

Maryland Municipal League Fall Conference



How to Write a Personnel Manual

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The
Singer
Group Inc.
Management Consultants

PARTNERING FOR SOLUTIONS

By Show of Hands...

How many of you
have an employee
handbook?

When was your
handbook written
or last revised?



What We'll Talk About

- Why Develop an Employee Handbook
- How to Develop an Employee Handbook
 - Case Study
- What You Should Include
 - Key Policies
 - Disclaimers
 - Major Policy Statements
- Wrap Up



Why Develop an Employee Handbook

- ⇒ Welcomes new hires
- ⇒ Organization overview
- ⇒ Communicates



employer/employee relationship

- ⇒ Protection against employee lawsuits
- ⇒ Support for disciplinary action

Let's Play... Municipal Feud!!!

Q: What policies should be in an Employee Handbook?

- A:**
- **Benefits**
 - **Compensation**
 - **FLSA/FMLA/ADA/EEO**
 - **Discipline/Grievance**
 - **Performance Evaluation**
 - **Harassment**
 - **Leave**
 - **Workplace practices**

Be Aware...

There are some cons to developing an employee handbook.

⇒ Inconsistent application

⇒ Time



Need to Keep Abreast

- ❑ Changes in the Laws
- ❑ Changes in the Workplace
 - ✓ Social Media
 - ✓ Multi-generations
 - ✓ Benefits
 - ✓ Performance Management
 - ✓ Professional Development



How to Develop an Employee

RACKA**fracka** by Fritz



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Case Study

Handbook Development Process:

1. Work with Employee Handbook Committee

- Meet 3 - 4 times
- Online communications



2. Survey to all staff

Case Study

Committee Meeting General Format



Case Study

3. Develop handbook

4. Attorney review

5. Board approval

**6. Communication and
distribution to employees**



An Employee Handbook Should Be:

- Tailored to the organization
- Tailored to the employee





NOT A
RULE
BOOK...

RULES

1. YOU CAN....

2. YOU CAN'T...

3. YOU CAN....

4. YOU CAN'T

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AVOID GENERALITIES OR VAGUE STATEMENTS

I CAN'T FIND ANYTHING AGAINST IT IN THE RULE BOOK



CONSISTENCY

IT'S ONLY A VIRTUE IF YOU'RE NOT A SCREWUP.

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How to Develop an Employee Handbook

- Maintain flexibility
- Update periodically
- Provide disclaimers
- Include acknowledgement/receipt forms
- Have legal counsel review the handbook



What You Should Include In an Employee Handbook

By Law:

- ☑ FMLA policies
- ☑ Equal Employment and non-discrimination policies
- ☑ ADA policies
- ☑ Worker's Compensation policies



Disclaimers



This handbook:

- Is not an employment contract
- Does not guarantee employment for any definite period of time
- Is not all inclusive and is only a set of guidelines
- Can only be changed in writing by _____
- Supersedes any previous handbook or unwritten policies

Major Policy Statements

- We are an equal opportunity employer
- We support and work toward a green environment
- We are committed to the fair treatment of our valued employees
- We support the community and urge our employees to become active in community activities
- We promote from within when and where possible
- We provide our citizens with the highest quality of service possible





Key Policies – See Handout

Resources

Baskin, Maurice. "Is It Time To Revise Your Employee Handbook?" SHRM.org. February 1998.

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Scharinger, Dale. "Preparation of the Employee Handbook". SHRM White Paper. November 2002.

Stengold, Fred, S. [The Employer's Legal Handbook](#). Berkeley: Nolo, 2007.

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This presentation was conducted by Lorraine Kituri (Consultant). For more information about The Singer Group please visit our website at www.singergrp.com



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THANK YOU!!!

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