

Table of Contents

Chapter 1	Introduction	1
	The Importance of Documentation	2
	Commitment of Senior Management.....	3
	Commitment and Implementation by all Other Levels of Management	3
	Usable and Meaningful Forms.....	3
	Reasonable Rules and Policies	3
	Supervisory Training.....	3
	Audit Procedures to Ensure Consistency.....	3
	What Should You Document?.....	4
	Disclaimers.....	5
Chapter 2	Job Descriptions	7
	The Importance of Job Descriptions.....	7
	Tailoring Your Job Descriptions to Comply with the ADA.....	7
	Determining Essential Functions.....	8
	Format of a Job Description.....	8
	At-Will Job Description (Examples 1-3)	9-12
Chapter 3	Pre-hire Considerations	13
	Job Applications.....	13
	At-Will Employment Application (Examples 1-4).....	15-29
	Job Interviews.....	30
	ADA Guidelines.....	33
	Conducting the Interview.....	34
	Interviewing Form.....	35
	Employment Interview Analysis.....	37
	Candidate Rating Sheet.....	38
	Sample Interview Checklist.....	39
	Interviewer Evaluation	40
	Information Pertinent to the EEO-1 Form	41
	Equal Employment Opportunity Data Survey for Employers with a Federal Contract	42
	Post-Hire Equal Employment Data Survey for Employers Who Do Not Have a Federal Contract	45
	Background Checks	47
	Illinois Gives Employers Job Reference Protection.....	48
	Written References.....	48
	Reference and Background Check Forms	48
	Telephone Reference Check	49-53
	Reference Inquiry.....	54
	Employment Reference.....	55

Educational Reference.....	56
Background Research Release	57
Pre-Employment Inquiry Authorization Release	58
Post-offer, Pre-hire	60
At-Will Employment Offer/Acceptance Letter (Examples 1-2)	61-62
Consent/Waiver for Drug and Alcohol Testing	63
Consent for Drug/Alcohol Screen Testing	64
Verification of Military Status.....	65
Refusal of Employment	66
 Chapter 4 Accommodations for Employees with Special Needs..... 67	
Accommodations in General.....	67
Accommodations Under the ADA	67
Employee Report of Limitations.....	70
Accommodation Request Due to Limitations	71
Employer Form for Identifying Potential Accommodations	72
Employer Response to Request for Accommodation.....	73
Accommodation for Religious Beliefs.....	74
Employee Request for Religious Accommodation	76
Employer Response to Employee Request for Religious Accommodation	77
 Chapter 5 Hiring and Orientation..... 79	
How to Use Employee Orientation to the Company's Advantage	79
Employee Orientation and Training Checklist.....	80
Immigration Law Compliance	82
Form I-9	83
General Considerations and Policies	92
Employment-at-Will Message.....	92
Employment Handbook.....	93
Handbook Acknowledgement.....	94
Union-Free Statements	95
Drug-Free Workplace Policies	95
Acknowledgement of Receipt of Drug Policy	96
Informed Consent and Release of Liability.....	97
Other Forms Used/Given at Hiring.....	98
Employment Confirmation	99
Hiring Checklist	100
Confidential and Proprietary Information Statement.....	101
EEO Policy Statement to New Employees.....	102
Employee Information Form.....	103
Daily Time Record	104
Biweekly Payroll Time Record	105
Department Overtime Request.....	107
Training	108
Conclusion	108

Chapter 6	Insurance and Other Benefits.....	109
	Pension and Profit Sharing Plans	109
	Beneficiary Designation Form.....	111
	Spouse's Consent to Designation of Primary Beneficiary Other Than Surviving Spouse.....	113
	Beneficiary Designation Form.....	115
	401(k) Plan Salary Reduction and Revocation Agreement.....	117
	401(k) Plan Application for Hardship Withdrawal	118
	Participant's Application for Benefits.....	121
	Special Tax Notice Regarding Plan Payments.....	124
	Consolidated Omnibus Reconciliation Act of 1985 (COBRA).....	132
	General Notice of COBRA Continuation Coverage Rights	133
	COBRA Information.....	137
	COBRA Continuation Coverage Election Notice.....	138
	COBRA Continuation Coverage Election Form.....	139
	Important Information About Your COBRA Continuation Coverage Rights.....	140
	Illinois Continuation Law	144
	Illinois Continuation Notice.....	145
	Illinois Continuation Coverage Election Form.....	146
	Important Information About Your Illinois Continuation Rights.....	147
	Comparison of Laws Pertaining to Continuation of Health Benefits	150
	Health Insurance Portability and Accountability Act (HIPAA)	153
	Notice of Terms of Pre-existing Condition Exclusion	154
	Notice of Application of Pre-existing Condition Exclusion	155
	Request for Certificate of Health Coverage	157
	HIPAA - Certificate of Group Health Plan Coverage	158
	Uniformed Services Employment and Reemployment Rights Act.....	159
	Notice of Employee of USERRA Rights	160
	Employee's Notice of Uniformed Service Leave of Absence	162
	Flexible Benefit Plans.....	164
	Election to Participate and Compensation Reduction Agreement.....	165
	Flexible Benefits Plan Change in Status and Salary Reduction Agreement.....	167
Chapter 7	Leaves of Absence	171
	Qualifying Leaves Under the FMLA.....	171
	Non-FMLA Family and Medical Leaves	172
	Other Forms of Leave	172
	General Request Form for Leave	174
	Physician's Statement Concerning Fitness for Duty.....	175
	Physician's Statement Concerning Leave	176
	Physician's Release to Return to Work.....	177
	Employer File Memo Regarding Employee's Unforeseeable Absence.....	178
	Employer Request for Medical Documentation (Non-FMLA Leave).....	179
	Response to Employee Request for Non-FMLA Leave.....	181

Designated Leave Letter from Employer - Non-FMLA Leave	182
Expiration of Leave - Non-FMLA Leave	183
FMLA Fact Sheet.....	184
Request Form for FMLA Leave	188
Employer Response to Request for FMLA Leave	189
FMLA Designated Leave Letter from Employer.....	190
Employee Rights and Responsibilities Under the Family and Medical Leave Act - FMLA Form 1420	191
Certification of Health Care Provider for Employee's Serious Health Condition - FMLA Form WH-380-E.....	192
Certification of Health Care Provider for Family Member's Serious Health Condition - FMLA Form WH-380-F.....	196
Notice of Eligibility and Rights and Responsibilities - FMLA Form WH-381.....	200
Designation Notice - FMLA Form WH-382.....	202
Certification of Qualifying Exigency for Military Family Leave - FMLA Form WH-384	203
Certification for Serious Injury or Illness of a Current Servicemember - for Military Family Leave - FMLA Form WH-385.....	206
Certification for Serious Injury or Illness of a Veteran for Military Caregiver Leave - FMLA Form WH-385-V.....	210
Your Rights Under USERRA.....	215
Illinois Department of Labor - Victims' Economic Security and Safety Act	216
Illinois Department of Labor School Visitation Rights Act Fact Sheet	218
Illinois Department of Labor School Visitation Form	219
Notice of Termination of Benefits.....	220
Report of Absence.....	221
Report of Called-in Absence	222
Vacation Request and Approval.....	223
Employee Request for Bereavement Leave.....	224
Funeral Leave Request.....	225
Authorization for Use and Disclosure of Protected Health Information	226
FMLA Policy Example	227

Chapter 8	Workers' Compensation	235
	Workers' Compensation Notice.....	235
	Workers' Compensation - Form ICPN - English.....	236
	Workers' Compensation - Form ICPN - Spanish.....	237
	Employer's First Report of Injury	238
	Form IC45.....	239
	Employer's Supplementary Report.....	240
	Form IC85.....	241
	Settlement Contract Lump Sum Petition and Order	242
	Form IC5.....	243
	Application for Adjustment of Claim (Application for Benefits)	246
	Form IC1.....	246

Subpoena	248
Form IC16.....	249
Petition for Review of Arbitration Decision.....	251
Form IC11.....	252
Rehabilitation Plan.....	254
Form IC31.....	255
Application for Self-Insurance	256
Self-Insurance Form	257
 Chapter 9 Performance Evaluations	 263
Improving Your Performance Appraisals.....	263
Performance Evaluation	266
Performance Evaluation of Supervisory Employee.....	274
Performance Evaluation of Non-Supervisory Employee	277
New Employee Progress Report.....	280
Department Checklist/Employee Progress Report.....	282
Self/Peer Performance Evaluation Form	282
Subordinate Evaluation of Manager	285
Temporary Employee Evaluation	287
 Chapter 10 Disciplinary Letters	 289
Employee Discipline.....	289
First Warning Notice	290
Second Warning Notice	291
Third Warning Notice	292
Final Warning Notice	293
Employee Warning Notice	294
Second Warning Notice	295
Third Warning Notice	296
Final Warning Notice	297
Excessive Absenteeism Warning.....	298
Last Chance Agreement.....	299
 Chapter 11 Termination of Employment	 301
Sample Letter for Termination/Permanent Layoff Due to Downsizing.....	303
Separation and Mutual Release Agreement	304
A Proven Protocol for Handling a Low-Risk Termination with a Release	306
Usable "Script" for Termination With Severance Pay and Release	307
Model for Drafting Cover Letter for Release	308
Sample Release Agreement for Those Under 40 Years of Age	309
Sample Release Agreement for Those 40 Years or Older	312
Sample Cover Letter for a Bank Closing its Trust Department (and Where Some of the Terminated Employees are 40 Years of Age or Older).....	315
How to Accept Additional Separation Benefits (For 40 and Older Group)	316

Sample Listing for Group Age Release Job Classification Listing.....	317
Sample Letter for Termination/Permanent Layoff Due to Downsizing (Without Separation Agreement)	318
Sample Letter for a Termination Due to Poor Performance or Misconduct	319
Voluntary Resignation	320
Exit Interview (Examples 1-3).....	321
Employee Exit Interview	325
Exit Checklist (Examples 1-2).....	326
Authorization to Release Information/Waiver of Liability (Examples 1-3)	328

Chapter 12 Miscellaneous Forms	331
Employee Flextime Schedule	331
Employee Benefits Analysis	332
Notice of Confidentiality Agreement	333
Check Request Form	334
Payroll Direct Deposit Form	335
Department Payroll	336
Direct Deposit Authorization.....	337
Salary Change Recommendation Form.....	338
Employee Payroll Change Notice	339
Promotion or Transfer Request.....	340
Employment Information Change/Payroll Information Salary Rate Change/ Payroll Deduction/Employment Status/Transfer-Promotion-Position Change/ Leave of Absence	341
Employee Information Update	342
Promissory Note	343
Expense Report	344
Authorization Form for Wage Deduction.....	345
Position Decline Statement.....	346
Substance Abuse Prevention Process: Substance Abuse Investigation Form.....	347
Substance Abuse Prevention Agreement.....	348
Verification of Dependent Status.....	349
Displaced Employee Data Sheet Form	350
Employee Absence Report	351
Expense Reimbursement Request	342
Open-Door Form.....	343
Bright Idea Program Entry Form.....	344
Employee Suggestion Form	345

Chapter 13 Record Retention	357
Record Keeping Requirements	358
General Recommendations Regarding Personnel Files and Records	364