

Employee (Personnel) Manual Sample

Article I. New Hire Process

Section 1.01 Personnel Recruitment

In addition to recruiting from within the company, offer bonuses to other employees for finding a new hire, set up a booth at a job fair or simply post a sign within the establishment.

Ads placed in the classifieds in the area newspaper for the positions of sales and staff are very effective. They must be worded carefully so as not to exclude anyone from applying for the position because of race, religion or gender. Column ads are the least expensive and should be placed under the appropriate heading. Deadlines for ad placement can be a week prior to the print date; therefore, place your ad early, check it for errors upon publication, and remove it promptly when the position is filled.

Ads for management, Specialty personnel sometimes require a display ad in the newspaper as well as the column ad. Publications, internet, headhunters and word-of-mouth are also great resources for finding leadership staff. There is a delicate balance with the word-of-mouth method between asking/telling too many individuals and not asking/telling the right people. An example of a good choice would be talking to your Franchisor or a trusted salesperson regarding someone who might want to transfer or move up in the industry. An example of a poor choice would be talking with customers, as it diminishes their confidence in your product quality and involves them in your operational decisions.

All ads need to be specific in what positions are needed and hours or shifts available. Optional information includes rate of pay, benefits and bonuses for signing on. List your phone number, address and hours that you are accepting applications.

Please refer to the sample ads in the Advertising Section.

When you place an ad for employees, you are basically trying to sell your restaurant as a desirable establishment that honest, hard working people wish to be associated with. You want to attract good employees that will stay loyal to you and represent you in a positive manner

Check your ad thoroughly! If you have placed a display ad, the newspaper will give you a proof upon request. Look at everything, read it out loud to yourself and/or someone else. It is very easy to overlook an incorrect address or phone number.

When the ad is published, check it again!

Section 1.02 The Job Description

A carefully written job description is the beginning of the avoidance of many discrimination claims. It aids in a successful hiring process and provides employees with the guidelines of their positions, therefore enabling them to become great employees. List the core duties of the job and the requirements needed to perform those duties. Do not embellish and do not stereotype by specifying gender or age. (For 'how-to's see the Writing a Job Description found in the Management Article in the Manual.)

Section 1.03 The Interview Format

1) Set up interview on slow times, for example, 2-4:00 p.m. Tuesdays and Thursdays. Choose an area within your business that is private and quiet. Familiarize yourself with the legal aspects of an interview. See ARTICLE titled Federal Employment Rules and Regulations within this Manual and the SECTION titled Improper and Illegal Interview Questions within this Manual.

2) Some advisors suggest that employers use an application rather than the employee's resume. An application gives the employer job-specific information regarding each applicant, while a resume provides whatever information the applicant chooses to include, no matter how personal, irrelevant or discriminatory. Choose whichever method best suits the need for the job.

3) Be prepared and make a good impression. Your applicants will be doing their best to impress you. Have all the materials necessary to conduct the interview, such as pen and paper for note taking, which should be brief and business-like.

4) Ask specific questions:

a) Money Expected

b) Hours available

c) Transportation

d) Driving record

e) Explain in brief detail the training for the position. Promotions depend on their performance.

5) Background: Where did you work before? Why did you leave? What were your responsibilities? Are you currently employed?

6) Always be polite: Never under any circumstances be rude to an applicant.

7) Be a careful judge: It is far easier to hire someone than to fire someone.

8) Be attentive: Listen! Pay careful attention to what the applicant is saying...or not saying.

9) Hire nice people: They are much easier to train and to work with.

Section 1.01 After the Employee is Hired

Once the applicant has been offered the position, the employer may ask certain questions that would have been considered discriminatory in an interview. Photos of employees, as well as copies of valid drivers licenses which are acceptable for ID purposes; marital status for the W-4 and insurances applications; and other more personal questions are appropriate, as long as they have a direct business or employment purpose.

Section 1.02 New Hire Reporting

New Hire Reporting

A provision of the Federal Welfare Reform Act requires employers to report to the Your State Department of Treasury basic information on all newly hired or rehired employees within 20 days of hiring. The purpose of collecting the information is to build a strong partnership between employers and child support programs across the country, with the intent of obtaining better compliance with child support orders. Employers may report electronically or by mail. Required information includes: the business name, address and Federal Employer Identification Number; employee name, address and Social Security number. For further information or to obtain forms, contact the Your State New Hire Operations Center at or visit their web site at

Section 1.03 Immigration Law Compliance

Immigration Law Compliance

All employers are required to verify the employment eligibility of all employees hired after November, by reviewing the employee's documents and then recording the information on an I-9, Employee Eligibility Verification Form. For further information, contact the Immigration and Naturalization Service (I.N.S.) at I.N.S. Forms Request.

Section 1.04 Income Tax Withholding

Any employer of one or more persons must withhold federal and state income taxes from wages paid to employees. A city income tax may also apply.

Each employee should complete the following forms:

- A withholding exemption certificate, W-4, should be obtained from the Internal Revenue Service (IRS), at ; and
- An MI-W4 should be obtained from the State of Your State at .

Based on the certificate's information, a certain amount of taxes is withheld from the employee's wages.

You may be required to deposit the federal taxes collected. One must file quarterly returns with the IRS and file an annual reconciliation of the quarterly returns. If returns are neglected or filed improperly, penalties and excess payments may be levied. For more information about federal income tax withholding, contact the IRS at .

In addition to federal income taxes, federal law also requires that employers withhold (and deposit) Social Security taxes from employees' wages. The employer must also pay an equal amount. Tax rates and maximum earnings subject to tax may vary from year-to-year, so employers should contact the IRS at for the latest information.

State filing requirements may vary based on the amount of state taxes withheld. An employer must file an "Application for Registration" with the Your State Department of Treasury if employees are hired. The Treasury Department will then notify the employer of filing deadlines and provide the needed forms. An annual return is also required. Your State's withholding tax tables are available from the Your State Department of Treasury at 517-373-0888.

Contact the City Treasurer to determine if a city income tax is applicable for the new employees. If the city does have an income tax, the City Treasurer can provide the required registration forms and any information that is needed.

Section 1.01 The One-Minute Management Method

One-Minute Management

A 1992 hospitality study of in 12 cities provided some insight on the need for good, honest, upfront communication between management and staff. Hourly employees expressed a strong desire for knowing the 'whys' in a situation, having a clear understanding of management's expectations and getting more and ongoing feedback.

Good communications and feedback are key factors in an enjoyable workplace and continued growth of hospitality. A manager who lets employees know where they stand builds a sense of security and a stronger involvement.

Implement the One-Minute Manager's practical method by applying these four techniques:

- o Setting the One-Minute Goal

- o Giving employees One-Minute Praises

- o Correcting employee behavior with One-Minute Reprimands

- o Giving employees a One-Minute Directive

Let's examine how each of these techniques can help you build your employee's confidence, trust and performance levels.

Stating expectations and setting goals is the first step and the foundation of the One-Minute Management. The underlying philosophy is one of NO SURPRISES. Everyone knows what is expected from the very beginning.

You need to make clear to the employee their responsibilities and what they will be held accountable for. Two ways to do this are through the One-Minute Directive and the One-Minute Goal.

The One-Minute Directive

Using directives is the fastest and most efficient way to get the job done. They are used to give direction in day-to-day operations. They give a sense of urgency in an emergency situation. A directive:

§ Takes the environment into account

§ Is action oriented

§ Is polite. It uses words like 'please' and 'thank you'