Hello SFMade members!

Thank you for doing business in the city and for being a part of SFMade.

SFMade has created this document to help guide our members through the hiring process specifically for doing business in San Francisco. This guide was written for manufacturers who are hiring their first employee ever, as well as businesses who may be hiring their hundredth. We’ll help you lay out a plan, understand the most important employment laws in the city, and also think about creative ways to attract, train and retain the most best employees.

The items summarized in this manual are to inform operating businesses with a basic level of understanding of the hiring process, from crafting a job position through on-boarding a new employee.

Even though the hiring process may seem daunting and risky, no successful companies grow without additional help. We want to help you get the right people to help your business grow and succeed!

**Disclaimer:** This guide is provided for informational purposes only and does not constitute legal advice. This guide serves only to promote and encourage best practices for our valued members. You should contact your attorney to obtain advice with respect to any particular issue or problem.
**Putting a System in Place**

Having a **hiring system** in place will make life easier every time you want to hire for a new position. These steps will help you maximize efficiency in the hiring process and also attract the right applicants. Refer back to this guide for a summarized list of our recommended hiring techniques.

### Recruitment Strategy

- Consider saving money by using hiring incentives like OJT and JobsNow
- Determine *exactly* what you want in your next employee and write a job description.
- Have a standard procedure for broadcasting the position
- Make sure you have Workers Comp insurance and a payroll system

### Interview Methods

1. Have an employment application ready to go, send it off, and schedule the interviews.
2. Have a standard procedure for interviews in place:
   - Phone or video interview/screening
   - In-person interview
   - 2nd in-person interview

### Extending the Offer

1. Send them a letter offering employment
2. Wait for their signature on the letter before notifying other final candidates

### Onboarding and Preparing

- Have them fill out all the correct paperwork, and make sure your workplace has the appropriate signage posted
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Chapter 1: Writing and Posting Descriptions

How to Craft an Effective Job Posting

Once you’ve decided you’re ready to hire, the first step is writing a job description.

A good job posting provides a holistic view of the position and clearly communicates the expectations and duties required of the applicant. Here is a list of key items to include in each job posting:

• A clear job title
  It is important to make sure that your job title is understandable by applicants. While “Marketing Wizard” and “Master Chef” sound intriguing, they do not communicate the skill level required and can be confusing.

• Key responsibilities
  Listing the responsibilities that the job holder will perform daily will allow candidates to get a better sense of the job and the skill level required. While you do not have to list every single job duty, listing the major responsibilities will be extremely useful.

• Experience/knowledge required
  This section explains what skills and experience you are looking for as an employer. Try to distinguish between what is necessary as a minimum requirement and what would be a bonus in your ideal applicant. List any specifics here such as knowledge of computer programs or tools. Also think about what skills you are willing to train prospective employees.

• Location
  Stating the exact location of the job will be useful if your company has multiple office locations and can also help determine whether the opportunity will be accessible to the applicant.

• Employment type (FT/PT/temp-to-hire, etc.)
  It is key to include the type of employment for each position.

• Compensation information
  It is a good idea to address compensation to ensure that your applicants are on the same page as you regarding salary/wage. While you do not necessarily have to state the wage/salary you are thinking to offer, it is a good idea to provide a range. The range can represent what you would pay an inexperienced person (low) to what you would pay an experienced person (high).

• Benefits information
  This section can help to attract candidates. If your company has an excellent benefits package, by all means advertise it! You can also list any perks for working at your company, such as discounts, learning opportunities, etc.

• Company description
  Your company description will help candidates better understand what your business is all about. It can also communicate the company culture and work environment.

• Instructions on how to apply (website, email, etc.)
  Be specific about whether you want both a resume and cover letter, and where applicants should submit them. You can include an email address, a link, or whatever you feel is appropriate. If you’d like, you can ask specific questions to be answered in the cover letter, or create a pre-application questionnaire.
Chapter 1: Writing and Posting Descriptions

Where to List Your Job Posting

Now that your job description is ready, you have several options of where to list it.

We recommend posting your position in more than one place to increase the number of people that will see the post.

Here is a list of options we recommend:

• **Your company website**
  Having a ‘Careers’ or ‘Jobs’ page will help candidates navigate your website easily. This section can also be listed under your ‘About’ page.

• **Your company’s social media**
  Facebook, Twitter, etc. You can always link to the job posting on the SFMade Job Board. *More information is included on the next page.*

• **SFMade’s online Job Board (FREE)!**
  SFMade members are welcome to submit jobs to the job board by emailing Claire Michaels at claire@sfmade.org with a word document that includes: overview of company/organization, job description, qualifications/experience, location/travel details, compensation information, and instructions to apply. *Please note that SFMade is not responsible for any misrepresentations made by employers. It is solely the responsibility of the company hiring to maintain the validity of their submitted content.*

• **General online job boards**
  Places such as Indeed, Craigslist, SimplyHired, and Monster.

• **Niche job boards**
  Design: www.coroflot.com
  Food: www.goodjobs.com; sf.poachedjobs.com
  Home goods: www.greendreamsjobs.com; www.proven.com
  Claire has some additional resources as well.

• **In-house referrals**
  Some of the best referrals come from your own community—friends, staff members, consultants, volunteers, board members, etc. If it’s an important position, make sure everyone in your network knows that you’re hiring.
Using Social Media to Recruit

Social Media is a powerful tool for promoting your brand image, and can also be useful for attracting potential employees. In addition to simply listing your job posting online, you can promote through multiple social media channels as well.

• LinkedIn
  Having a company page on LinkedIn can help you connect with potential candidates as well as customers. Your Company Page can include information on your business, location of headquarters, products and services, and much more. Having a Careers page can be useful, as it can help you track and evaluate who has been viewing your postings.

• Twitter
  A lot of companies use Twitter to interact with their consumers and spread news and updates about their products. However, Twitter can also be a useful tool in recruiting. Tweeting your opening with a link to the posting on your company website can help spread awareness about the job opening.

• Facebook
  If your company has a Facebook page, you can post your opening directly to your company page wall including a link to job description on your company website.

  Please note: It’s not a good idea to “friend” potential hires in order to get more information about them. It’s better not to know all of the non-job related information to protect yourself legally.

• Instagram
  • If your company has an Instagram page, utilize that as well! Post pictures that promote your workspace, your awesome team, or your great products to attract potential employees.
Chapter 1: Writing and Posting Descriptions

BEFORE MOVING FORWARD CONSIDER THIS:

**FIRST** If hiring is going to be an expensive endeavor for your business, consider taking advantage of one of the city’s workforce incentive programs. See page 28-30 for more information.

**SECOND** You’ll need to have payroll and workers comp set up before you hire and before your employee starts work.
Chapter 2: The Interviewing Stages

When the applications start to come in, make sure to keep them all in one place (like an email folder.) Make a note of who comes referred from where.

**Employment Application Form**

Once you have selected a candidate to interview, it is ideal to have him/her fill out an employment application form that collects basic information.

This form provides documentation that the candidate applied for a job with your company and that he/she has met with you for an interview. It also provides standardized information about all candidates.

It is important to only ask for information that is relevant to the job and avoid deeply personal information. Below are examples of what information can and cannot be asked for:

<table>
<thead>
<tr>
<th>Do ask for</th>
<th>Don’t ask for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Maiden name, SSN</td>
</tr>
<tr>
<td>Place of residence</td>
<td>Rent or own?</td>
</tr>
<tr>
<td>Statement that age/citizenship requirements will be verified</td>
<td>Age, birth date, dates of school attendance, birthplace, nationality</td>
</tr>
<tr>
<td>Statement that a photograph may be required after employment</td>
<td>Requiring applicant to affix photograph</td>
</tr>
<tr>
<td>Job related questions about convictions</td>
<td>Questions about arrest record or convictions for marijuana possession that are over 2 years old</td>
</tr>
<tr>
<td>Job related organizations or clubs</td>
<td>General questions regarding organizations or clubs</td>
</tr>
<tr>
<td>Questions regarding relevant skills acquired in the military</td>
<td>Dates of service, type of discharge, questions regarding foreign military service</td>
</tr>
</tbody>
</table>
Chapter 2: The Interviewing Stages

*Interview Dos and Don’ts*

Interviews give employers a chance to figure out whether a candidate is capable of fulfilling the duties of a job, and whether that candidate will be a good fit for the company.

**Topics that should be discussed and sought out include the following:**

<table>
<thead>
<tr>
<th>Experience</th>
<th>Resume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills</td>
<td>Overview of job/company</td>
</tr>
</tbody>
</table>

For candidates that you feel would be a good fit, the following topics can also be discussed:

<table>
<thead>
<tr>
<th>Professional References (2-3 is good). Stick to former employers. Personal references don’t add much and can potentially reveal sensitive information</th>
<th>Date available to start</th>
</tr>
</thead>
</table>

Like the employment application form, interviews should be dealt with *delicately*, and discussions should avoid the following these potentially discriminatory topics:

<table>
<thead>
<tr>
<th>Race/Color/Sexual Orientation</th>
<th>Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex and Marital/Domestic Partner Status</td>
<td>Creed or Religion</td>
</tr>
<tr>
<td>Disability</td>
<td>Non job or trade related organizations</td>
</tr>
<tr>
<td>Physical/Mental Condition</td>
<td>Arrest/Criminal Record</td>
</tr>
<tr>
<td>AIDS/HIV</td>
<td>Photographs or Finger Prints</td>
</tr>
<tr>
<td>Birthplace/Residence</td>
<td>Relatives</td>
</tr>
<tr>
<td>Citizenship</td>
<td>National Origin/Ancestry</td>
</tr>
<tr>
<td>Height and Weight</td>
<td>Genetic Information</td>
</tr>
<tr>
<td>Gender Identity/Expression</td>
<td></td>
</tr>
</tbody>
</table>

A good rule of thumb: Cannot ask on application = cannot ask in interview
Chapter 2: The Interviewing Stages

Types of Interviews

There are different types of interviews that can be used in the recruiting process, but an in-person interview is always a must.

Phone Interview
• Phone interviews are typically used as a pre-screening interview tactic.
• A phone interview can help employers determine whether a candidate possesses the basic knowledge and skills required for a particular role.
• This type of interview is particularly useful when a large number of applications have been received.

Video Interview
• Video interviews are useful when interested candidates are located in different geographic locations.
• This type of interview should be conducted the same way as an in-person interviews: use this opportunity to determine basic skills and knowledge

★ In-person- First Interview★
• In-person interviews are truly the best way to find out if an applicant is right for the job.
• Take this opportunity to determine if skills, knowledge, and willingness to learn are present in the potential employee.
• Also very important to determine whether a candidate possesses a good personality that fits the existing company culture.

In-person- Second Interview
• It is highly recommended to do a second interview if possible. This gives you a chance to ask questions that come up later and to get a better read on the candidate, to make sure it is a match that will last.

The more time you can spend choosing the right person to hire, the less time and money you will have to spend later if problems come up!
Chapter 3: Narrowing Down Candidates

Evaluation of Necessary Skills, Experience, and Connection to Your Brand

After you have met with a number of potential employees, it’s time to choose who will be the best overall fit.

Here are a few key questions to help you narrow down your choices:

• Is this candidate’s experience relevant?

• Does this candidate possess the necessary skills to successfully complete the tasks at hand? (Take note of skills that are non-negotiable vs. nice-to-have)

• Will this candidate need to be trained extensively? If so, does he/she seem willing to learn, and are you willing to teach?

• Can I afford this candidate-- Is this candidate’s salary expectations within my budget? (This shouldn’t be a deal breaker though; most people are willing to negotiate salary wage) Don’t forget about hiring incentives as a way to save money!

• Is this candidate interested in growing with the company?

• Will this candidate be able to adapt to the overall company personality/culture?
Chapter 4: Extending an Offer of Employment

The Offer Letter

The purpose of the offer letter is to document the terms of employment, so things are clear for your new employee, and for your records later. It can also help you to ensure that your chosen candidate has committed to you if they are entertaining other offers.

While it is not necessary to include all aspects of the terms of employment, you should make sure to document the following information in the offer letter:

• Company name and address
• Date the offer was extended
• Date by which the offer must be accepted
• Employee’s address
• Employee’s full name
• Job title
• Name and position of the person the new hire will report to
• Salary and how and when the employee will be paid
• Eligible benefits
• Full name, position, and signature of hiring manager
• Statement of acknowledgement
• Signature of employee and written date

Please Note: In California all hourly employees must be provided with a “wage notice” at the time of hire. The information can be provided in an offer letter or you can use the government provided one found here: http://www.dir.ca.gov/dlse/LC_2810.5_Notice.pdf
Chapter 5: Onboarding

Step 1: The W-4

Once you have extended the offer of employment, and the employee has accepted, you can begin on boarding them into your business.

On the employee’s first day of work (whether it be a shift or training), they should immediately fill out a **W-4 form**. The W-4 is the Employee Withholding Allowance Certificate, which goes into effect with each employee’s initial wage payment.

It is unlawful to provide assistance or advice to new hires when filling out the form, thus the only information you can provide is the worksheet that is included with the actual form.

If the new employee does not give you a completed W-4 form, withhold tax as if he or she is single with no withholding allowances.

*Please note: You should keep all records of employment taxes for at least 4 years.*


Or printed from pages 16-17 of this manual.

Notice: All city and county documents presented in this Hiring Manual were downloaded from the provided links in February 2015 for your convenience. Before using any of these documents please make sure to click the links and verify that the documents are still valid by the time you are ready to use them.
Form W-4 (2015)

Purpose. Complete Form W-4 so that your employer can withhold the correct federal income tax from your pay. Consider completing a new Form W-4 each year and when your personal or financial situation changes.

Exemption from withholding. If you are exempt, complete only lines 1, 2, 3, 4, and 7 and sign the form to validate it. Your exemption for 2015 expires February 16, 2016. See Pub. 505, Tax Withholding and Estimated Tax.

Note. If another person can claim you as a dependent on his or her tax return, you cannot claim exemption from withholding if your income exceeds $1,050 and includes more than $350 of unearned income (for example, interest and dividends).

Exceptions. An employee may be able to claim exemption from withholding even if the employee is a dependeat. If the employee:
• Is age 65 or older,
• Is blind, or
• Will claim adjustments to income; tax credits; or itemized deductions, on his or her tax return.

The exceptions do not apply to supplemental wages greater than $1,000,000.

Basic instructions. If you are not exempt, complete the Personal Allowances Worksheet below. The worksheets on page 2 further adjust your withholding allowances based on itemized deductions, certain credits, adjustments to income, or two-earners/multiple jobs situations.

Complete all worksheets that apply. However, you may claim fewer (or zero) allowances. For regular wages, withholding must be based on allowances you claimed and may not be a flat amount or percentage of wages.

Head of household. Generally, you can claim head of household filing status on your tax return only if you are unmarried and pay more than 50% of the costs of keeping up a home for yourself and your dependent(s) or other qualifying individuals. See Pub. 501, Exemptions, Standard Deduction, and Filing Information, for information.

Tax credits. You can take projected tax credits into account in figuring your allowable number of withholding allowances. Credits for child or dependent care expenses and the child tax credit may be claimed using the Personal Allowances Worksheet below. See Pub. 550 for information on converting your other credits into withholding allowances.

Nonwage income. If you have a large amount of nonwage income, such as interest or dividends, consider making estimated tax payments using Form 1040-ES, Estimated Tax for Individuals. Otherwise, you may owe additional tax. If you have pension or annuity income, see Pub. 505 to find out if you should adjust your withholding on Form W-4 or W-4P.

Two earners or multiple jobs. If you have a working spouse or more than one job, figure the total number of allowances you are entitled to claim on all jobs using worksheets from only one Form W-4. Your withholding usually will be most accurate when all allowances are claimed on the Form W-4 for the highest paying job and zero allowances are claimed on the others. See Pub. 505 for details.

Nonresident alien. If you are a nonresident alien, see Notice 1392, Supplemental Form W-4 Instructions for Nonresident Aliens, before completing this form.

Check your withholding. After your Form W-4 takes effect, use Pub. 505 to see how the amount you are having withheld compares to your projected total tax for 2015. See Pub. 505, especially if your earnings exceed $130,000 (Single) or $180,000 (Married). Future developments. Information about any future developments affecting Form W-4 (such as legislation enacted after we release it) will be posted at www.irs.gov/w4.

Personal Allowances Worksheet (Keep for your records.)

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter “1” for yourself if no one else can claim you as a dependent.</td>
<td>Enter “1” if:</td>
<td>Enter “1” for your spouse.</td>
<td>Enter number of dependents (other than your spouse or yourself) you will claim on your tax return.</td>
<td>Enter “1” if you will file as head of household on your tax return (see conditions under Head of household above)</td>
<td>Enter “1” if you have at least $2,000 of child or dependent care expenses for which you plan to claim a credit</td>
</tr>
<tr>
<td>• You are single and have only one job; or</td>
<td>• You are married, have only one job, and your spouse does not work; or</td>
<td>• Your wages from a second job or your spouse’s wages (or the total of both) are $1,500 or less.</td>
<td></td>
<td></td>
<td>(Note. Do not include child support payments. See Pub. 503, Child and Dependent Care Expenses, for details.)</td>
</tr>
<tr>
<td>G</td>
<td>H</td>
<td>I</td>
<td>J</td>
<td>K</td>
<td>L</td>
</tr>
<tr>
<td>Child Tax Credit (including additional child tax credit). See Pub. 972, Child Tax Credit, for more information.</td>
<td>If your total income will be less than $65,000 ($100,000 if married), enter “2” for each eligible child; then less “1” if you have two to four eligible children or less “2” if you have five or more eligible children.</td>
<td>If your total income will be between $65,000 and $84,000 ($100,000 and $119,000 if married), enter “1” for each eligible child.</td>
<td>Add lines A through G and enter total here. (Note. This may be different from the number of exemptions you claim on your tax return.)</td>
<td>If you plan to itemize or claim adjustments to income and want to reduce your withholding, see the Deductions and Adjustments Worksheet on page 2.</td>
<td>If you are single and have more than one job or are married and you and your spouse both work and the combined earnings from all jobs exceed $50,000 ($20,000 if married), see the Two-Earners/Multiple Jobs Worksheet on page 2 to avoid having too little tax withheld.</td>
</tr>
<tr>
<td>For accuracy, complete all worksheets that apply.</td>
<td>• If you plan to itemize or claim adjustments to income and want to reduce your withholding, see the Deductions and Adjustments Worksheet on page 2.</td>
<td>• If you are single and have more than one job or are married and you and your spouse both work and the combined earnings from all jobs exceed $50,000 ($20,000 if married), see the Two-Earners/Multiple Jobs Worksheet on page 2 to avoid having too little tax withheld.</td>
<td>If neither of the above situations applies, stop here and enter the number from line H on line 5 of Form W-4 below.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Separate here and give Form W-4 to your employer. Keep the top part for your records.

Employee’s Withholding Allowance Certificate

Whether you are entitled to claim a certain number of allowances or exemption from withholding is subject to review by the IRS. Your employer may be required to send a copy of this form to the IRS.

1 Your first name and middle initial
2 Your social security number
3 □ Single □ Married, □ Married, but withhold at higher Single rate.
   Note. If married, but legally separated, or spouse is a nonresident alien, check the “Single” box.
4 □ If your last name differs from that shown on your social security card, check here. You must call 1-800-772-1213 for a replacement card.
5  □ Total number of allowances you are claiming (from line H above or from the applicable worksheet on page 2)
6 □ Additional amount, if any, you want withheld from each paycheck
7 I claim exemption from withholding for 2015, and I certify that I meet both of the following conditions for exemption. □ Last year I had a right to a refund of all federal income tax withheld because I had no tax liability, and □ This year I expect a refund of all federal income tax withheld because I expect to have no tax liability. □ If you meet both conditions, write “Exempt” here.

Under penalties of perjury, I declare that I have examined this certificate and, to the best of my knowledge and belief, it is true, correct, and complete.

Employee’s signature

Date

Employee’s Withholding Allowance Certificate

Whether you are entitled to claim a certain number of allowances or exemption from withholding is subject to review by the IRS. Your employer may be required to send a copy of this form to the IRS.

1 Your first name and middle initial
2 Your social security number
3 □ Single □ Married, □ Married, but withhold at higher Single rate.
   Note. If married, but legally separated, or spouse is a nonresident alien, check the “Single” box.
4 □ If your last name differs from that shown on your social security card, check here. You must call 1-800-772-1213 for a replacement card.
5 □ Total number of allowances you are claiming (from line H above or from the applicable worksheet on page 2)
6 □ Additional amount, if any, you want withheld from each paycheck
7 I claim exemption from withholding for 2015, and I certify that I meet both of the following conditions for exemption. □ Last year I had a right to a refund of all federal income tax withheld because I had no tax liability, and □ This year I expect a refund of all federal income tax withheld because I expect to have no tax liability. □ If you meet both conditions, write “Exempt” here.

Under penalties of perjury, I declare that I have examined this certificate and, to the best of my knowledge and belief, it is true, correct, and complete.

Employee’s signature

Date

For Privacy Act and Paperwork Reduction Act Notice, see page 2.

Cat. No. 10220Q

Form W-4 (2015)
Deductions and Adjustments Worksheet

Note. Use this worksheet only if you plan to itemize deductions or claim certain credits or adjustments to income.

1. Enter an estimate of your 2015 itemized deductions. These include qualifying home mortgage interest, charitable contributions, state and local taxes, medical expenses in excess of 10% (7.5% if either you or your spouse was born before January 2, 1951) of your income, and miscellaneous deductions. For 2015, you may have to reduce your itemized deductions if your income is over $309,900 and you are married filing jointly or are a qualifying widow(er); $284,050 if you are head of household; $258,250 if you are single and not head of household or a qualifying widow(er); or $154,950 if you are married filing separately. See Pub. 505 for details.

2. Subtract line 2 from line 1. If zero or less, enter “−0−”.

3. Enter an estimate of your 2015 adjustments to income and any additional standard deduction (see Pub. 505).

4. Add lines 3 and 4 and enter the total. (Include any amount for credits from the Converting Credits to Withholding Allowances for 2015 Form W-4 worksheet in Pub. 505.)

5. Enter the number from the Personal Allowances Worksheet, line H, page 1.

6. Add lines 8 and 9 and enter the total here. If you plan to use the Two-Earners/Multiple Jobs Worksheet, also enter this total on line 1 below. Otherwise, stop here and enter this total on Form W-4, line 5, page 1.

Two-Earners/Multiple Jobs Worksheet (See Two earners or multiple jobs on page 1.)

Note. Use this worksheet only if the instructions under line H on page 1 direct you here.

1. Enter the number from line H, page 1 (or from line 10 above if you used the Deductions and Adjustments Worksheet).

2. Find the number in Table 1 below that applies to the LOWEST paying job and enter it here. However, if you are married filing jointly and wages from the highest paying job are $65,000 or less, do not enter more than “3”.

3. If line 1 is more than or equal to line 2, subtract line 2 from line 1. Enter the result here (if zero, enter “−0−”) and on Form W-4, line 5, page 1. Do not use the rest of this worksheet.

4. Enter the number from line 2 of this worksheet.

5. Enter the number from line 1 of this worksheet.

6. Subtract line 5 from line 4.

7. Find the amount in Table 2 below that applies to the HIGHEST paying job and enter it here.

8. Multiply line 7 by line 6 and enter the result here. This is the additional annual withholding needed.

9. Divide line 8 by the number of pay periods remaining in 2015. For example, divide by 25 if you are paid every two weeks and you complete this form on a date in January when there are 25 pay periods remaining in 2015. Enter the result here and on Form W-4, line 6, page 1. This is the additional amount to be withheld each paycheck.

Table 1

| If wages from LOWEST paying job are— | $0 – $6,000 | $6,001 – $13,000 | $13,001 – $24,000 | $24,001 – $36,000 | $36,001 – $44,000 | $44,001 – $50,000 | $50,001 – $65,000 | $65,001 – $75,000 | $75,001 – $80,000 | $80,001 – $100,000 | $100,001 – $115,000 | $115,001 – $130,000 | $130,001 – $140,000 | $140,001 – $150,000 | $150,001 and over |
|-------------------------------------|-------------|-----------------|------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Enter on line 2 above               | 0           | 1               | 2                | 3                | 4               | 5               | 6               | 7               | 8               | 9               | 10              | 11              | 12              | 13              | 14              | 15               |

Table 2

<table>
<thead>
<tr>
<th>If wages from HIGHEST paying job are—</th>
<th>$0 – $75,000</th>
<th>$75,001 – $150,000</th>
<th>$150,001 and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter on line 7 above</td>
<td>$600</td>
<td>1,000</td>
<td>$600</td>
</tr>
<tr>
<td>If wages from HIGHEST paying job are—</td>
<td>$0 – $39,000</td>
<td>38,001 – $83,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Enter on line 7 above</td>
<td>$39,001 – $95,000</td>
<td>395,001 and over</td>
<td>$1,580</td>
</tr>
</tbody>
</table>

Privacy Act and Paperwork Reduction Act Notice. We ask for the information on this form to carry out the Internal Revenue laws of the United States. Internal Revenue Code sections 3402(f)2 and 6109 and their regulations require you to provide this information; your employer uses it to determine your federal income tax withholding. Failure to provide a properly completed form will result in your being treated as a single person who claims no withholding allowances; providing fraudulent information may subject you to penalties. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation; to states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their tax laws; and to the Department of Health and Human Services for use in the National Directory of New Hires. We may also disclose this information to other countries under a tax treaty, to federal and state agencies to enforce federal non-tax criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism.

You are not required to provide the information requested on a form that is subject to the Paperwork Reduction Act unless the form displays a valid OMB control number. Books or records relating to a form or its instructions must be retained as long as their contents may become material in the administration of any Internal Revenue law. Generally, tax returns and return information are confidential, as required by Code section 6103.

The average time and expenses required to complete and file this form will vary depending on individual circumstances. For estimated averages, see the instructions for your income tax return.

If you have suggestions for making this form simpler, we would be happy to hear from you. See the instructions for your income tax return.
The W-4 can be used to report employees to California’s Employment Development Department (EDD), which is the next step in boarding the employee into your business.

Within 20 days of start date, you must report all newly hired or re-hired employees who work in California to the EDD’s New Employee Registry. The information that needs to be reported include:

- First name, middle initial, and last name
- SSN
- Home address
- Start of work date
- Business name and address
- California Employer Account Number
- Federal Employer Identification Number
- Contact person’s name and telephone number

This information can be reported on the EDD’s website: [http://www.edd.ca.gov/payroll_taxes/new_hire_reporting.htm](http://www.edd.ca.gov/payroll_taxes/new_hire_reporting.htm)
The purpose of the I-9 is for Employment Eligibility Verification and also requires new hires to provide documents to show that they are eligible to work in the United States. Follow the instructions on the form about which documents to inspect.

Employers must retain the completed I-9 form as long as the individual works at the company.

After termination, the I-9 must be retained until after:

- Three (3) years from date of hiring, or
- One (1) year from date of termination (whichever is longer)

The most up to date I-9 form can be downloaded at the following website:
Chapter 5: Onboarding

Other Required Forms

Here are a number of other forms that may be required when hiring a new employee. These should be given to the new hire on his/her first day:

• Right to Workers’ Compensation Benefits:
  http://www.dir.ca.gov/dwc/DWCPamphlets/TimeOfHirePamphlet.pdf

• State Disability Insurance Provisions pamphlet (DE 2515):
  http://www.edd.ca.gov/pdf_pub_ctr/de2515.pdf

• Paid Family Leave pamphlet (DE 2511):
  http://www.edd.ca.gov/pdf_pub_ctr/de2511.pdf

• General Notice of COBRA Continuation Coverage Rights:
  http://www.calhr.ca.gov/employees/Pages/cobra.aspx

• Sexual Harassment pamphlet:

• Permit to Employ for Work (For minors – Form B1-4):
  http://www.dir.ca.gov/dlse/dlseformb1-1.pdf

• Wage and Employment Notice to Employees (This is for hourly employees, and this information can be included in the offer letter):
  http://www.dir.ca.gov/dlse/LC_2810.5_Notice.pdf
Why make an employee handbook?

While employers are not required to have employee handbooks, it is recommended to create and distribute one. Like the employment offer letter, an employee handbook documents and communicates the terms of employment but in much greater detail.

Please note: you should take care in creating an employee handbook and should reach out to SFMade and/or professional assistance for help. A poorly worded handbook could do more harm than good.

A well-written handbook sets forth your expectations for your employees, and describes what they can expect from your company. It also should describe your legal obligations as an employer, and your employees' rights.

For more information: [http://www.sba.gov/content/employee-handbooks](http://www.sba.gov/content/employee-handbooks)

Alternative: Attendance Policy

If you do not create an employee handbook, having a clear attendance policy can prevent many problems.

An attendance policy should outline how many times an employee can be late or miss work without advance notice before specific action can be taken. You should keep written records of employee tardiness or absence.

Credit: SBA.gov
Overview: Sections to Include

General Employment Information
Your employee handbook should include an overview of your business and general employment policies covering employment eligibility, job classifications, employee referrals, employee records, job postings, introductory periods, termination and resignation procedures, transfers and relocation, and union information, if applicable.

Please note: Descriptions of your employment policies should be clear about preserving the employee’s “at will” status, meaning that no employment is guaranteed.

Example: “The Company adheres to the policy of employment at will, which permits the Company or the employee to terminate the employment relationship at any time, for any reason, with or without cause or notice.”

Non-Disclosure Agreements (NDAs) and Conflict of Interest Statements
Although NDAs are not legally required, having employees sign NDAs and conflict of interest statements helps to protect your trade secrets and company proprietary information.

Anti-Discrimination Policies
As an employer, you must comply with the equal employment opportunity laws prohibiting discrimination and harassment, including the Americans with Disabilities Act, the California Fair Employment and Housing Act, and local San Francisco ordinances. Employee handbooks should include a section describing how the company complies with these laws, and how your employees are expected to comply.

Compensation
Clearly explain to your employees that your company will make required deductions for federal and state taxes, as well as voluntary deductions for the company’s benefits programs. In addition, you should outline your legal obligations regarding overtime pay, pay schedules, performance reviews, salary increases, time keeping records, breaks and bonuses.

Work Schedules
Describe your company’s policies regarding work hours and schedules, attendance, punctuality and reporting absences, along with guidelines for flexible schedules and telecommuting.

Standards of Conduct
Document your expectations of how you want your employees to conduct themselves including dress code and ethics. In addition, remind your employees of their legal obligations, especially if your business is engaged in an activity that is regulated by the government.
Sections to Include, continued

**Safety and Security**
Describe your company’s policy for creating a safe and secure workplace, including compliance with the Occupational Safety and Health Administration’s laws that require employees to report all accidents, injuries, potential safety hazards, safety suggestions and health and safety related issues to management.

Safety policies should also include your company’s policy regarding bad weather and hazardous community conditions. Add your commitment to creating a secure work environment, and your employee’s responsibility for abiding by all physical and information security policies, such as locking file cabinets or computers when not in use.

**Computers and Technology**
Outline policies for appropriate computer and software use, and steps employees should take to secure electronic information, especially any personal identifiable information you collect from your customers.

**Media Relations**
It’s a good business practice to have a single point of contact for all media inquiries. Your employee handbook should include a section that explains how your employees should handle calls from reporters or other media inquiries.

**Employee Benefits**
Make sure to detail any benefit programs and eligibility requirements, including all benefits that may be required by law. This section should also outline your plans for optional benefits such as health insurance, retirement plans and wellness programs.

If you employ 0-19 people, you are considered a ‘small’ employer and are exempt from employer spending requirement. If you employ 20-99 people, the expenditure rate is $1.65 per hour payable. You can read more about the Health Care Security Ordinance Here: http://sfgsa.org/index.aspx?page=418

**Leave Policies**
Your company’s leave policies should be carefully documented, especially those you are required to provide by law. Family medical leave, jury duty, military leave, and time off for court cases and voting should all be documented to comply with state and local laws. In addition, you should explain your policies for vacation, holiday, bereavement and sick leave.

Sick leave is now required for all CA employees. This also affects information on pay stubs, and

Credit: www.SBA.gov
One of the most important parts of the employee handbook is a page devoted to the acknowledgement of the employee handbook by the new hire.

This page should be signed and dated by each employee, ideally during a new hire orientation or around the employee's first day of work.

Here is an example of an acknowledgement page that can be included in your handbook:

---

**ACKNOWLEDGEMENT OF EMPLOYEE HANDBOOK**

I have received my copy of the Employee Handbook.

The employee handbook describes important information about Company XYZ, and I understand that I should consult the President or Human Resources regarding any questions not answered in the handbook. I have entered into my employment relationship with Company XYZ voluntarily and acknowledge that there is no specified length of employment. Accordingly, either I or Company XYZ can terminate the relationship at will, with or without cause, at any time, so long as there is not a violation of applicable federal or state and local laws.

This manual and the policies and procedures contained herein supersede any and all prior practices, oral or written representations, or statements regarding the terms and conditions of your employment with Company XYZ. By distributing this handbook, the Company expressly revokes any and all previous policies and procedures which are inconsistent with those contained herein.

I understand that, except for employment at-will status, any and all policies and practices may be changed at any time by Company XYZ, and the company reserves the right to change my hours, wages and working conditions at any time. All such changes will be communicated through official notices, and I understand that revised information may supersede, modify, or eliminate existing policies. Only the President of Company XYZ has the ability to adopt any revisions to the policies in this handbook.

I understand and agree that nothing in the Employee Handbook creates, or is intended to create, a promise or representation of continued employment and that employment at Company XYZ is employment at-will, which may be terminated at the will of either Company XYZ or myself. Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I understand and agree that employment and compensation may be terminated with or without cause and with or without notice at any time by Company XYZ or myself.

I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

___________________________________  ____________________
Employee's Signature                      Date

___________________________________
Employee's Name (Print)

Please be advised that your statement should be tailored to your company and policies.
Chapter 7: Legal Practices

Wage and Hour

Generally, employees who are classified as non-exempt are subject to wage and hour laws (including overtime and paid time off), while exempt employees are not. It is also useful to note that California laws exceed federal laws.

The technical way to tell if an employee is exempt is a salary and duty test. There are 5 exemptions: executive/managerial, administrative, computer professional, commissioned inside sales, and outside salesperson. All of these classifications have more requirements than just the title, and can be found at http://www.californiaemploymentlawreport.com/2015/01/articles/best-practices/five-exempt-employee-classifications-all-california-employers-should-understand/.

Minimum Wage


Proposition J passed in November of 2014, raising the minimum wage to $18.00 by 2018. The wage will increase according to the following schedule:

- $11.05/hour as of 1/1/2015
- $12.25/hour as of 5/1/2015

This wage applies to anyone working two hours or more a week in the City.

Overtime

Overtime is the term used when an employee works beyond 8 hours in a single day or more than 40 hours in a single work week and is calculated on a daily basis as follows:

- 1.5x regular rate for all hours
- This is the rate to be used for all hours beyond 8 in a single day
- First 8 hours on 7th consecutive day worked in a single workweek

Double Time

Double time is the term used when an employee works beyond 12 hours in a single day and is calculated on a daily basis as follows:

- 2x regular rate for all hours
- This is the rate to be used beyond 12 in a single day
- Beyond 8 on the 7th consecutive day worked in a single workweek

Payment for non-exempt employees must be made on a timely basis, as required by California law. Non-exempt employees must be paid twice a month on days you set in advance. For employees paid twice per month, the paydays must be as follows:

<table>
<thead>
<tr>
<th>For work performed between:</th>
<th>Payment must be made by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st and 15th day of month</td>
<td>26th day of same month</td>
</tr>
<tr>
<td>16th and last day of month</td>
<td>10th day of next month</td>
</tr>
</tbody>
</table>

Overtime earned in one pay period must be paid no later than the payday for the next pay period.

Payment for exempt employees does not have a schedule, but can be paid out once a month before the 26th day of that month.
Chapter 7: Legal Practices

Wage and Hour, continued

Timing of Final Payment
Timing of final payment of final wages depends on whether the employee quit or was / terminated laid off.

If terminated:
• All wages + accrued vacation are due immediately
• Cannot withhold final paycheck in order to obtain company property or money or expense reimbursement forms

If quit:
• With more than 72 hours’ notice, all wages + accrued vacation due on last day of work
• With less than 72 hours' notice, all wages + accrued vacation due within 72 hours of notice
  Employee entitled to payment by mail if requests it and mailing address is given (mailing date = payment date). Mail check only if employee requests it in writing.

Waiting Time Penalties
Waiting Time Penalties apply to both non-exempt and exempt employees.
• If you fail to pay employees on time, you may be required to pay employees wages on a day-to-day basis, up to a maximum of 30 days until payment is made
• It is the law to pay your employees on time!

Meal and Rest Periods
Meal and rest periods must be provided to all non-exempt employees:

10-minute paid rest break for every 4 hours worked
• Middle of work period to extent possible
• Extended break times for breastfeeding mothers

30-minute meal break before the end of the 5th hour of work
• Can be unpaid if:
  - At least 30 minutes
  - Relieved of all duty
  - Employee is free to leave premises
• Failure to provide = premium pay
  - Missed meal and rest period = two violations
Chapter 7: Legal Practices

Wage and Hour, continued

Recordkeeping Requirements
CA Law requires employers maintain accurate information on each employee, including:
• Full name, home address, occupation, and SSN
• If under 18 years, birth dates and designation as a minor
• Time records showing when the employee begins and ends each work period
• Meal periods, split shift intervals and total daily hours worked
• Total wages paid for each payroll period
• Total hours worked and applicable rates of pay
• Explanation of piece rate or incentive plan (if use one)

Pay Stub Requirements
• Gross wages earned
• Total hours worked (except salaried exempt employees)
• All deductions – Including taxes, disability insurance, health insurance
• Net wages earned
• The pay periods inclusive dates (beginning and end date!)
• Name of the employee and last four digits of SSN
• Name and address of employer
• All applicable hourly rates in effect during pay period and corresponding number of hours employee worked at each rate
• Piece rate units and applicable piece rate (only if employee is paid on a piece rate basis)
• New for 2015: accrued sick leave

Deductions from Wages

<table>
<thead>
<tr>
<th>Permissible</th>
<th>Impermissible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required by law (e.g., income tax, wage garnishments)</td>
<td>Gratuities</td>
</tr>
<tr>
<td>Written consent:</td>
<td>Photographs</td>
</tr>
<tr>
<td>- 401k</td>
<td></td>
</tr>
<tr>
<td>- Insurance premiums, hospital or medical dues</td>
<td></td>
</tr>
<tr>
<td>- Overpayment of wages</td>
<td></td>
</tr>
<tr>
<td>Authorized by CB or wage agreement to cover health and welfare or pension plans</td>
<td>Bonds</td>
</tr>
<tr>
<td>Employee loans installment payment if authorized in writing</td>
<td>Uniforms</td>
</tr>
<tr>
<td></td>
<td>Business Expense</td>
</tr>
<tr>
<td></td>
<td>Medical exams required by employer or law</td>
</tr>
<tr>
<td></td>
<td>Losses due to employee’s negligence</td>
</tr>
<tr>
<td></td>
<td>Employee loans (lump sum from final paycheck)</td>
</tr>
<tr>
<td></td>
<td>Overpayment of wages from final paycheck</td>
</tr>
</tbody>
</table>
Chapter 7: Legal Practices

**Required Postings**

California and San Francisco Employment laws require certain notices to be posted in your workspace once you have employees. Here is a list of the required postings:

<table>
<thead>
<tr>
<th>Notice</th>
</tr>
</thead>
<tbody>
<tr>
<td>IWC Wage Order</td>
</tr>
<tr>
<td>No smoking signage</td>
</tr>
<tr>
<td>Minimum Wage (state and federal)</td>
</tr>
<tr>
<td>Statement that Discrimination and Harassment are Prohibited</td>
</tr>
<tr>
<td>Payday Notice</td>
</tr>
<tr>
<td>Notice of Unemployment Insurance, Short-term Disability Insurance, and Paid Family Leave</td>
</tr>
<tr>
<td>Safety and health protection on the job</td>
</tr>
<tr>
<td>Voting Time policy</td>
</tr>
<tr>
<td>Emergency phone numbers</td>
</tr>
<tr>
<td>Equal Employment Opportunity Law</td>
</tr>
<tr>
<td>Notice to employees – injuries caused by work</td>
</tr>
<tr>
<td>Polygraph Protection Act</td>
</tr>
<tr>
<td>Notice of workers’ compensation carrier and coverage</td>
</tr>
<tr>
<td>Employee Rights under NLRA</td>
</tr>
<tr>
<td>Rights under USERRA</td>
</tr>
<tr>
<td>Pregnancy Leave (5+e’es)</td>
</tr>
<tr>
<td>Whistleblower protection</td>
</tr>
<tr>
<td>Paid sick leave</td>
</tr>
</tbody>
</table>

Additional requirements for employers in specific industries or with 11 or more employees.

For links to required postings, see: [http://www.dfeh.ca.gov/Publications_Publications.htm](http://www.dfeh.ca.gov/Publications_Publications.htm)

*Laws that are only in effect in San Francisco; see next page for details.*
Chapter 7: Legal Practices

San Francisco-Specific Laws

There are a number of laws specific to San Francisco that all employers must follow.

Drug Testing Ordinance
San Francisco’s drug test ordinance is more restrictive than general CA Drug Testing laws. San Francisco requires that all of the following conditions exist before a drug test is performed on an employee:

• Employer has reasonable grounds to believe that an employee’s faculties are impaired on the job;
• The employee works in a position where such impairment presents a clear and present danger to the physical safety of the employee, another employee or to a member of the public; and
• The employer provides the employee, at the employer’s expense, the opportunity to have the sample tested or evaluated by a state-licensed independent laboratory/testing facility and provides the employee with a reasonable opportunity to rebut or explain the results.

Random Testing is Prohibited: Employers cannot request or require random or company-wide blood, urine or encephalographic testing.

Monitoring Toxic Exposures are Permitted: Employers can conduct medical screening, with the express written consent of the employees, to monitor exposure to toxic or other unhealthy substances in the workplace or in the performance of their job responsibilities.

Employers Can Prohibit Workplace Drug Use or Intoxication: San Francisco does not restrict an employer’s ability to prohibit the use of intoxicating substances during work hours or restrict an employer’s ability to discipline employees for being under the influence of intoxicating substances during work hours.

Paid Sick Leave
Below are the requirements that employers must offer regarding paid sick leave:

• 1 hour paid sick leave per 30 hours worked
• <10 employees = 40 hour paid sick leave cap
• 10+ employees = 72 hour paid sick leave cap
• Form: If the employee does not have a spouse or Registered Domestic Partner, an employee can designate one person for whom he/she can use sick leave to provide care (updated annually) within 10 days of hire.

For businesses in San Francisco that employ 20 or more employees, there are additional policies that must be followed as well.

**Commuter Benefits (20+ employees)**


If you have 20 or more employees, you are required to provide commuter benefits in one of the following forms:
- Offer tax election
- Provide employee with MUNI pass
- Provide transportation

**Family Friendly Workplace Ordinance (20+ Employees)**


Certain employees must be able to request flexible or predictable work arrangements to assist with care-giving responsibilities.

**Heath Care Security Ordinance (20+ Employees)**


Employers with 20 or more employees must spend a minimum amount (set by law) on health care for each employee who works eight or more hours per week in San Francisco.

**Fair Chance Ordinance (20+ employees)**


Requires employers with 20 or more employees to review an individual’s qualifications before inquiring about that person’s arrest and conviction records and related information. This ordinance also requires that employers follow certain procedures and restrictions when inquiring about and using conviction history information. Those procedures and restrictions can be found at the above link.
Chapter 7: Legal Practices

Cal/OSHA

California law and the Occupational Health and Safety Administration (OSHA) requires that employers provide a safe working environment to reasonably protect employees from work related illness and injuries.

- Injury and Illness Prevention Plan (IIPP)
- Emergency Action Plan
- Fire Prevention Plan
- Hazard Communication Program (HAZCOM)
- Ergonomics Plan (if 1+ employees experiences a RMI)
- Ensure premises and equipment comply with Work Surfaces, Control Devices, and Emergency Equipment standards
- Train supervisors on risks, identifications, prevention, and treatment of heat illness
- Heat Illness: Training, Water, Shade, Planning
- Record/Report Work-Related Injuries, Illness, or Death
- Provide safety training
- Non-compliance = large fines (up to $7K for minor violations; up to $70K for repeat violations)
Chapter 7: Legal Practices

Workers’ Compensation

California employers are required by law to have workers' compensation insurance, even if you have only one employee.

• Failing to have workers’ compensation insurance is a criminal offense—misdemeanor punishable by either a fine of up to $10,000 or imprisonment in the county jail for up to one year, or both.

• Additionally, the state issues penalties of up to $100,000 against illegally uninsured employers.

Workers' comp insurance provides six basic benefits: medical care, temporary disability benefits, permanent disability benefits, supplemental job displacement benefits or vocational rehabilitation and death benefits.

• Employees cannot pay or offset the cost of the policy.

• Benefits cover all workers, including part time employees.

• It’s illegal to punish or fire an employee for filing a workers’ compensation claim.

For more information: http://www.dir.ca.gov/dwc/Employer.htm
Chapter 8: Hiring Incentives

There are multiple programs available to help small businesses in paying for training and wages through subsidies and tax credits. Whether you’re hiring your first employee or your 10th, we strongly encourage you to take advantage of these programs.

**JobsNow Subsidy Program**
Website: [http://www.sfhsa.org/1537.htm](http://www.sfhsa.org/1537.htm)

**What it is:** This program provides work opportunities to low-income San Franciscans while offering employers a wage reimbursement for new hires. You can apply online

**There are two tiers of the program**

**TIER 1:** For positions that offer an eligible employee compensation at $13.50 an hour **or greater**, HSA will reimburse employer:

- 100% of wages paid for 1st month
- 75% of wages paid for the 2nd month
- **$1,000** a month for the remaining 3 months, assuming wages paid exceed $1,000 in the month.

Note: HSA will reimburse for wages **ONLY** up to $35 an hour. Wages paid in excess of $35 an hour are the sole responsibility of the employer.

**TIER 2:** For positions that offer employee compensation at **less than** $13.50 an hour, HSA will reimburse employer in an amount not to exceed **$5,000** for each eligible employee hired:

- The reimbursement will be paid in monthly installments not to exceed $1,000, for a period not to exceed 6-months.
- Wages paid in excess of $1,000 in each calendar month are the sole responsibility of the Employer.
- Employees MUST work a minimum of 25 hours a week to be eligible for the reimbursement.

**How it works**—there are two ways to engage with JobsNow.

1.) **Directly:** JobsNow provides a great time saving service—recruiting events where you can meet dozens of interested applicants in one or two hours. You will work directly with our contact Robert Luna on scheduling a screening event to attend.

2.) **Through the SFMade Job Board:** You’ll still sign up for JobsNow and wait for notification of your acceptance, but you can review JobsNow candidates’ resumes along with any other resumes you might receive. If you choose to hire a JobsNow Candidate, you’ll receive the subsidy.

Either way, SFMade wants to know when you take advantage of this great program!
Chapter 8: Hiring Incentives

On-The-Job Subsidized Training

On-the-Job Training (OJT) is a program that can get you potential training reimbursement (up to $6,000 per hire) to assist with the extraordinary cost of training a new employee.

Here is a link to additional information for On the Job Training-
http://www.workforcedevelopmentsf.org/businessservices/index.php?option=com_content&view=article&id=72&Itemid=84

You can download the forms there, or email Claire at claire@sfmade.org to be put directly in touch with SFMade’s contact.

Key points include:

• Positions must be permanent and a minimum of 30 hours per week to create sustainable employment for the individual.
• OJT documents need to be collected on first day of employment with signatures from trainee and store manager, or authorized representative. We will also need a copy of your worker’s compensation policy received no later than the trainee’s first day of work.
• Timesheets and supporting payroll documents must be collected on trainee’s last day of training period.
Chapter 8: Hiring Incentives

**LAYOFF AND OUTPLACEMENT SERVICES**

In the event of a layoff, free outplacement services can be provided through Rapid Response and Job Transition Assistance Services. These programs help affected employees to quickly connect with Unemployment Insurance, COBRA, and job transition services such as job counseling, training opportunities, and job placement assistance. The layoff services, run through a Federal program called Rapid Response, help ensure your company’s compliance with state and Federal WARN Act requirements, and aid your employees in quickly transitioning to new employment, which may minimize the length of their unemployment insurance claims.

Contact the SF Office of Economic and Workforce Development at business.services@sfgov.org or by calling 415-701-4848.

**Employment Training Panel Funds and Customized Training**

Business Services Specialists can assist you in designing training for your existing workforce, facilitate the search for third party training providers, and connect you with funds to offset many costs.

https://www.etp.ca.gov/

**New Employment Credit/California Franchise Tax Board**

The replacement for the former Enterprise Zone Hiring Tax Credit. It only covers certain hires and companies.

This could be good for companies located in a former Enterprise Zone who know they will be expanding.

http://www.business.ca.gov/
SFMade Resources & Final Notes

Claire Michaels
Manufacturing Workforce and Hiring Manager
claire@sfmade.org
(415) 408-5605 x7

SFMade Job Board
http://www.sfmade.org/job-board/job-listings/

Human Resources and Insurance Service Providers
http://www.sfmade.org/category/partner/human-resources-insurance/

Legal Service Providers
http://www.sfmade.org/category/partner/legal/