer, the HR Director should be responsible for notifying all other candidates that were interviewed that the Company has filled the position.
- 7.4 The Hiring Manager should then complete the HREH14 Ex3 PERSONNEL CHANGE NOTICE FORM and route to HR Director and accounting for payroll set-up.
- 7.5 The HR Director and the employee's supervisor should arrange for orientation and training of the new /transferred employee. An Orientation Schedule should be prepared and coordinated with all applicable individuals. Use HREH14 Ex4 NEW EMPLOYEE HIRING CHECKLIST to document each step as it's completed.
- 7.6 The HR Director should meet with the new employee and complete any remaining forms or documentation (i.e., health insurance, work authorization verification [Form I-9](#), State and [Federal tax forms](#), etc.).

NOTE: The U.S.C.I.S. requires that the company and candidates for employment provide specific information within three (3) days of commencing employment. Candidates for employment must complete Section 1 of [Form I - 9](#) and provide the company with specific documents to establish their identity and employment eligibility.

- 7.7 The HR Director should be responsible for briefly reviewing the company's Policy and Procedure Manual and the Employee Handbook with the new employee and ensuring that the employee understands where copies of the document are located for their access. The new employee should then complete the Employee Handbook acknowledgment form and return this form to The HR Director.

8.0 MOTOR VEHICLE AND EQUIPMENT OPERATION

- 8.1 Prospective employees expected to drive a company vehicle must provide the company with current and acceptable motor vehicle driving information. Employment and assignment should be conditional pending the receipt of a satisfactory report from the Department of Revenue, Division of Motor Vehicles and a driving record acceptable to our insurer as per HRBI14 BACKGROUND INVESTIGATIONS. Any changes to your driving record must be reported to Human Resources in a timely manner.
- 8.2 Employees authorized to drive a company vehicle are completely responsible for fines resulting from traffic violations. Only Company employees are authorized to ride in or operate a company vehicle.
- 8.3 Employees authorized to use a company credit card for gas purchases and other vehicle related repairs are responsible for protecting the use of the credit card and are responsible for promptly submitting all credit card charge tickets to the proper department for validation before payment of the credit card invoice. Purchases of personal items are not permitted unless authorized by the employee's supervisor.

9.0 APPLICANT FILES

- 9.1 The new employee applicant file should be converted into a new employee file. All completed documents should be collected, sorted and filed in the new employees personnel file as per ADM101 PERSONNEL RECORDS.
- 9.2 All other applicant files should be filed for consideration for future job openings.

10.0 ADDITIONAL INFORMATION RESOURCES

More information is available from the following resources:

- Information about EEOC and the laws it enforces: <http://www.eeoc.gov>
- “Equal Employment Opportunity is The Law” Poster
<http://www.dol.gov/esa/regs/compliance/posters/pdf/7975epos.pdf>
- Fair Labor Standards Act (FLSA) Minimum Wage Poster
<http://www.dol.gov/esa/regs/compliance/posters/pdf/minwagebwP.pdf>
- I-9 Employment Eligibility Verification
<http://www.immigration.gov/graphics/formsfee/forms/i-9.htm>

References:**A. IMMIGRATION REFORM AND CONTROL ACT (IRCA) OF 1986**

The IRCA requires employers to assure that employees hired are legally authorized to work in the U.S. However, an employer who requests employment verification only for individuals of a particular national origin, or individuals who appear to be or sound foreign, may violate both Title VII and IRCA; verification using the I-9 form must be obtained from all applicants and employees. Employers who impose citizenship requirements or give preferences to U.S. citizens in hiring or employment opportunities also may violate IRCA.

B. TITLE VII

Title VII prohibits not only intentional discrimination, but also practices that have the effect of discriminating against individuals because of their race, color, national origin, religion, or sex.

National Origin Discrimination

It is illegal to discriminate against an individual because of birthplace, ancestry, culture, or linguistic characteristics common to a specific ethnic group.

For example, A rule requiring that employees speak only English on the job may violate Title VII unless an employer shows that the requirement is necessary for conducting business. If the employer believes such a rule is necessary, employees must be informed when English is required and the consequences for violating the rule.

Religious Accommodation

An employer is required to reasonably accommodate the religious belief of an employee or prospective employee, unless doing so would impose an undue hardship.

Sexual Harassment

This includes practices ranging from direct requests for sexual favors to workplace conditions that create a hostile environment for persons of either gender, including same sex harassment. The "hostile environment" standard also applies to harassment on the bases of race, color, national origin, religion, age, and disability.

Pregnancy Based Discrimination

Discrimination on the basis of pregnancy, childbirth or related medical conditions constitutes unlawful sex discrimination. Women affected by pregnancy or related conditions must be treated in the same manner as other applicants or employees with similar abilities or limitations.

An employer cannot refuse to hire a woman because of her pregnancy related condition as long as she is able to perform the major functions of her job. An employer cannot refuse to hire her because of its prejudices against pregnant workers or the prejudices of co-workers, clients or customers.

C. AGE DISCRIMINATION IN EMPLOYMENT ACT

The ADEA's broad ban against age discrimination also specifically prohibits statements or specifications in job notices or advertisements of age preference and limitations. An age limit may only be specified in the rare circumstance where age has been proven to be a *bona fide* occupational qualification, such as:

- discrimination on the basis of age by apprenticeship programs, including joint labor-management apprenticeship programs.
- Denial of benefits to older employees. An employer may reduce benefits based on age only if the cost of providing the reduced benefits to older workers is the same as the cost of providing benefits to younger workers.

D. EQUAL PAY ACT

The EPA prohibits discrimination on the basis of sex in the payment of wages or benefits, where men and women perform work of similar skill, effort, and responsibility for the same employer under similar working conditions.

Note that:

- Employers may not reduce wages of either sex except to equalize pay between men and women.
- A violation of the EPA may occur where a different wage was/is paid to a person who worked in the same job before or after an employee of the opposite sex.
- A violation may also occur where a labor union causes the employer to violate the law.

E. AMERICANS WITH DISABILITIES ACT

The ADA prohibits discrimination on the basis of disability in all employment practices. It is necessary to understand several important ADA definitions to know who is protected by the law and what constitutes illegal discrimination:

Individual with a Disability

An individual with a disability under the ADA is a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having such an impairment. Major life activities are activities that an average person can perform with little or no difficulty such as walking, breathing, seeing, hearing, speaking, learning, and working.

Qualified Individual with a Disability

A qualified employee or applicant with a disability is someone who satisfies skill, experience, education, and other job-related requirements of the position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of that position.

Reasonable Accommodation

Reasonable accommodation may include, but is not limited to, making existing facilities used by employees readily accessible to and usable by persons with disabilities; job restructuring; modification of work schedules; providing additional unpaid leave; reassignment to a vacant position; acquiring or modifying equipment or devices; adjusting or modifying examinations, training materials, or policies; and providing qualified readers or interpreters.

Reasonable accommodation may be necessary to apply for a job, to perform job functions, or to enjoy the benefits and privileges of employment that are enjoyed by people without disabilities. An employer is not required to lower production standards to make an accommodation. An employer generally is not obligated to provide personal use items such as eyeglasses or hearing aids.

Undue Hardship

An employer is required to make a reasonable accommodation to a qualified individual with a disability unless doing so would impose an undue hardship on the operation of the employer's business. Undue hardship means an action that requires significant difficulty or expense when considered in relation to factors such as a business' size, financial resources, and the nature and structure of its operation.

Prohibited Inquiries and Examinations

Before making an offer of employment, an employer may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in the same job category. Medical examinations of employees must be job-related and consistent with business necessity.

Drug and Alcohol Use

Employees and applicants currently engaging in the illegal use of drugs are not protected by the ADA when an employer acts on the basis of such use. Tests for illegal use of drugs are not considered medical examinations and, therefore, are not subject to the ADA's restrictions on medical examinations. Employers may hold individuals who are illegally using drugs and individuals with alcoholism to the same standards of performance as other employees.

F. THE CIVIL RIGHTS ACT OF 1991

The Civil Rights Act of 1991 made major changes in the federal laws against employment discrimination enforced by EEOC. Enacted in part to reverse several Supreme Court decisions that limited the rights of persons protected by these laws, the Act also provides additional protections. The Act authorizes compensatory and punitive damages in cases of intentional discrimination, and provides for obtaining attorneys' fees and the possibility of jury trials. It also directs the EEOC to expand its technical assistance and outreach activities.

G. FAIR LABOR STANDARDS ACT (FLSA) OF 1938

The FLSA covers almost every company and government employer and requires that an employer to follow the requirements for minimum wages, overtime pay, equal pay, child labor, and associated record keeping. This Act covers all entities involved in interstate commerce or organizations that provide goods & services for commerce. The Department of Labor has oversight for enforcing this Act.

The minimum wage provision under the FLSA is \$ _____ per hour, is subject to review, and increases by the federal Government. Many States have set minimum wages at higher amounts than the FLSA. You must follow your States guideline if higher, but, in no case pay less than that mandated by the FLSA. There are special circumstances where the FLSA allows lower wages to be paid such as for apprentices or students.

H. DAVIS BACON ACT

The Davis-Bacon Act, as amended, requires that each contract over \$2,000 to which the United States or the District of Columbia is a party for the construction, alteration, or repair of public buildings or public works shall contain a clause setting forth the minimum wages to be paid to various classes of laborers and mechanics employed under the contract. Under the provisions of the Act, contractors or their subcontractors are to pay workers employed directly upon the site of the work no less than the locally prevailing wages and fringe benefits paid on projects of a similar character.

In addition to the Davis-Bacon Act itself, Congress has added prevailing wage provisions to approximately 60 statutes, which assist construction projects through grants, loans, loan guarantees, and insurance. These "related Acts" involve construction in such areas as transportation, housing, air and water pollution reduction, and health. If a construction project is funded or assisted under more than one Federal statute, the Davis-Bacon prevailing wage provisions may apply to the project if any of the applicable statutes requires payment of Davis-Bacon wage rates.

The geographic scope of the Davis-Bacon Act is limited, by its terms, to the 50 States and the District of Columbia. By the same token, the scope of each of the related Acts is determined by the terms of the particular statute under which the Federal assistance is provided.

Davis-Bacon wage determinations are to be used in accordance with the provisions of Regulations, [29 CFR Part 1](#), [Part 3](#), and [Part 5](#). Information about Davis-Bacon Wage Surveys, including dates of current and future surveys, may be obtained at the Davis-Bacon and related Acts (DBRA) web site at www.dol.gov/esa/programs/dbra/index.htm.

I. WALSH-HEALEY PUBLIC CONTRACTS ACT (PCA)

The Walsh-Healey Public Contracts Act, as amended (41 U.S.C. 35-45), was enacted to provide conditions for the purchase of supplies and the making of contracts by the United States. It is not an act of general applicability to industry. Its purpose is to impose obligations upon those favored with Government business.

The Act requires government contractors to pay at least the current minimum wage, observe 8-hour days and 40-hour workweeks, while prohibiting the employment of convict labor,

females under the age of 18 or males under the age of 16, or hazardous or unsanitary working condition.

Except as otherwise specifically provided, these representations and stipulations are required to be included in every contract for the manufacture or furnishing of materials, supplies, articles, and equipment in any amount exceeding \$10,000, which is made and entered into by an agency of the United States or other entity as designated in section 1 of the Act, hereinafter referred to as contracting agency.

J. SERVICE CONTRACT ACT (SCA)

The Service Contract Act applies to every contract in excess of \$2,500 entered into by the United States or the District of Columbia, the principal purpose of which is to furnish services in the United States. Contractors and subcontractors performing on such Federal contracts must observe minimum wage, safety and health standards, child labor, and overtime and must maintain certain records, unless a specific exemption applies.

Revision History:

Revision	Date	Description of changes	Requested By
0	01/02/13	Initial Release	MM
1	01/01/14	Annual Update	MM

HREH14 Ex1 PERSONNEL REQUISITION

Position/Title: _____ Department: _____

Required Position is:

- Replacement New Position
- Full-Time Part-Time Temporary
- Exempt (Salaried) Non-Exempt (Hourly)

Comments: _____

Requested Start Date: _____ Through (if temporary): _____

Estimated Salary Range: _____

Job Description Attached:

Method(s) of Employee Recruiting:

- Internal Company Notification
- Employment Ad(s) Estimated Cost \$ _____
Describe Intended Publications: _____
- Employee Agency, Estimated Cost or Fees \$ _____
Describe Intended Agencies: _____
- Other _____

Requested by: _____ Date: _____

Approved by: _____ Date: _____

HREH14 Ex2 OFFER LETTER

DATE

Employee Name

Address

Dear [Employee Name:]

It is my pleasure to offer you a position with our company as a [JOB TITLE]. Annual compensation for this position will be \$xx, xxx. This is an at-will employment offer and is not guaranteed by a contract in any way.

Paychecks are issued on a semi-monthly basis on the 3rd and 18th of the month. The paycheck being issued on the 3rd of the month will cover the previous month end from the 16th to 31st. Checks issued on the 18th cover the beginning of the month from the 1st to 15th. Commission checks are paid on the 18th of each month for the previous month's sales. Commissions will begin being accrued as of _____ and include the initial training period.

The Company provides certain insurance benefits to qualifying employees. These benefits include health insurance as detailed in the insurance carriers operating pamphlets and may change from time to time.

The Company has a paid vacation policy. You are eligible for one week of paid vacation the first year, which you earn at the rate of 5/260 vacation days per day paid. Vacation taken before it is earned must be repaid to the company in the event of termination or resignation. After the first year of employment, you are eligible for two weeks of paid vacation annually.

Enclosed are some employment forms. Please review and sign each form indicating your acknowledgement of the terms of employment with our company. Then bring them with you on your first day _____.

Congratulations and welcome to the company. I look forward to a long and mutually rewarding relationship with you. We are sincerely honored to have you working with us.

Sincerely,

HREH14 Ex3 PERSONNEL CHANGE NOTICE

Date: _____

Employee Name: _____

SSN: _____

Employment or Change Information

Employment

Change

Full Time

Rate/Salary: _____

Part Time: _____

Employee Data: _____

Temporary: _____

Other (specify): _____

Start Date: _____

Effective Date: _____

Category

Previous

New/Starting

Title:		
Department:		
Rate (Hourly/Salary):		
% Increase:		

Termination Information

Voluntary

Final Day of Work: _____

Involuntary

Accrued Paid Time Off: _____

Severance Pay Approved: _____

Reason for Termination (attach any supporting documentation): _____

Approvals

Department Manager: _____

Date: _____

Executive Director: _____

Date: _____

HREH14 Ex4 NEW EMPLOYEE HIRING CHECK LIST

Employee Name: _____

Start Date: _____

Administration

Completion Date/ID Assigned

- Personnel Requisition _____
- Application for Employment _____
- Background Check _____
- Offer letter _____
- Work authorization verification Form 1-9 _____
- State tax forms _____
- Federal tax forms (W-4) _____
- Health Insurance _____
- 401k Application _____
- Employment agreement reviewed and signed _____
- Job Description reviewed with new employee _____

Operations

- Desk cleaned and prepared with supplies _____
- Computer installed and working _____
- E-mail account set-up _____
- Network Log in set-up _____
- Software Applications account set-up _____
- Phone system extension configured and documented _____
- Parking pass assigned _____
- Business cards ordered _____
- Keys assigned and acknowledged _____

Training & Orientation

- Employee training plan prepared _____
- Workplace rules reviewed (Employee Handbook) _____
- Workplace Safety reviewed _____
- Hazard Communication Program reviewed _____
- Business plan reviewed _____
- Introduced to company staff, facilities area _____
- Lunch with immediate supervisor on the first day _____
- Review Job Description at the end of the first week _____
- Review employee transition, training, and identify open issues with supervisor and employee at end of 1st month _____

Performance Appraisal

- Schedule first review after 75 days _____
- Offer 401k after 90 days _____
- Determine compensation changes _____
- Identify goals for second review at 9 months _____