

## **HUMAN RESOURCES TOOLKIT OVERVIEW**

The Human Resources Toolkit incorporates a broad range of concepts, transactions, documents, practices, behaviors and objectives arising out of the relationship between an employer and its employees. The overriding premise for developing the HR Toolkit is to enhance a practice's overall approach to maintaining a positive, productive and cohesive work environment consistent with its stated mission statement, core values and culture. It serves to support and guide myriad decisions that are made during the course of recruiting, screening, hiring, training, compensating, assessing, coaching, counseling, disciplining and terminating employees. The Toolkit further supports compliance with federal, state and local laws and regulations governing and impacting the employment relationship by:

- Ensuring all candidates for employment are afforded the opportunity to apply and receive due consideration for hiring in accordance with applicable fair employment and hiring laws and practices. Further, the Toolkit helps mitigate misunderstandings concerning various terms and conditions of employment.
- Helping newly hired employees assimilate into a practice by providing the framework for the early stages of their careers with the practice. Through a consistent and detailed orientation and onboarding process, new employees are assured the best opportunity for a smooth and seamless transition into their new environment.
- Supporting the creation and maintenance of records and reports documenting numerous aspects of the employment relationship. Official Employee Folders are essentially a well-constructed layout of an employee's employment history and establish a foundation of documentation for job reviews, references, employment verifications, background inquires and legal defenses. Retention and safeguarding of required records and reports are critical for legal compliance.
- Providing managers with the necessary tools to effectively monitor and manage employee performances through the development of carefully crafted performance goals and measurement methods. If applied properly, this performance information can be used to evaluate individual and group performances against predetermined goals and allocate additional resources, accordingly.
- Developing the tools needed to document and record all conflict resolution activities between employees and management. Whether prompted by employee actions or business conditions, the Toolkit will facilitate the preparation and retention of necessary documentation to ensure the fair and equitable dispensation of disciplinary situations.

### Legend for Toolkit:

\* indicates a sample form is included in the Toolkit

\*\* indicates a sample form is included in the Toolkit and also included on the attached CD

### Disclaimer:

The forms and tools included in this toolkit and the enclosed CD are representative samples provided on an "as is basis". As such, Veterinary Business Advisors, Inc. makes no representations or warranties of any kind regarding the tools, forms or any other products

contained, herein, and the offering of such products is not intended to be a substitute for legal review. Each practice will need to tailor forms and tools to meet its specific needs based on its unique characteristics including, the number of employees, the state in which it is located, and other relevant factors. All forms are date sensitive and should be reviewed annually to ensure compliance with applicable employment laws.

## **Table of Contents**

### **Section 1: Recruitment**

1. Article on Importance of Recruitment Systems and Forms\*
2. Job descriptions\*\*
  - A. Hospital Administrator
  - B. Hospital Manager
  - C. Receptionist
  - D. Technician
  - E. Veterinarian
3. Employment Application \*\*
4. Applicant Evaluation Form \*\*
5. Verbal Request for Verification of Employment (2 Forms A and B)\*\*
6. Written Request for Verification of Employment \*\*
7. Interview Guidelines for Applicants\*\*
8. Consent Form for a Criminal Background Check (if needed) \*\*
9. A Summary of Your Rights Under The Fair Credit Reporting Act \*
10. Authorization to Obtain a Consumer Credit Report and Release (if needed) \*\*
11. Conditional Job Offer (drug screen required) \*
12. Drug Screening Release\*\*
13. Offer Letters (to be customized)
14. Applicant “No Interest” letter \*\*
15. Article on the Importance of Employment Agreements\*

### **Section 2: New Hire Orientation**

1. Article on Importance of New Hire Orientation Systems and Forms\*
2. New Hire Orientation Checklist \*\*
3. Core Values/Mission Statement (to be customized)
4. Federal Employee’s Withholding Allowance Certificate (W-4) \*\*
5. Employment Eligibility Verification form (I-9) \*\*
6. Confidentiality Agreement \*\*
7. Emergency Contact Form \*\*
8. Direct Deposit Authorization (if applicable) \*\*
9. Personal Pets Form \*\*
10. Volunteer Release Form (if applicable) \*\*
11. Article on Importance of Employee Handbooks\*
12. Employee Handbook Development Questions \*\*
13. Employee Handbook Acknowledgement of Receipt \*\*

### **Section 3: Employee Records**

1. Article on Importance of Official Employee Record Systems and Forms\*
2. New Employee Checklist \*\*

3. Employee Medical Folders
  - a. Insurance enrollment forms
  - b. Any medical, maternity or disability leave documents, including doctors notes
  - c. Workers compensation claims
  - d. Drug and/or alcohol test results
  - e. Physical exam results
4. “Other” Employee Records
  - a. Child support garnishments
  - b. Legal actions or activities
5. Employment Eligibility Verification Forms (I-9)
  - a. Create alphabetical file for all active employees
  - b. Create alphabetical file per year for all terminated employees
6. Time and Attendance Records
7. OSHA Records
  - a. Accident logs
  - b. Training records
8. Records Retention Policy \*\*
9. Federal and State Employment Posting Requirements \*\*

#### **Section 4: Compensation**

1. Article on the Importance of Compensation Systems and Forms\*
2. Salary/Wage change form \*\*
3. Employee Cost Calculator-Paraprofessional Employee \*\*
4. Employee Cost Calculator-Veterinary Employee \*\*

#### **Section 5: Performance Management**

1. Article on Importance of Performance Management Systems and Forms\*
2. Performance appraisal forms\*\*
  - a. Veterinarian
  - b. Paraprofessional
3. Goal setting and review forms \*\*
4. Article on Employee Motivation\*

#### **Section 6: Discipline and Termination**

1. Article on Importance of Discipline and Termination Systems and Forms\*
2. Verbal Warning Documentation Form \*\*
3. Written Warning Form \*\*
4. Final Written Warning Form \*\*
5. Last Chance Agreement - Illegal Substance Abuse (if applicable) \*\*
6. Termination Letter \*
7. Exit interview \*
8. Exit Interview Checklist \*\*
9. COBRA checklist \*\*

10. Reduction-in-force procedures \*\*

**Section 7: HR Diagnostic Compliance Audit**

1. Article on Importance of HR Diagnostic Compliance Audits\*
2. Audit Checklist \*\*