Writing and Posting Descriptions

How to Craft an Effective Job Posting

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.
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. It’s best to post in more than one place:

• 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.org
  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.
Writing and Posting Descriptions
Using Social Media to Recruit

In addition to simply listing your job posting online, you can promote through social media.

• 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.
The Interviewing Stages

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>
The Interviewing Stages

Interview Dos and Don’ts

Interviews allow employers 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.

Like the employment application form, interviews should be dealt with delicately, and discussions should avoid the following 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

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>
The Interviewing Stages
Types of Interviews

There are different types of interviews that can be used in the recruiting process, however, 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.

• In-person First Interview
  In-person interviews allow employers to gauge whether a candidate has the necessary skills required and to determine whether a candidate possesses a good personality that fits the existing company culture. In-person interviews are truly the best way to find out if an applicant is right for the job.

• 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.
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. Here are a few things to think about to help you narrow down your choices:

• 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?

• 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)

• Is this candidate’s experience relevant?

• Is this candidate interested in growing with the company?

• Does this candidate fit with the overall company personality/culture?

Please note: It has become common practice to research candidates online as well (via LinkedIn and other social media sites). However, while viewing a candidate’s online presence provides a better understanding of the candidate as a person, such research can lead to discrimination cases. If you are unsure about participating in this practice, discuss it with your team first, or avoid it altogether.
Extending an Offer of Employment

The Offer Letter

The purpose of the offer letter is to document the terms of employment. While it is not necessary to include all aspects of the terms of employment, it’s a good idea to include 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](http://www.dir.ca.gov/dlse/LC_2810.5_Notice.pdf)
Extending an Offer of Employment

W-4

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.

The most up to date W-4 form can be downloaded from the following website:
Extending an Offer of Employment
Reporting to the EDD

The W-4 can be used to report employees to California’s Employment Development Department (EDD):

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
Extending an Offer of Employment

I-9

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

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


- Permit to Employ for Work (For minors – Form B1-4): [http://www.dir.ca.gov/dlse/dlseformb1-1.pdf](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 as mentioned on page 8): [http://www.dir.ca.gov/dlse/LC_2810.5_Notice.pdf](http://www.dir.ca.gov/dlse/LC_2810.5_Notice.pdf)
Creating an Employee Handbook

Purpose of 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

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.
Creating an Employee Handbook

Sections to Include

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 and the California Fair Employment and Housing Act. 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.

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.

Credit: www.SBA.gov
Creating an Employee Handbook

Sections to Include

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.

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.

Credit: www.SBA.gov
Creating an Employee Handbook

Page for Employee Signature and Date

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:

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**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 violation of applicable federal or state 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.
Legal Practices

Wage and Hour

Generally, employees who are classified as non-exempt are subject to wage and hour laws 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, but in general if you get paid time off you are exempt. You can find more information here: http://www.calchamber.com/california-employment-law/pages/exempt-nonexempt-employees.aspx

Minimum Wage
Currently, minimum wage levels are as follows:
• SF: $10.74/hour as of 1/1/2014

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>Payment for non-exempt employees per month,</th>
<th>For work performed between:</th>
<th>Payment must be made by:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st and 15th day of month</td>
<td>26th day of same month</td>
</tr>
<tr>
<td></td>
<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.
Legal Practices
Wage and Hour

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.

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
Legal Practices
Wage and Hour

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)

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></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>
### Legal Practices
#### Required Postings

Here is a chart outlining what should be posted in your work environment:

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

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

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

Drug Testing Ordinance
San Francisco’s drug test ordinance is more restrictive than CA Drug Testing laws.

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.

Family Friendly Workplace Ordinance (20+ Employees)
Certain employees must be able to request flexible or predictable work arrangements to assist with caregiving responsibilities.

Health 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.
California law and the Occupational Health and Safety Administration (PSHA) 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)
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
Other Resources
Wage Subsidies, Tax Incentives, and Government Help

1.) JobsNow: http://www.sfhsa.org/1537.htm

This program provides work opportunities to low-income San Franciscans while offering employers a wage reimbursement for new hires. Currently, the Human Services Agency is able to offer employers a $5,000 wage subsidy for all new hires of qualified participants. The subsidy will be paid in $1,000, one-month increments. That is, for the first five months of a new hire, the employer will receive a $1,000 wage reimbursement.

2.) Wage Opportunity Tax Credit (WOTC):
http://www.edd.ca.gov/jobs_and_Training/Work_Opportunity_Tax_Credit.htm

The WOTC promotes the hiring of individuals who qualify as members of target groups, by providing a federal tax credit incentive of up to $9,600 for employers who hire them. Individuals hired from the following nine target groups may qualify an employer for the WOTC:
- Qualified recipients of Temporary Assistance to Needy Families (TANF).
- Qualified veterans receiving Food Stamps or qualified veterans with a service connected disability who:
  - Have a hiring date which is not more than one year after having been discharged or released from active duty OR
  - Have aggregate periods of unemployment during the one year period ending on the hiring date that equal or exceed six months.
- Ex-felons hired no later than one year after conviction or release from prison.
- Designated Community Resident – an individual who has attained ages 18 but not 40 on the hiring date who reside in an Empowerment Zone, Renewal Community, or Rural Renewal County.
- Vocational rehabilitation referrals, including Ticket Holders with an individual work plan developed and implemented by an Employment Network.
- Qualified summer youth ages 16 through 17 who reside in an Empowerment Zone, Enterprise Community, or Renewal Community.
- Qualified Food Stamp recipients ages 18 but not 40 on the hiring date.
- Qualified recipients of Supplemental Security Income (SSI).
- Long-term family assistance recipients.

Please ask Claire if you’re interested in these programs!
Other Resources
Wage Subsidies, Tax Incentives, and Government Help

3.) OEWD Business Services: [http://www.workforcedevelopmentsf.org/businessservices](http://www.workforcedevelopmentsf.org/businessservices)

The Office of Economic and Workforce Development is committed to providing services to businesses that will promote the long term prosperity of both workers and employers in San Francisco.

**EMPLOYEE TRAINING SERVICES**

*On-The-Job Subsidized Training*

- Business Services can work with you to find candidates who are eligible for a 50% salary reimbursement when training is provided on the job (up to $6,000).
- These individuals may also qualify an employer for tax credits.

*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.

**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.
SFMade Resources

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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/