

# **Table of Contents**

## **Volume 1**

### **CHAPTER 1. THE PROCESS OF DEVELOPING AN EMPLOYEE HANDBOOK**

#### **I. OVERVIEW**

§ 1:1 Generally

#### **II. DISTINCTIONS**

§ 1:2 Generally

#### **III. IMPORTANCE OF HAVING WRITTEN POLICIES**

§ 1:3 Generally

§ 1:4 Compliance with the law

§ 1:5 Legal advantages

§ 1:6 Prevention of employment discrimination complaints

#### **IV. LEVELS OF EMPLOYEES TO BE COVERED BY THE HANDBOOK**

§ 1:7 Generally

#### **V. FACILITIES TO BE COVERED BY THE HANDBOOK**

§ 1:8 Generally

§ 1:9 Multi-state employers—Developing “local practices”

§ 1:10 —Main policy and local practices statements

§ 1:11 ——Medical leaves of absence

§ 1:12 —Policies that typically vary from state to state

#### **VI. HOW TO PREPARE THE HANDBOOK**

§ 1:13 Generally

§ 1:14 Selecting a project coordinator

§ 1:15 Establishing a policy committee

§ 1:16 Determining the topics to be covered

§ 1:17 Gathering information

## GUIDE TO EMPLOYEE HANDBOOKS

- § 1:18 Deciding how to present the policy topics
- § 1:19 Drafting, reviewing, and obtaining approval
- § 1:20 Producing the handbook

## VII. NEED FOR UPDATING THE HANDBOOK

- § 1:21 Generally
- § 1:22 Right to revise policies
- § 1:23 Reservation-of-rights clauses
- § 1:24 Practical tips for revising policies—Check for legal impediments
  - Avoid interfering with employees' current rights
  - § 1:26 —Provide reasonable notice to employees
  - § 1:27 —Determine "legal consideration"
  - § 1:28 —Ensure employees' understanding of changes

## VIII. A SPECIAL WORD ABOUT UNIONIZED EMPLOYEES

- § 1:29 Generally

## IX. ANTI-UNION STATEMENTS IN HANDBOOKS

- § 1:30 Generally
- § 1:31 Model policy statement
- § 1:32 Other NLRA implications with respect to employee handbooks
  - § 1:33 —Uncooperativeness
  - § 1:34 —Disclosing private information
  - § 1:35 —Unlawful conduct off-premises
  - § 1:36 —Restrictions against use of premises and fraternization
  - § 1:37 —Rules which violated section 8(a)(1)
  - § 1:38 —The Flamingo Hilton case
  - § 1:39 —Conclusion

## X. ELECTRONIC HANDBOOKS AND SPDS

- § 1:40 Electronic handbooks
- § 1:41 Electronic SPDs
- § 1:42 Electronic distribution of SPDs, SMMs and SARs
- § 1:43 Electronic record maintenance and retention
- § 1:44 Electronic participant elections
- § 1:45 The Electronic Signature Act
  - § 1:46 —What is an electronic signature?
  - § 1:47 —Electronic record retention
  - § 1:48 —Regulatory requirements
  - § 1:49 —E-Signature software to evolve

## TABLE OF CONTENTS

§ 1:50 Mandatory electronic filing of 5500s to begin in 2010;  
2008 pension 5500s must be posted on employer  
intranet sites

# CHAPTER 2. EMPLOYMENT-AT-WILL

## I. OVERVIEW

§ 2:1 Generally

## II. BACKGROUND

§ 2:2 The doctrine

§ 2:3 Application of the doctrine

## III. LEGISLATION ON THE EMPLOYMENT-AT-WILL RULE

§ 2:4 Federal statutes

§ 2:5 State laws

## IV. JUDICIAL EROSION OF THE EMPLOYMENT-AT-WILL RULE

§ 2:6 Generally

§ 2:7 Contract theories—Implied covenant of good faith and  
fair dealing

§ 2:8 ——Implied contracts

§ 2:9 ——Oral assurances

§ 2:10 ——Written assurances

§ 2:11 ——Promissory estoppel

§ 2:12 Tort theories for discharge—Breach of important public  
policy

§ 2:13 ——Discharge for refusal to engage in illegal activities

§ 2:14 ——Discharge in violation of freedom of speech

§ 2:15 ——Discharge for reporting wrongdoing by others

§ 2:16 ——Discharge for performing a statutory duty

§ 2:17 ——Discharge in retaliation for workers'  
compensation claims

§ 2:18 ——Discharge after sexual harassment

§ 2:19 ——Discharge for negligent accusation of criminal  
conduct

§ 2:20 ——Discharge for protesting company policy

§ 2:21 ——Discharge for consulting attorney

§ 2:22 ——Other tort theories—Negligence

§ 2:23 ——Intentional infliction of emotional distress

§ 2:24 ——Contract claims

§ 2:25 ——Defamation

§ 2:26 ——Invasion of privacy involving off-duty conduct

## **V. PREEMPTION OF STATE WRONGFUL DISCHARGE SUITS**

§ 2:27 Generally

## **VI. UNIFORM EMPLOYMENT TERMINATION ACT**

§ 2:28 Generally

# **CHAPTER 3. EMPLOYMENT-AT-WILL LIABILITY**

## **I. OVERVIEW**

§ 3:1 Generally

## **II. EMPLOYMENT ADVERTISEMENTS**

§ 3:2 Generally

## **III. AT-WILL DISCLAIMERS IN JOB APPLICATIONS**

§ 3:3 Generally

§ 3:4 Effectiveness of at-will disclaimers—In regard to violations of public policy

§ 3:5 —In regard to employee relations

§ 3:6 —In regard to union organization

§ 3:7 At-will disclaimers in applications

§ 3:8 Examples of employment application disclaimers

## **IV. INTERVIEWING APPLICANTS AND CURRENT EMPLOYEES**

§ 3:9 Nondiscriminatory interviews

§ 3:10 —Unlawful discriminatory selection criteria

§ 3:11 —Acceptable and unacceptable interview inquiries

§ 3:12 —Disability-related inquiries under the ADA

§ 3:13 Importance of training interviewers

§ 3:14 Training manuals

## **V. OFFER LETTERS**

§ 3:15 Generally

§ 3:16 —Offer of employment letter

§ 3:17 —Letter confirming offer of employment

§ 3:18 —Letter confirming orally extended and orally accepted offer of employment

## TABLE OF CONTENTS

### **VI. AT-WILL DISCLAIMERS IN EMPLOYEE HANDBOOKS**

- § 3:19 Generally
- § 3:20 Pertinent cases
- § 3:21 Handbook sections that should include disclaimers
- § 3:22 —Introduction
- § 3:23 —Discussion of probationary periods—Arguments against probationary periods
- § 3:24 ——Acceptable handbook language
- § 3:25 —Complaint resolution and progressive discipline
- § 3:26 —Listing of company rules and regulations
- § 3:27 —Discussion of employee benefits programs
- § 3:28 ——Bonuses
- § 3:29 ——Stock option agreements and profit-sharing and pension plans
- § 3:30 —Performance appraisals
- § 3:31 —Termination policies
- § 3:32 —Accompanying acknowledgment forms
- § 3:33 ——Understanding by employee
- § 3:34 —Options

### **VII. REVIEWING THE HANDBOOK AND OTHER DOCUMENTS**

- § 3:35 Generally

## **CHAPTER 4. INTRODUCTORY SECTION OF THE HANDBOOK**

### **I. OVERVIEW**

- § 4:1 Generally

### **II. WELCOMING STATEMENT**

- § 4:2 Purpose of welcoming statement
- § 4:3 —Model welcoming statement—Welcome to XYZ company
- § 4:4 Commentary—Purpose of the handbook
- § 4:5 ——Reservation of the right to change policies
- § 4:6 ——Whom to see for assistance
- § 4:7 ——At-will disclaimer
- § 4:8 ——Authority to bind the company
- § 4:9 ——Disclaimer of oral representations
- § 4:10 ——Non-interference with employee rights under the National Labor Relations Act
- § 4:11 ——Establishment of positive employee relations

### **III. STATEMENT ABOUT THE COMPANY'S HISTORY**

- § 4:12 Purpose of statement about the company's history
- § 4:13 Company history statements
- § 4:14 —Federal Express Corporation—A brief overview of our history
- § 4:15 —Hasbro Industries, Inc—Company history
- § 4:16 —Bankers Trust Company—Introduction to the bank
- § 4:17 —Marsh Inc—A brief history of the company
- § 4:18 ——Our mission, vision, core values and operating principles
- § 4:19 —The Segal Company history
- § 4:20 —The Bank of Nova Scotia

### **IV. USE OF GENDER PRONOUNS IN THE HANDBOOK**

- § 4:21 Generally

## **CHAPTER 5. EMPLOYMENT POLICIES**

### **I. OVERVIEW**

- § 5:1 Generally

### **II. EQUAL EMPLOYMENT OPPORTUNITY**

- § 5:2 Generally
- § 5:3 —Model policy statement—Equal employment opportunity
- § 5:4 Commentary—Prohibited discrimination
- § 5:5 ——Sexual orientation and gender identity discrimination
- § 5:6 ——Age Discrimination in Employment Act
- § 5:7 ——Discrimination on the basis of disability
- § 5:8 ——Pregnancy discrimination and new expanded protections for pregnant workers
- § 5:9 ——Religious accommodation
- § 5:10 ——Discrimination against covered veterans
- § 5:11 ——Discrimination prohibited by state and local laws
- § 5:12 ——Discrimination prohibited in all personnel actions
- § 5:13 ——Affirmative action plans
- § 5:14 ——Employees' right to inspect affirmative action plans
- § 5:15 Option—Discrimination on the basis of sexual orientation and gender identity (certain federal government contractors)
- § 5:16 OFCCP 's pay equity directives

## TABLE OF CONTENTS

§ 5:17	OFCCP's revised sex discrimination regulations
§ 5:18	Commentary—Prohibited discrimination—Unlawful harassment
§ 5:19	— — EEOC sexual harassment guidelines
§ 5:20	— — — Employer responsibility
§ 5:21	— — — Types of sexual harassment cases
§ 5:22	— — — Sexual harassment defined
§ 5:23	— — The Speak Out Act
§ 5:24	— — Management and coworker responsibility
§ 5:25	— — Filing complaints
§ 5:26	— — Confidentiality
§ 5:27	— — Duty to report and duty to cooperate
§ 5:28	— — Disciplinary action
§ 5:29	— — No retaliation
§ 5:30	— — Complaints that are frivolous and not made in good faith
§ 5:31	Options—Separate non-harassment policy
§ 5:32	— — No-dating provision
§ 5:33	— — Anti-bullying policy
§ 5:34	— — Love contracts
§ 5:35	— Prohibited discrimination and harassment—California options
§ 5:36	— — New York options
§ 5:37	Hairstyle discrimination
§ 5:38	Commentary—Prohibited discrimination—Artificial intelligence
§ 5:39	Investigating sexual and other forms of harassment
§ 5:40	— General guidelines
§ 5:41	— Recommended investigation procedure
§ 5:42	— Appropriate action to be taken
§ 5:43	— Privileges—Attorney-client
§ 5:44	— — Attorney-work product
§ 5:45	— — Self-critical analysis
§ 5:46	— — Maximizing available privileges
§ 5:47	— Right to representation during an investigation
§ 5:48	— — The Epilepsy Foundation case
§ 5:49	— — The IBM case

## III. MEDICAL EXAMINATIONS

§ 5:50	Generally
§ 5:51	— Model policy statement—Medical examinations
§ 5:52	Commentary—Preemployment medical examinations
§ 5:53	— — Federal laws
§ 5:54	— — State laws
§ 5:55	— — Alcohol and drug testing
§ 5:56	— — — Title VII of the Civil Rights Act of 1964

## GUIDE TO EMPLOYEE HANDBOOKS

- § 5:57 ——Rehabilitation Act of 1973
- § 5:58 ——Americans with Disabilities Act
- § 5:59 ——State laws
- § 5:60 ——Designation of physician
- § 5:61 ——Confidentiality—Federal law
- § 5:62 ——State medical record confidentiality laws
- § 5:63 ——Confidentiality—Ethical considerations
- § 5:64 ——Consent to release of medical information
- § 5:65 ——Fitness exams
- § 5:66 ——Medical examinations for current employees
- § 5:67 ——Reports regarding employee's state of health
- § 5:68 ——Paying for medical examinations
- § 5:69 Options
  - California options
- § 5:70 Medical examinations and inquiries under the ADA
- § 5:72 —Preoffer, preemployment examinations and inquiries
- § 5:73 —Post-offer, preemployment examinations and inquiries
- § 5:74 —Medical examinations and inquiries for current employees
- § 5:75 —Confidentiality of medical information
- § 5:76 What to do with an employee's medical information: complying with the ADA's confidentiality requirements
- § 5:77 Medical examinations and inquiries under the ADA—Drug testing (including cannabis testing) under the ADA and state law

## IV. EMPLOYMENT OF RELATIVES

- § 5:78 Generally
- § 5:79 —Model policy statement—Employment of relatives
- § 5:80 Commentary—Conflicts of interest
- § 5:81 —Federal law
- § 5:82 —The public sector
- § 5:83 —State laws
- § 5:84 —Definition of relative
- § 5:85 —Relatives in supervisory/subordinate relationships
- § 5:86 ——Marital and other relative relationships
- § 5:87 ——Employment of relatives
- § 5:88 ——Employees who marry while employed
- § 5:89 Commentary—Conflicts of interest—Nonmarital relationships
- § 5:90 Commentary—Conflicts of interest—Employment categories that apply
- § 5:91 Options
  - California options

TABLE OF CONTENTS

**V. ORIENTATION PROGRAM**

- § 5:93      Generally
- § 5:94      —Model policy statement—Orientation program
- § 5:95      Commentary—Topics covered during orientation
- § 5:96      ——Completion of required paperwork
- § 5:97      ——Information establishing identity and employment eligibility of new hires

**VI. JOB POSTING**

- § 5:98      Generally
- § 5:99      —Model policy statement—Job posting
- § 5:100      Commentary—Job-posting programs
- § 5:101      ——Levels of jobs posted
- § 5:102      ——Specifications in posting notices
- § 5:103      Commentary—Job-posting programs—Salary posting requirements
- § 5:104      Commentary—Job-posting programs—Applying for posted jobs
- § 5:105      ——Notification of supervisory personnel
- § 5:106      Options

**VII. PERSONNEL FILES**

- § 5:107      Generally
- § 5:108      —Model policy statement—Personnel files
- § 5:109      Commentary—Maintenance of personnel files
- § 5:110      ——One file vs. several files
- § 5:111      ——Federal record-retention requirements
- § 5:112      ——Employee review of personnel files
- § 5:113      ——California option
- § 5:114      ——Updating the personnel files
- § 5:115      State laws governing employee access to personnel files

**VIII. LIFE THREATENING ILLNESSES**

- § 5:116      Generally
- § 5:117      —Model policy statement—Life threatening illnesses
- § 5:118      Commentary
- § 5:119      —Medical issues
- § 5:120      —Legal issues

**IX. INDIVIDUALS WITH DISABILITIES**

- § 5:121      Generally
- § 5:122      —Model policy statement—Individuals with disabilities

- § 5:123 —Interactive process checklist for human resource professionals
- § 5:124 Commentary
- § 5:125 —Discrimination prohibited by the ADA
- § 5:126 —Reasonable accommodations
- § 5:127 ——Accessibility of facilities
- § 5:128 ——Examples of reasonable accommodation
- § 5:129 ——Reassigning essential job functions
- § 5:130 ——Determining appropriate accommodation
- § 5:131 —What the ADA does not require
- § 5:132 —Pertinent cases
- § 5:133 ——Reasonable accommodation/leaves
- § 5:134 ——Reasonable accommodation/“dangerous” coworkers
- § 5:135 ——Direct threat defense
- § 5:136 ——The Supreme Court’s analysis
- § 5:137 ——Fitness-for-duty exams
- § 5:138 Option—Model policy statement—Service animals
- § 5:139 ——Individuals with disabilities—California option

## CHAPTER 6. COMPENSATION POLICIES

### I. OVERVIEW

- § 6:1 Generally

### II. CLASSIFICATIONS OF EMPLOYMENT

- § 6:2 Generally
- § 6:3 —Model policy statement—Classifications of employment
- § 6:4 Commentary—Regular employees
- § 6:5 ——Distinction between full-time and part-time employees
- § 6:6 ——Definition of employee under selected federal statutes
- § 6:7 —Joint employment under the FLSA
- § 6:8 —Joint employment under the National Labor Relations Act
- § 6:9 —Temporary and agency employees
- § 6:10 ——EEOC’s position
- § 6:11 ——Exempt or non-exempt status
- § 6:12 ——Temporary employees under the Immigration Reform and Control Act of 1986
- § 6:13 —Leased workers
- § 6:14 ——Federal requirements
- § 6:15 ——State requirements
- § 6:16 ——Independent contractors

## TABLE OF CONTENTS

- § 6:17 —Non-exempt vs. exempt employees
- § 6:18 —Employee classification and status
- § 6:19 —Volunteers
- § 6:20 —Trainees
- § 6:21 Options
- § 6:22 —California option

## III. WORK HOURS

- § 6:23 Generally
- § 6:24 —Model policy statement—Work hours
- § 6:25 Commentary—Length of workweek and days worked
- § 6:26 —Normal work hours and meal periods
- § 6:27 ——General discussion
- § 6:28 ——State laws regarding work hours and meal periods
- § 6:29 —Length of workweek and days worked—Meal, rest, and recovery periods
- § 6:30 —Changing employee work schedules
- § 6:31 Options—Work hours varying by facility
- § 6:32 —Flextime work schedules
- § 6:33 —Work-at-home policies
- § 6:34 —Flexible work arrangements
- § 6:35 ——Flexible work arrangement acknowledgement form
- § 6:36 ——Telecommuting policy
- § 6:37 ——Hybrid and remote working in the post-pandemic world
- § 6:38 Commentary—U.S. Department of Labor guidance on compensability of teleworking breaks
- § 6:39 —Flexible work arrangements—Expense reimbursements in the era of remote working
- § 6:40 Options—Flexible work arrangements—Summer hours

## IV. RECORDING WORK HOURS

- § 6:41 Generally
- § 6:42 —Model policy statement—Recording work hours
- § 6:43 Commentary—Maintenance of work hours and payroll records
- § 6:44 ——Federal law
- § 6:45 ——State laws
- § 6:46 —Completion and approval of time sheets
- § 6:47 Beware the rule of the repeating eight
- § 6:48 Using company-issued cell phones during nonworking time by non-exempt employees
- § 6:49 Commentary—Falsifying time records
- § 6:50 Options

## **V. REGULAR PAY PROCEDURES**

- § 6:51      Generally
- § 6:52      —Model policy statement—Regular pay procedures
- § 6:53      Commentary—Payment of wages
- § 6:54      ——Important qualifications
- § 6:55      ——State wage payment laws
- § 6:56      ——Direct deposit and payroll cards
- § 6:57      ——Correcting payroll errors
- § 6:58      ——Lost or stolen paychecks
- § 6:59      Options—Reporting time pay
- § 6:60      Salary basis policy

## **VI. OVERTIME PAY PROCEDURES**

- § 6:61      Generally
- § 6:62      —Model policy statement—Overtime pay procedures
- § 6:63      Commentary—Eligibility for overtime pay
- § 6:64      ——Non-exempt and exempt employees
- § 6:65      ——Qualifying as an exempt employee
- § 6:66      ——Top 15 FLSA traps and FLSA audit hot points
- § 6:67      —Weekday overtime rates—State laws
- § 6:68      ——California option
- § 6:69      ——Compensatory time
- § 6:70      —Weekend and holiday overtime rates
- § 6:71      —Scheduling overtime
- § 6:72      —Payment for overtime worked
- § 6:73      Options—Payment of overtime to exempt employees
- § 6:74      —Alternative overtime formulas
- § 6:75      ——Fixed salary for all hours worked up to 40
- § 6:76      ——Overtime pay procedures
- § 6:77      ——Half-time overtime
- § 6:78      ——Half-time overtime pay policy for salaried non-exempt employees
- § 6:79      ——“Belo plan”
- § 6:80      Call-in pay
- § 6:81      Shift differentials
- § 6:82      Travel time
- § 6:83      —California option
- § 6:84      Waiting time
- § 6:85      Pay for lectures and training outside of normal work hours
- § 6:86      DOL issues new interpretation of “clothes” under FLSA and expands what constitutes compensable activity
- § 6:87      On-call time
- § 6:88      State overtime pay laws
- § 6:89      State reporting time pay laws

## TABLE OF CONTENTS

### **VII. SALARY ADMINISTRATION PROGRAMS**

- § 6:90      Generally
- § 6:91      —Model policy statement—Salary administration programs
- § 6:92      Commentary—Salary administration program
- § 6:93      ——Equal Pay Act of 1963, Lilly Ledbetter Fair Pay Act, state equal pay laws, state and local pay transparency laws, and state and local salary history bans
- § 6:94      ——Title VII of the Civil Rights Act of 1964
- § 6:95      ——Executive Order 13665
- § 6:96      ——Importance of job descriptions
- § 6:97      ——Salary reviews and increases
- § 6:98      ——Modifying employees' salaries
- § 6:99      ——Total compensation
- § 6:100     —Discussion of wages among coworkers
- § 6:101     Options

### **VIII. PERFORMANCE REVIEWS**

- § 6:102     Generally
- § 6:103     —Model policy statement—Performance reviews
- § 6:104     Commentary
- § 6:105     Options
- § 6:106     Forced ranking systems
- § 6:107     —Developing a defensible force ranking process
- § 6:108     —Ongoing review process
- § 6:109     Documenting performance/behavioral problems
- § 6:110     —Importance of proper documentation
- § 6:111     —Documentation process
- § 6:112     —Communicating the disciplinary decision to the employee

## **CHAPTER 7. TIME-OFF BENEFITS**

### **I. OVERVIEW**

- § 7:1      Generally

### **II. FAMILY AND MEDICAL LEAVES OF ABSENCE**

- § 7:2      Generally
- § 7:3      —Model policy statement—Family and medical leaves of absence
- § 7:4      Commentary—Coverage, eligibility, entitlements
- § 7:5      ——Coverage
- § 7:6      ——Eligibility requirements
- § 7:7      ——Leave entitlements

## GUIDE TO EMPLOYEE HANDBOOKS

- § 7:8 — Status of leaves
- § 7:9 — Child and family care leave
- § 7:10 — Leave schedules
- § 7:11 — Leave for family member's medical condition
- § 7:12 — Leave for employee's medical condition
- § 7:13 — Serious health conditions
- § 7:14 — Certification requirements
- § 7:15 — Scheduling treatment
- § 7:16 — Work at home during FMLA leave
- § 7:17 — Sufficient certification
- § 7:18 — Benefits during employee medical leave
- § 7:19 — No forfeiture of accrued benefits
- § 7:20 — Nonaccrual of benefits
- § 7:21 — Maintenance of health benefits
- § 7:22 — Recapture of health insurance premiums
- § 7:23 — Additional certification requirements
- § 7:24 — Leave duration
- § 7:25 — Right to reinstatement after leave
- § 7:26 — Employees ineligible for FMLA leave
- § 7:27 — Waiving FMLA rights
- § 7:28 — Interpreting the FMLA
- § 7:29 Generally—Model policy statement—Family and medical leaves of absence—California option
- § 7:30 — New York option
- § 7:31 School visitation leaves
- § 7:32 Small necessities leave
- § 7:33 Lactation Accommodation at work

### III. MEDICAL LEAVES—SMALL EMPLOYERS

- § 7:34 Generally
- § 7:35 — Model policy statement—Medical leaves of absence
- § 7:36 Commentary—Eligibility and duration of leave
- § 7:37 — In general
- § 7:38 — Pregnancy leaves under federal law
- § 7:39 — California option
- § 7:40 — Procedure for applying for medical leave
- § 7:41 — California option
- § 7:42 — Employees on medical leave
- § 7:43 — Benefits continuation
- § 7:44 — Reinstatement after leave
- § 7:45 Options—Reinstatement after leave
- § 7:46 — Light-duty programs

### IV. PERSONAL LEAVES—SMALL EMPLOYERS

- § 7:47 Generally

## TABLE OF CONTENTS

- § 7:48 —Model policy statement—Personal leaves of absence
- § 7:49 Commentary—Eligibility, duration, and procedure for applying
- § 7:50 —Reasons for granting personal leaves of absence
- § 7:51 —Reinstatement after a personal leave of absence
- § 7:52 State family and medical leave laws

## **V. MILITARY LEAVES OF ABSENCE**

- § 7:53 Generally
- § 7:54 —Model policy statement—Military leaves of absence
- § 7:55 —Model policy statement—Military leaves of absence—Options
- § 7:56 Commentary—Eligibility
- § 7:57 —Application, duration, and pay
- § 7:58 —Reinstatement privileges

## **VI. BEREAVEMENT LEAVE**

- § 7:59 Generally
- § 7:60 —Model policy statement—Bereavement leave
- § 7:61 Commentary—Eligibility for paid bereavement leave
- § 7:62 —Benefit schedule
- § 7:63 Options—“Significant other” relationships
- § 7:64 —Amount of paid time off granted

## **VII. JURY AND WITNESS DUTY LEAVE**

- § 7:65 Generally
- § 7:66 —Model policy statement—Jury and witness duty leave
- § 7:67 Commentary—Eligibility for paid leave and schedule of benefits
- § 7:68 —Jury service under federal and state laws
- § 7:69 —Public policy concerns
- § 7:70 —Qualifying for jury and witness duty leave
- § 7:71 —Release from jury service
- § 7:72 Options

## **VIII. VACATIONS**

- § 7:73 Generally
- § 7:74 —Model policy statement—Vacations
- § 7:75 Commentary—Vacation eligibility and entitlement
- § 7:76 —Part-time regular employee accrual schedule
- § 7:77 —Newly hired employees
- § 7:78 —Vacation carryover
- § 7:79 —Pay in lieu of vacation
- § 7:80 —Holidays within vacation periods

- § 7:81 —Vacation scheduling
- § 7:82 —Vacation pay advances
- § 7:83 —Vacation for terminating employees
- § 7:84 Options—Alternative accrual schedules
- § 7:85 —Vacation restrictions
- § 7:86 —Vacation carryover
- § 7:87 —“Cap on accrual” provision
- § 7:88 Model policy statement—Vacations—California options
- § 7:89 Options—Paid time off (PTO) policies
- § 7:90 ——California option

## **IX. HOLIDAYS**

- § 7:91 Generally
- § 7:92 —Model policy statement—Holidays
- § 7:93 Commentary—Employee eligibility and holidays observed
- § 7:94 —Holidays falling on weekends
- § 7:95 —Absences before or after holidays
- § 7:96 Options

## **X. PERSONAL DAYS**

- § 7:97 Generally
- § 7:98 —Model policy statement—Personal days
- § 7:99 Commentary—Purpose of and eligibility for personal days
- § 7:100 —Personal day accrual schedule
- § 7:101 —Advance approval to use personal days
- § 7:102 ——Minimizing abuse
- § 7:103 ——Religious accommodation obligations
- § 7:104 —Carryover of and payment for unused personal days
- § 7:105 Options
- § 7:106 Generally—Model policy statement—Personal days—California option

## **XI. SICK DAYS**

- § 7:107 Generally
- § 7:108 —Paid sick leave laws and ordinances (Note: See Appendix K for a detailed summary of federal, state and local sick leave laws.)
- § 7:109 —Federal Contractor Paid Sick Leave (Executive Order Number 13706)
- § 7:110 —Model policy statement—Sick days
- § 7:111 Commentary—Eligibility for paid sick days
- § 7:112 —Sick day accrual schedule

## TABLE OF CONTENTS

- § 7:113 —Carryover of and payment for unused sick days
- § 7:114 —Comprehensive sick leave programs
- § 7:115 —Sick leave time and state laws
- § 7:116 —Guidelines regarding absenteeism and tardiness
- § 7:117 —Short-term disability benefits
- § 7:118 —Long-term illnesses
- § 7:119 Options—Other types of sick leave benefits plans
- § 7:120 —Family and Medical Leave Act
- § 7:121 Model policy statement—Sick days—California option
- § 7:122 Options—State laws requiring short-term disability benefits
- § 7:123 Donating sick leave time

## **XII. SALARY CONTINUATION PLAN**

- § 7:124 Generally
- § 7:125 —Model policy statement—Salary continuation plan
- § 7:126 Commentary—Explanatory statement and description of eligibility
- § 7:127 —Salary continuation benefits
- § 7:128 —Qualifying for benefits
- § 7:129 —Exclusions from coverage and statement regarding costs
- § 7:130 Options

## **CHAPTER 8. GROUP HEALTH AND RELATED BENEFITS**

### **I. OVERVIEW**

- § 8:1 Generally

### **II. COMPANY EMPLOYEE BENEFIT PROGRAMS**

- § 8:2 Generally
- § 8:3 —Model policy statement—Our employee benefits programs
- § 8:4 Commentary—Types of programs
- § 8:5 —Summary plan descriptions
- § 8:6 ——Penalties for ERISA violations
- § 8:7 ——No right to jury trial under ERISA
- § 8:8 ——Contradictions in language disclaimer
- § 8:9 ——Modification right disclaimer

### **III. HOSPITALIZATION BENEFITS**

- § 8:10 Generally
- § 8:11 —Model policy statement—Hospitalization benefits

## GUIDE TO EMPLOYEE HANDBOOKS

- § 8:12    Commentary—Eligibility for coverage and effective date
- § 8:13    ——Employees age 65 and older
- § 8:14    ——Discriminatory benefit plans under the Internal Revenue Code
- § 8:15    ——Benefits provided under the plan
- § 8:16    ——Cost of benefits
- § 8:17    ——Termination of benefits and additional benefit details
- § 8:18    Options—Effective date of coverage
- § 8:19    ——Premium costs
- § 8:20    ——Health maintenance organization option
- § 8:21    Health care reform legislation—Overview
- § 8:22    ——Employer “shared responsibility” provisions
- § 8:23    ——Required plan provisions
- § 8:24    ——Reporting requirements and employee communications
- § 8:25    ——Other provisions

## IV. BASIC SURGICAL AND MAJOR MEDICAL INSURANCE

- § 8:26    Generally
- § 8:27    ——Model policy statement—Basic surgical and major medical insurance
- § 8:28    Commentary—Eligibility for coverage and effective date
- § 8:29    ——Benefits provided under the plan
- § 8:30    ——Cost of benefits, termination of coverage, and additional benefit details
- § 8:31    Options—Effective date of coverage and premium costs
- § 8:32    ——Health maintenance organization option
- § 8:33    AFLAC

## V. DENTAL INSURANCE

- § 8:34    Generally
- § 8:35    ——Model policy statement—Dental insurance
- § 8:36    Commentary—Eligibility for coverage and effective date
- § 8:37    ——Benefits provided under the plan
- § 8:38    ——Cost of benefits, termination of coverage, and additional benefit details
- § 8:39    Options—Effective date of coverage and premium costs
- § 8:40    ——Health maintenance organization option

## VI. LIFE INSURANCE

- § 8:41    Generally

## TABLE OF CONTENTS

- § 8:42 —Model policy statement—Life insurance
- § 8:43 Commentary—Eligibility for coverage and effective date
- § 8:44 ——Benefits provided under the plan
- § 8:45 ——Cost of benefits, termination of coverage, and additional benefit details
- § 8:46 Options—Effective date of coverage
- § 8:47 ——Option to purchase additional life insurance benefits

## **VII. SHORT-TERM DISABILITY INSURANCE**

- § 8:48 Generally
- § 8:49 —Model policy statement—Short-term disability insurance
- § 8:50 Commentary—Introduction and funding of benefits
- § 8:51 —State short-term disability laws
- § 8:52 —Introduction and funding of benefits—Benefits provided under the plan and additional benefits details
- § 8:53 Options

## **VIII. LONG-TERM DISABILITY INSURANCE**

- § 8:54 Generally
- § 8:55 —Model policy statement—Long-term disability insurance
- § 8:56 Commentary—Eligibility for benefits and effective date
- § 8:57 ——Benefits provided under the plan
- § 8:58 ——Cost of benefits, termination of coverage, and additional benefits details
- § 8:59 Options—Effective date of coverage
- § 8:60 ——No long-term disability plan

## **IX. WORKERS' COMPENSATION INSURANCE**

- § 8:61 Generally
- § 8:62 —Model policy statement—Workers' compensation insurance
- § 8:63 Commentary—General overview of coverage
- § 8:64 ——Procedure for reporting job-related injuries or illnesses
- § 8:65 ——Additional benefits details

## **X. CONTINUING OR CONVERTING GROUP HEALTH INSURANCE COVERAGE**

- § 8:66 Generally
- § 8:67 —Model policy statement—Continuing or converting your group health insurance coverage

## GUIDE TO EMPLOYEE HANDBOOKS

- § 8:68      Commentary—Eligibility for continuation of benefits and duration of coverage
- § 8:69      ——Continuation coverage option for employee dependents
- § 8:70      ——Costs of continuation coverage
- § 8:71      ——Events limiting the maximum period under COBRA
- § 8:72      ——Notification regarding continuation coverage
- § 8:73      ——Additional benefits details

## **XI. RETIREMENT PLAN**

- § 8:74      Generally
- § 8:75      —Model policy statement—Retirement plan
- § 8:76      Commentary—Overview of the plan and its objectives
- § 8:77      ——Plan membership and vesting
- § 8:78      ——Additional benefits details
- § 8:79      The defined benefit plan provisions of the Pension Protection Act of 2006
- § 8:80      Options

## **XII. 401(K) PLAN**

- § 8:81      Generally
- § 8:82      —Model policy statement—401(k) plan
- § 8:83      Commentary—Objective of the plan and eligibility to participate
- § 8:84      ——Contributions, withdrawals, and plan investments
- § 8:85      ——Additional benefits details
- § 8:86      Options

## **XIII. EMPLOYEE ASSISTANCE PROGRAM**

- § 8:87      Generally
- § 8:88      —Model policy statement—Employee assistance program
- § 8:89      Commentary—Services provided and eligibility to participate
- § 8:90      —Alcohol and drug abuse
- § 8:91      —Confidentiality of employee assistance program records
- § 8:92      —Privacy concerns
- § 8:93      —Company rules and regulations
- § 8:94      —Additional details regarding the EAP
- § 8:95      Options
- § 8:96      —In-house services
- § 8:97      —Third-party services

## **XIV. EDUCATIONAL ASSISTANCE PROGRAM**

- § 8:98      Generally

## TABLE OF CONTENTS

- § 8:99 —Model policy statement—Educational assistance program
- § 8:100 Commentary—Eligibility requirements
- § 8:101 ——Reimbursement information
- § 8:102 ——Procedure for reimbursement
- § 8:103 Options—Flat dollar reimbursement
- § 8:104 ——Training

## XV. COST-CONTROL MEASURES

- § 8:105 Generally
- § 8:106 Preferred provider organizations
- § 8:107 Managed care
- § 8:108 Flexible benefits plans
- § 8:109 —Tax benefits for employers
- § 8:110 —Cost considerations
- § 8:111 —Potential for adverse selection
- § 8:112 Flexible spending accounts
- § 8:113 —Rules for employee elections
- § 8:114 —Using the monies
- § 8:115 —Money at risk

## XVI. A WORD ABOUT SEVERANCE PAY PLANS

- § 8:116 Generally
- § 8:117 Why it's advantageous to have a severance plan covered by ERISA
- § 8:118 Health insurance during severance period

## XVII. DOMESTIC PARTNER BENEFITS

- § 8:119 Introduction
- § 8:120 Certification of the relationship
- § 8:121 Reasons for offering such benefits
- § 8:122 Legal issues
- § 8:123 Municipally mandated benefits
- § 8:124 Tax status of benefits
- § 8:125 Domestic partner benefits
- § 8:126 —Model policy statement
- § 8:127 —Declaration of domestic partnership

## CHAPTER 9. EMPLOYEE CONDUCT

### I. OVERVIEW

- § 9:1 Generally

### II. PERSONAL APPEARANCE AND DEMEANOR

- § 9:2 Generally

## GUIDE TO EMPLOYEE HANDBOOKS

- § 9:3 —Model policy statement—Personal appearance and demeanor
- § 9:4 Commentary—Appropriate dress
- § 9:5 ——Rights of employers
- § 9:6 ——Religious accommodations
- § 9:7 ——Challenges of sex discrimination in dress codes
- § 9:8 —Maintenance of the work environment
- § 9:9 Options—Specificity in dress and grooming requirements
- § 9:10 —Uniformed employees
- § 9:11 —No buttons or pins
- § 9:12 —Business casual or “dress down” days

### III. ABSENTEEISM AND TARDINESS

- § 9:13 Generally
- § 9:14 —Model policy statement—Absenteeism and tardiness
- § 9:15 —Model policy statement—Absenteeism and tardiness—Options
- § 9:16 Commentary—Lost-time benefits and notification requirements
- § 9:17 —Physician’s statements
- § 9:18 —Disciplinary action
- § 9:19 ——Fair administration of disciplinary action
- § 9:20 ——Minimizing absenteeism and tardiness problems

### IV. GUIDELINES FOR APPROPRIATE CONDUCT

- § 9:21 Generally
- § 9:22 —Model policy statement—Guidelines for appropriate conduct
- § 9:23 Commentary—General guidelines
- § 9:24 —Types of unacceptable behavior
- § 9:25 —Disciplinary action
- § 9:26 Options

### V. COMPLAINT RESOLUTION PROCEDURE

- § 9:27 Generally
- § 9:28 —Model policy statement—Complaint resolution procedure
- § 9:29 Commentary—Overview of complaint resolution procedure
- § 9:30 —Step one: Discussion with supervisor
- § 9:31 —Step two: Meeting with department head
- § 9:32 —Step three: Committee review
- § 9:33 —No-retaliation provision
- § 9:34 Options—Open door policy

## TABLE OF CONTENTS

§ 9:35 —Nonunion employees' right to representation

## VI. CONFIDENTIALITY OF INFORMATION

§ 9:36 Generally  
§ 9:37 —Model policy statement—Confidential information  
§ 9:38 Commentary—Rationale and general guidelines  
§ 9:39 —Insider trading  
§ 9:40 —Confidentiality statements and disciplinary action  
§ 9:41 Options  
§ 9:42 —Business and personal conflicts of interest

## VII. WORKPLACE SEARCHES

§ 9:43 Generally  
§ 9:44 —Model policy statement—Workplace searches  
§ 9:45 Commentary  
§ 9:46 —Legal issues associated with workplace searches—  
    Constitutional law  
§ 9:47 ——State tort laws  
§ 9:48 ——Unionized employers  
§ 9:49 Options

## VIII. ELECTRONIC AND TELEPHONIC COMMUNICATIONS

§ 9:50 Generally  
§ 9:51 —Model policy statement—Electronic and telephonic communications  
§ 9:52 —Model policy statement—Options  
§ 9:53 —Model policy statement—Use of Social Media  
§ 9:54 —Acknowledgment of employee use of business equipment and technology policy and consent to monitoring  
§ 9:55 The NLRB imposes broad restrictions on social media policies  
§ 9:56 Blogging and social media policies—FTC guidelines  
§ 9:57 Commentary  
§ 9:58 Options

## IX. SOLICITATIONS AND DISTRIBUTION OF LITERATURE

§ 9:59 Generally  
§ 9:60 —Model policy statement—Solicitations and distribution of literature  
§ 9:61 Commentary—Employee no-solicitation policy  
§ 9:62 ——“Working time” and “working hours”  
§ 9:63 ——Oral solicitation and distribution of literature

## GUIDE TO EMPLOYEE HANDBOOKS

- § 9:64 ——Validity of no-solicitation rules
- § 9:65 —Nonemployee solicitations
- § 9:66 —Wearing union insignia or buttons
- § 9:67 Federal government contractors and subcontractors must notify employees of their labor rights

### **X. BULLETIN BOARDS**

- § 9:68 Generally
- § 9:69 —Model policy statement—Bulletin boards
- § 9:70 Commentary
- § 9:71 Options

### **XI. EMPLOYEE COMMITTEES**

- § 9:72 Generally
- § 9:73 —Model policy statement—Employee committees
- § 9:74 Commentary
- § 9:75 —Determining whether a committee violates the NLRA
- § 9:76 ——Does the committee constitute a labor organization?
- § 9:77 ——Is the committee dominated by the employer?
- § 9:78 ——How about a handbook committee?

### **XII. SMOKING**

- § 9:79 Generally
- § 9:80 —Model policy statement—Smoking
- § 9:81 Commentary—Smoking policy generally
- § 9:82 ——Off-duty use of tobacco products
- § 9:83 ——A word on e-cigarettes
- § 9:84 —Complaints

### **XIII. DRUG-FREE WORKPLACE**

- § 9:85 Generally
- § 9:86 —Model policy statement—Drug-free workplace
- § 9:87 Commentary
- § 9:88 Options
- § 9:89 Signs and symptoms of a drug or alcohol problem

### **XIV. SAFETY AND HEALTH**

- § 9:90 Generally
- § 9:91 —Model policy statement—Safety and health
- § 9:92 ——Options
- § 9:93 Commentary
- § 9:94 —OSHA and the general duty

## TABLE OF CONTENTS

- § 9:95 —Specific standards and regulations
- § 9:96 —COVID-19 and other OSHA infectious disease guidance
- § 9:97 —Nondiscrimination/whistleblower protection
- § 9:98 —Violations, penalties, and investigation priorities
- § 9:99 —Job safety and health poster
- § 9:100 —Employee's right of access to records
- § 9:101 —Annual log and summary of recordable injuries and illnesses
- § 9:102 —Supplementary record
- § 9:103 —Employee access to log
- § 9:104 —Record-retention period
- § 9:105 —OSHA access to employee records
- § 9:106 —Employee access to health and safety records
- § 9:107 —Hazard communication standard
- § 9:108 —Covered employees
- § 9:109 —Exempt products and conditions of exemption
- § 9:110 —Occupational Safety and Health Act enforcement—  
Employers may require warrant
- § 9:111 —Right to participate in walkaround
- § 9:112 —Company parties and other events
- § 9:113 Employer responsibility to protect employees against heat hazards
- § 9:114 Bomb threats
- § 9:115 Emergency action plans
- § 9:116 Tuberculosis liability issues in the workplace
- § 9:117 Ergonomics in the workplace
- § 9:118 Diabetes liability issues in the workplace

## XV. WORKPLACE VIOLENCE

- § 9:119 Generally
- § 9:120 —Model policy statement—Workplace violence
- § 9:121 Commentary
- § 9:122 —“Tell-tale” signs of troubled workers
- § 9:123 —Minimizing exposure to workplace violence
- § 9:124 —Security measures
- § 9:125 OSHA And The Gig Economy

## XVI. TAPING/EAVESDROPPING ON CONVERSATIONS

- § 9:126 Generally
- § 9:127 —Model policy statement—Taping/eavesdropping on conversations
- § 9:128 Commentary
- § 9:129 —Legislation restricting secret recordings—Federal law

## GUIDE TO EMPLOYEE HANDBOOKS

- § 9:130 — —State wiretapping laws
- § 9:131 Generally—Model policy statement—Taping/eavesdropping on conversations and Recording of Meetings

## XVII. TERMINATION OF EMPLOYMENT

- § 9:132 Generally
- § 9:133 —Model policy statement—Termination of employment
- § 9:134 Commentary—Resignations
- § 9:135 —Employment-at-will disclaimer
- § 9:136 —Exit interviews
- § 9:137 Options
- § 9:138 Model policy statement—Reductions in the workforce
- § 9:139 State plant closing laws
- § 9:140 Sample union avoidance training materials: The do's and don'ts and tips for managers/supervisors

## CHAPTER 10. POLICY POTPOURRI

### I. OVERVIEW

- § 10:1 Generally

### II. MODEL POLICY STATEMENTS

- § 10:2 Community service
- § 10:3 Company cafeterias and lunchrooms
- § 10:4 Company newsletter
- § 10:5 Credit union
- § 10:6 Emergency closings and delayed openings
- § 10:7 Emergency medical procedure
- § 10:8 Employee identification badges
- § 10:9 Garnishments and support orders
- § 10:10 Loans
- § 10:11 Media inquiries
- § 10:12 Moonlighting
- § 10:13 Personal telephone calls
- § 10:14 Purchases of company products
- § 10:15 Reference inquiries
- § 10:16 Safety committee
- § 10:17 Accuracy of employment applications and work-related documents
- § 10:18 Service award program
- § 10:19 Suggestion awards
- § 10:20 Use of company equipment
- § 10:21 Visitors to company facilities

TABLE OF CONTENTS

- § 10:22 Voting time
- § 10:23 —California option
- § 10:24 Return of company property
- § 10:25 Membership in associations and professional organizations
- § 10:26 Matching gifts program
- § 10:27 Parking facilities
- § 10:28 Loyalty to the company
- § 10:29 Conduct at company parties and other events
- § 10:30 Use of company vehicles
- § 10:31 Use of company stationery
- § 10:32 Use of personal mail
- § 10:33 Use of mobile telephones and related devices
- § 10:34 Adoption assistance
- § 10:35 Conducting personal business
- § 10:36 Motor vehicle safety policy
- § 10:37 Personal privacy
- § 10:38 Compliance hotline
- § 10:39 Employment of minors
- § 10:40 Conduct at clients' offices
- § 10:41 Personal use of vehicle in the course of employment
- § 10:42 Referral bonuses
- § 10:43 Sabbatical leave for full-time regular employees
- § 10:44 Routine time off from work
- § 10:45 Volunteer firefighters
- § 10:46 Volunteer emergency service—California option
- § 10:47 Civil air patrol leave—California option
- § 10:48 Family military leave—California option
- § 10:49 School and child-related activities leave—California option
- § 10:50 Victim of domestic violence or violent crime
- § 10:51 Victims of domestic violence, sexual assault, stalking, and other crimes and abuses—California option
- § 10:52 Victims of crime—California option
- § 10:53 Leave for crime victims to be heard in court—California option
- § 10:54 Employee blood donation leave
- § 10:55 Organ and bone marrow donation leave—California option
- § 10:56 Contracting and purchasing authority
- § 10:57 Lockers
- § 10:58 Language policy
- § 10:59 Policy on copyrighted material
- § 10:60 Policy for reporting all legal matters to the general counsel and other related guidelines
- § 10:61 Employment-at-will
- § 10:62 Signing authority

- § 10:63 Recycling
- § 10:64 Data protection policy
- § 10:65 Biometric Information Privacy Policy
- § 10:66 Identity theft policy
- § 10:67 Policy for recruitment of client employees
- § 10:68 Use of cameras and camera phones
- § 10:69 Transportation reimbursement benefit program
- § 10:70 Background screening of applicants and employees
- § 10:71 Eye protection
- § 10:72 Safety toe footwear
- § 10:73 Personal radios and CD players
- § 10:74 Immigration
- § 10:75 Pets in workplace
- § 10:76 Whistleblower policy
- § 10:77 Litigation-specific document retention policy
- § 10:78 Job sharing policy
- § 10:79 Celebration & events policy
- § 10:80 Perfect attendance awards
- § 10:81 Gender-based restroom policy
- § 10:82 Artificial Intelligence policy

## Volume 2

### APPENDICES

- Appendix A. A Model Handbook
- Appendix B. Federal Employment Laws
- Appendix C. State Employment Laws
- Appendix D. Selected Human Resources and Government Forms
- Appendix E. A Severance Pay SPD
- Appendix F. Model Guidelines for Union Employees
- Appendix G. Mediation and Arbitration
- Appendix H. State Criminal Law Records—Use of Arrest and Conviction Information
- Appendix I. State Laws for Direct Deposit of Payroll
- Appendix J. Release Requirements—State Survey
- Appendix K. Mandatory Paid Sick Leave Laws—Private Employers
- Appendix L. COVID-19 Supplement
- Appendix M. Child Labor Law Posting Requirements

### Table of Laws and Rules

TABLE OF CONTENTS

**Table of Cases**

**Index**