



UNIVERSITY AUXILIARY SERVICES, INC.

Staffing Policies and Procedures

A Guide To Hiring, Payroll, and Terminating Employees



Table of Contents

1.0 INTRODUCTION	5
1.1 ABOUT UAS.....	5
1.2 UAS RESPONSIBILITIES.....	5
1.3 EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION.....	5
1.4 NO HARASSMENT POLICY.....	6
1.5 SEXUAL HARASSMENT.....	6
1.6 HARASSMENT OTHER THAN SEXUAL HARASSMENT.....	7
2.0 NEW HIRE PROCESS	8
2.1 RECRUITMENT PROCESS.....	8
<i>Hiring Categories</i>	8
<i>Hiring Steps</i>	9
2.2 ABOUT HIRING FORMS.....	11
<i>Staffing Requisition Form (UAS3001)</i>	11
<i>Selection/Hire Authorization Form (UAS3002)</i>	11
<i>Reference Check Form (UAS3003)</i>	11
2.2 OTHER HIRING CONSIDERATIONS A-Z.....	11
<i>Conflict of interest</i>	11
<i>Employment of Minors</i>	11
<i>Foreign Nationals</i>	12
<i>Nepotism</i>	12
<i>Parking Permits</i>	12
<i>Reasonable Accommodation</i>	12
<i>Relocation Expenses</i>	12
<i>Travel Expenses of Applicants</i>	13
<i>Sharing the Same Part-Time Employee</i>	13
<i>Student Assistants</i>	13
<i>Student Stipends</i>	13
<i>Working with Children</i>	13
2.3 HIRING DON'TS AND DOS.....	14
3.0 EMPLOYMENT AT UAS	15
3.1 EMPLOYEE HANDBOOK.....	15
3.2 EMPLOYEE AND MANAGER'S RESPONSIBILITIES.....	15
3.3 TRANSACTIONS THAT MAY OCCUR DURING EMPLOYMENT WITH UAS.....	15
<i>Transaction Table</i>	15
<i>Policies on some of the transactions</i>	16
3.4 PROVIDING REFERENCE CHECKS FOR CURRENT OR FORMER UAS EMPLOYEES.....	19
4.0 PAYROLL PROCESS	20
4.1 PAYROLL DEFINITIONS.....	20
4.2 PAYROLL PROCEDURES.....	20
4.3 PAYROLL A-Z.....	22
<i>Absences Without Pay</i>	22
<i>Authorized Signature</i>	22
<i>Cancellation of Deductions</i>	22
<i>COBRA</i>	22
<i>Deceased Employees' Wages</i>	23
<i>Direct Deposit</i>	23
<i>Direct Deposit Cancellation or Alterations</i>	23
<i>Earned Income Credit</i>	23
<i>Family Leave Acts</i>	23

<i>Flexible Spending Accounts</i>	23
<i>Form W-2</i>	24
<i>Garnishment</i>	24
<i>Gratuities</i>	24
<i>Health Insurance Deduction</i>	24
<i>Holiday Pay</i>	24
<i>Lost Paycheck</i>	25
<i>Other State Income Taxes</i>	25
<i>Overtime</i>	25
<i>Parking Deduction</i>	25
<i>Pay Day</i>	25
<i>Payroll Adjustment Notice</i>	25
<i>Special Payments –</i>	25
<i>Stale Dated Check</i>	25
<i>Statement of Earnings and Deductions</i>	26
<i>Transportation Subsidies</i>	26
<i>Un-Cashed Pay checks</i>	26
<i>Uniform Allowance</i>	26
4.4 PAYROLL DON'TS AND DOS	26
5.0 TERMINATING PROCEDURES	27
5.1 INVOLUNTARY TERMINATION	27
5.2 EMPLOYEE REDUCTION IN FORCE (RIF)	28
5.3 VOLUNTARY RESIGNATIONS	28
5.4 TERMINATING INACTIVE EMPLOYEES	29
5.5 TERMINATION DON'TS AND DOS	29
APPENDIX A	30
FORMS LIST	31
APPENDIX B	32
APPENDIX C	35
HIRING CHECK LIST	36
APPENDIX D	37
CONTACT INFORMATION	38

TO: UAS, Principal Investigators (P.I.), Program Directors, and Managers

FROM: Henry Wisniewski, Director
Human Resources
University Auxiliary Services
California State University, Los Angeles

SUBJECT: Staffing Handbook

The attached Staffing Handbook is a reference to use when hiring, processing pay or terminating an employee. The handbook will guide you in successfully staffing your projects/programs and assists in complying with Federal, State, and CSU applicable regulations.

Throughout this handbook, references are made to the “Hiring Managers” which include:

1. UAS corporate managers
2. Grants and Contracts Principal Investigators or the person(s) responsible for staffing projects
3. The Program Directors of a campus Agency/Center or the person(s) responsible for staffing the program

The contents of this Handbook provide an understanding of what UAS expects from you and what you can expect from UAS in staffing processes.

The information presented cannot anticipate every situation, nor can it answer every question regarding your staffing needs. The Handbook is a **guide** to UAS’ current policies and procedures. If you have any questions that are not answered in this Handbook, please contact the UAS HR Department. The last page of this Handbook (Appendix D) contains a list of UAS HR personnel and their telephone extensions. Additionally a list of relevant forms is attached to this handbook (Appendix A). Most UAS forms may be downloaded from our website.

1.0 Introduction

1.1 About UAS

Cal State L.A. University Auxiliary Services, Inc. (UAS) is an auxiliary component of the California State University, Los Angeles. Incorporated in 1985 as a nonprofit organization under the laws of the State of California, UAS is a vital contributor to the Campus Community. The primary purpose of UAS is:

- Assist in development and administration of contracts and grants.
- Administer Local Trust Accounts, which are externally funded projects including research, workshops and conferences, and provide contributions which aid and supplement University's educational mission.
- Support and administer presidentially-endorsed campus Agencies, Institutes, and Bureaus.
- Manage commercial enterprises

The policy-making responsibility of UAS is vested in its Board of Directors whose members represent a cross-section of the campus community and local service area. As we move into the future, UAS remains resolute in its commitment to enhancing the quality of life on this campus, improving all commercial services, and providing the University community with financial support that would otherwise be unavailable. UAS has evolved into a dynamic and vibrant organization of committed professionals that share with their University colleagues a common vision of excellence and dedication to making Cal State L.A. the premier urban University in the United States.

1.2 UAS Responsibilities

UAS is responsible for providing all Accounts/Projects it administers with fiscal and human resources services. The average employee level is 650. UAS is responsible for administering employment policies and procedures that comply with required standards of Federal, State, and Local government laws, in addition to adherence with CSU Board of Trustee's and funding agency's provisions.

1.3 Equal Employment Opportunity and Affirmative Action

UAS' policy prohibits unlawful discrimination against any individual based on race, color, creed, gender, religion, marital status, pregnancy, age, national origin or ancestry, physical disability (including HIV and AIDS), mental disability, medical condition (including genetic characteristics), sexual orientation, gender identification, political affiliation, disabled veteran or veteran of the Vietnam era, or any other consideration made unlawful by federal, state, or local laws. The equal employment programs include but are not limited to recruitment, appointment, retention, promotion, compensation, training opportunities, benefits, transfers, termination and reduction in force.

UAS is committed to complying with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in the operations of UAS and prohibits unlawful discrimination by any employee of UAS, including supervisors and co-employees.

1.4 No Harassment Policy

It is UAS' policy to prohibit any harassment, especially if it is based on race, color, creed, gender, religion, marital status, pregnancy, age, national origin or ancestry, physical disability (including HIV and AIDS), mental disability, medical condition (including genetic characteristics), sexual orientation, gender identification, political affiliation, disabled veteran or veteran of the Vietnam era or any other consideration made unlawful by federal, state, or local laws.

1.5 Sexual Harassment

UAS will work to the best of its ability to prevent and eliminate sexual harassment as mandated by the Chancellor's Executive order No. 345. Hiring Managers must ensure their conduct and behavior with any applicant and/or employee can in no way be viewed as sexual harassment.

Sexual Harassment is defined as "unwelcome sexual advances, requests for sexual favors or visual, verbal or physical conduct of a sexual nature" when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
2. Submission to or rejection of such conduct is used as basis for employment decisions affecting the individual;
3. Such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive working environment.
4. Sexual harassment may include, but is not limited to the following:
 - Intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually-oriented gestures, noises, remarks, jokes, or comments about a person's sexuality or sexual experience;
 - Repeated unwelcome requests for a romantic or dating relationship;
 - Displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials, or other materials that are sexually suggestive, sexually demeaning or pornographic.
 - Sexual harassment can include many forms of offensive behavior.

The following is a partial list:

- Unwanted sexual advances;

- Offering employment benefits in exchange for sexual favors;
- Making or threatening reprisals after a negative response to sexual advances;
- Visual conduct: leering, making sexual gestures, displaying of sexually suggestive objects or pictures, cartoons or posters;
- Verbal conduct: making or using derogatory comments, epithets, slurs, sexually explicit jokes, comments about an employee's body, dress or gender stereotypes;
- Verbal sexual advances or propositions;
- Verbal abuse of a sexual nature, graphic verbal commentary about an individual's body, sexually degrading words to describe an individual, suggestive or obscene letters, notes or invitations;
- Physical conduct: touching, assault, impeding or blocking movements.

1.6 Harassment Other than Sexual Harassment

Harassment, other than sexual harassment, is verbal or physical conduct that denigrates or shows hostility to an applicant or employee on any basis. Hiring Managers must exercise good judgment in their interactions with applicants and employees.

Such harassment is prohibited by law when the conduct creates an intimidating, hostile, or offensive environment or otherwise affects an individual's ability to carry out work responsibilities. Harassment may include, but is not limited to: verbal abuse, ridicule, including slurs, epithets and stereotyping, offensive jokes and comments; threatening, intimidating, or hostile acts; and displaying or distributing offensive materials, writings, graffiti, or pictures.

2.0 New Hire Process

UAS staffing policies are intended to select the individuals best suited for a position in the most equitable and legal manner. This section will discuss the method of filling employment vacancies.

In addition, this section will cover other hiring considerations including the new hire process, and what the employee and the Hiring Manager need to do before and after the first day of work. Lastly this section lists the don'ts and dos of hiring a new employee. This list is a compilation of topics that, inappropriately handled, can result in severe penalties and liabilities for UAS and Hiring Managers.

2.1 Recruitment Process

(See Appendix C for Hiring Check List)

Almost all UAS employees are hired through the recruitment process. The process however varies when hiring a CSULA Student Assistant, a CSULA faculty member, an emergency hire, or individuals pre-named on an awarded contract/grant. The table below lists the steps, forms, and procedures for each category:

Hiring Categories

Hire Type	Required Step #	Notes
CSULA Faculty	None	Submit a Faculty Questionnaire (125%) form to the Fiscal Authorizer
CSULA Student	If a search is needed: steps: 1, 2, 6, 7,8,9,10, 13,15,16,17,21,22	<ul style="list-style-type: none"> • Student Assistants are hired using a separate application. (UAS3013) • No offer letter needed, however a copy of the Selection/Hire Authorization form is submitted to the Fiscal Authorizer • Hiring manager extends the job offer to students
	If <u>No</u> Search is needed: Steps: 15,16,17, 21 (hiring manager extends offer), 22	
individual Pre-named on a contract or grant	1, 2, 3, 4, 5, 17, 19, 21 and 22	
Emergency Hire	1,2, 4,5, Hiring manager notified, 17,19, 21, 22	<ul style="list-style-type: none"> • Usually Pre-selected, and no search is necessary. If not pre-selected a list of approved Temp Agencies are provided. • Position must pre-exist on the on the UAS' Classification study publication
Non- of the above	1 through 22	

Hiring Steps

Step #	Process	Important Notes	Form #
1	The Hiring Manager complete a Staffing Requisition Form		UAS3001
2	UAS Employment and Compensation Manager reviews the Staffing Requisition for completeness, equitability of rate and accuracy		UAS3001
3	If position exists on the classification study publication then requisition # is assigned. If Position is new: a classification study will take place.	Classification study will take up to 21 working days	-
4	UAS Employment and Compensation Manager, forwards the Staffing Requisition to the appropriate Fiscal Authorizer.	Fiscal Authorizer For Contracts and Grants is the Financial Analyst, for agency accounts is the Financial Services Manager, and for UAS corporate is: Associate Executive Director Financial Services	UAS3001
5	Fiscal Authorizer reviews for approval. If approved the Staffing Requisition is returned to UAS Employment and Compensation Manager.	Fiscal Authorizer may or may not authorize the position based on budgetary and other constraints If not approved the form is returned to the Hiring manager with an explanation.	UAS3001
6	A position announcement is created and posted at UAS website, UAS front office, Career Center, Colleges/Departments, and Outside sources at the discretion of UAS HR and Hiring Manager	Advertised Full-time benefited positions are publicly advertised for at least two weeks.	-
7	UAS HR receives all resumes and applications.	All resume without attached UAS application are sorted out.	UAS3005
8	Resumes with attached applications are forwarded to the Hiring Managers.		-
9	The Hiring Manger reviews the submitted applications and resumes.		-
10	Candidates are selected for interview. Interview arrangements are made by the Hiring Manager.	For professional and supervisory positions, a selection board is identified.	See Appendix B for interview tips
11	Hiring Manager submits interview questions to UAS HR prior to the interview.		-
12	UAS HR will review questions for relevance to job qualifications.		-
13	Hiring Manager (or Selection board) conduct(s) the interviews and complete(s) the first part of the Selection/Hire Authorization Form.		UAS3002
14	The Hiring Manager conducts a minimum of three reference checks on the top candidate(s),	This is to verify all applicants' information, knowledge, skills, abilities, and other qualifications. References should be obtained prior to making employment decisions.	UAS3003

Step #	Process	Important Notes	Form #
15	If candidate(s) is(are) suitable, The Hiring Manager determines the compensation to be offered.	The pay range must fall within the position's classification. Usually, the successful candidate is offered the minimum of the range. Exception to this rule must be justified in respect of experience, special qualifications and/or education level.	
16	If the selected candidate(s) is an employee from another UAS department, the Hiring Manager should call as a matter of courtesy to the candidate's current manager and make him/her aware of the intended employment offer.	-	
17	Hiring manager completes the Selection/Hire Authorization form.		UAS3002
18	The Hiring Manager submits the following to UAS HR: <ol style="list-style-type: none"> 1. Completed Selection/Hire Authorization Form 2. At least 3 completed Reference Check Forms for each top candidates 3. All applications and resumes reviewed 	(UAS will notify all interviewed candidates not selected)	UAS3002, UAS3003, UAS3005
19	UAS HR receives and reviews all documents; an offer will be extended to the first choice candidate.	Offers made outside of UAS HR will not be considered valid.	-
20	Upon candidate acceptance, UAS HR will notify the Hiring Manager. An offer letter will be mailed to the candidate.	<ul style="list-style-type: none"> • Offer letters are only sent for full-time positions. Part-time positions receive verbal offers. • A copy of the offer letter is mailed to the hiring manager, and Fiscal Authorizer. • MPP Equivalent Positions will require the UAS Executive director's Approval 	-
21	Hiring Manager contacts the candidate to arrange the start date and notifies UAS HR as to the candidate's start date.		-
22	Candidate reports to UAS HR on his/her first day with his/her employment eligibility documents.	Candidate will receive a brief orientation. Failure to comply with this policy will hinder the payroll process, and may have legal consequences	-

2.2 About Hiring Forms

Staffing Requisition Form (UAS3001)

- In order to speed up the hiring process and eliminate unnecessary work for UAS HR staff, make sure the form is filled out completely with all proper authorization signatures.
- Please note that the rate range must be within the job classification range. In the Position Summary section, be as detailed as possible, or use the template provided with the form.
- If the position is to be advertised in a journal or paper, please specify the name and provide a phone number. Note that the hiring department's cost center will be charged for the advertising fees.

Selection/Hire Authorization Form (UAS3002)

- The Selection/hire authorization form must be complete. It is crucial for the candidate selection to be as objective and equitable as possible.
- No actual or implied offers may be made by the Hiring Manager until reference checks are made.

Reference Check Form (UAS3003)

- Background checks are required for certain financial or key positions. UAS HR will advise if a background check is necessary for the particular position.
- A candidate's background may not be checked without his/her consent. A special form is available at UAS HR.
- Positions wherein a candidate must work with children may need additional screening, e.g. medical exam, drug or T.B. test. Please contact UAS HR for additional information.

2.2 Other Hiring Considerations A-Z

Conflict of interest

The UAS will ensure compliance with all State and Federal agency requirements regarding disclosure by Hiring Managers about potential conflicts of interest in hiring a candidate. Hiring Managers are also required to disclose to UAS any tangible or non-tangible personal benefits from hiring a certain candidate.

Employment of Minors

California State law requires work permits for all persons under age 18 who have not yet graduated from high school. Individuals under the age of 18 who have been awarded a certificate of proficiency pursuant to Section 48412 of the California Education Code do not need a work permit. Persons under age 16 will not be employed unless special approval is obtained from the UAS HR Department. When a person under age 18 is hired or assigned to work in a lab where background radiation exceeds natural radiation, the UAS HR department, in consultation with the Hiring Manager, will contact the Environmental Health and Safety Office for final clearance.

Foreign Nationals

In order to comply with State and Federal regulations regarding the employment of non-US citizens, it is important to determine that each foreign national employed at the UAS has a visa which permits employment or has been granted permission to work by the United States Citizenship and Immigration Service (CIS).

Hiring Managers should be aware of time delays in processing paperwork through the CIS and plan accordingly. Federal Law prohibits the hiring or employment of illegal aliens. Any employer who violates this law is subject to a fine.

Forms, applications, and additional information regarding visas for foreign nationals can be obtained from the International Programs and Services Office at extension 3-3170.

Nepotism

In accordance with the CSU Chancellor's office code HR 2004-18, no person may be employed to fill a position where the employee will be under the supervision of a near relative. Under no circumstances will an employee be entitled to participate in a personnel decision relating to his/her relative.

For the purposes of this policy, "immediate family member" is defined as a close relative including: parent, child, grandparent, grandchild, sibling, uncle, aunt, nephew, niece, first cousin, spouse, registered domestic partner, step-parent, step-child, brother-in-law, sister-in-law, father-in-law, mother-in-law, son-in-law, daughter-in-law, and by guardianship and/or adoption or a person residing in the immediate household. Relatives of domestic partners shall be treated as relatives of spouses.

Parking Permits

Guest parking will be reserved for a new employee on his/her first day. Once the new employee's paperwork is received from the Hiring Manager, he/she will receive a form to purchase permanent staff parking through UAS HR.

Reasonable Accommodation

In order to comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, Hiring Managers must make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee. Consultation with UASHR is advised.

Relocation Expenses

Relocation expenses require approval by the UAS Executive Director and only by exception. If a candidate is hired under a Contract or Grant, he/she will be reimbursed for his/her relocation expenses only if the funding agency allows such expense and the funds are available. Both the Hiring Manager and one-up signing authority of the Hiring Manager will have to approve the expenses. Forward all requests to UASHR, which will consult with the UAS Executive Director. Relocation expenses can be taxable and reportable to the government.

Travel Expenses of Applicants

Interview travel expenses are paid only for management benefited positions if all of the following requirements are met:

- A. Funds availability (Contracts and Grants)
- B. Funding Agency's approval (Contracts and Grants)
- C. Authorization from the Hiring Manager
- D. Travel distance is greater than 250 miles

Sharing the Same Part-Time Employee

When hiring an existing part-time UAS employee, please keep in mind, if their number of hours worked continuously exceeds UAS' threshold for full time employment, they may become eligible for full-time benefits. In such cases the employee's benefit is shared between the two departments employing him/her.

Student Assistants

All Student Assistants are allowed to work up to 20 hours per week when enrolled full-time in classes. Some Student Assistants are hired through the University's Work Study Program. All questions regarding work study pay should be referred to the Financial Aid Office, at extension 3-1784.

Student Stipends

Students receiving stipend payments are not employees of UAS. The UAS Accounts Payable Department issues stipend checks to eligible individuals. Consequently, any human relations issues will be handled by the University. Employment verifications for students receiving stipends should be directed to UAS Accounts Payable.

Working with Children

All candidates applying to work with children must obtain background and health clearances before an employment offer can be extended. Please contact UAS HR for more information on obtaining the required clearances.

2.3 Hiring Don'ts and Dos

Don't:	Do:
Allow an employee to commence employment prior to receiving a copy of a fully executed offer letter of employment	Wait until a signed offer letter is received and employee has reported to UAS HR for employment eligibility verification.
Allow an employee to start work without coming to UAS HR office first.	On the employee's start date, send the employee to UAS HR with appropriate documents that establish identity and employment eligibility, including his/her Social Security card. There are some very important Forms that need to be completed, e.g., I-9.
Change the qualification requirements in order to fit a candidate.	Close the existing job search. Then start a new job search by completing a new Staffing Requisition Form. This is not a normal practice, and is not recommended by UASHR.

3.0 Employment at UAS

3.1 Employee Handbook

A separate Employee Handbook is provided to employees on their first day of work. This handbook is a useful tool to find answers for questions posed both by managers and employees.

3.2 Employee and Manager's Responsibilities

It is the employee and his/her manager's responsibility to keep UAS informed of any and all changes that occur during his/her employment. The burden of assuring required documents are complete, accurate, and certified by managers does not lay with UAS. Ultimately it is the manager's responsibility if an employee is not paid on-time or accurately due to failure to submit no or incomplete documents.

3.3 Transactions that may occur during employment with UAS

Below is a list of transaction that may occur while employed at UAS. Some of these transactions may have an affect on the payroll process. In order for a document to take effect by the following pay check, it must be submitted to the UAS HR no later than the first Wednesday by 12:00 noon of the first week pay period. Refer to the Payroll Schedule for the submission dates.

Transaction Table

Transactions	Form	UAS' Policy
Account Changes	ETR (UAS3004)	Allowed with justification
Additional Project ID	ETR (UAS3004)	Allowed with justification
Project ID changes (for Contracts and Grants only)	ETR (UAS3004)	Allowed
Employee Transfers	ETR (UAS3004)	<ul style="list-style-type: none">• Transfer must be within the same salary and classification• PTO from previous project must be paid out ASAP• See detailed policy below
Time-base changes (Part-time vs. Full-time)	ETR (UAS3004)	<ul style="list-style-type: none">• Allowed with justification• Benefits will most likely be impacted for > or < 30 hours a week

Transactions	Form	UAS' Policy
Rate Adjustments	ETR (UAS3004) and others as needed	See policy below
Personal Leave of Absence	Leave of Absence Form	Allowed with Supervisor and HR Director's approval up to 90 days. After 90 days, UAS Executive Director's Approval is required.
Mandated Leave of Absence	Family Leave Packets	Depends on situation
Paycheck Beneficiary changes	Employee Data Change Form (UAS3014)	Allowed
Beneficiary Changes on insurance and retirement plan	Employee data Change form (UAS3014)	Allowed
Name and/or Address change	Employee Data Change Form (UAS3014)	Allowed
Voluntary Terminations	Notice of Separation (UAS3007)	Allowed
Involuntary Terminations	Notice of Separation (UAS3007)	Not allowed until UAS HR is contacted
Location of project changes	No forms contact UAS HR	Depends on situation
Management changes in the department	No forms contact UAS HR	Allowed
Visa change or expiration (for foreign employees only)	No forms contact UAS HR	Depends on situation
Work schedule changes	No forms contact UAS HR	Depends on situation

Policies on some of the transactions

Transfers

A transfer is defined as a change from one position to another within the same salary range, and the same level of classification. Transfers are meant to accommodate employees transferring to lateral positions from one entity of UAS to another. (i.e. between ORSP and Agency, Agency and Corporate, and ORSP and corporate) All requests for transfers will be considered where such transfers may serve to alleviate undue personal hardships or for other compelling reasons. An ETR and justification memo must be submitted prior to informing the employee and are subject to the approval of the UAS Director of Human Resources. Any employee being transferred for any reasons shall be completely terminated from the previous position and his/her PTO shall be paid out completely, prior to their transfer to the new position.

Personal Leave of Absence Authorization

An employee requesting time off with or without pay for more than 15 working days, must submit an approved and completed Leave of Absence Request Form to UAS HR at least two working days prior to the start of the leave. If the leave exceeds 90 calendar days, UAS Executive Director must also approve. If additional time off is required after the 90 days, a new form must be submitted. If the employee does not return to work after 90 calendar days and no new forms have been completed and approved, UAS Payroll department and Human Resources will notify the employee of their formal separation from UAS. The responsibility to complete the Leave of Absence Form lies solely on the employee.

Accruing PTO, Continuation of Benefits and Position Held, While on Leave

Depending on the type of leave, the employee may or may not accrue PTO, or continue receiving benefits. Also depending on their position and funding agency's regulations a position may or may not be held for the employee while they are on leave. Decisions regarding PTO accrual, continuation of benefits, position held, will be reviewed by UAS HR Director, who in turn will make recommendation to UAS Executive Director, who ultimately will approve or disapprove the requests.

Rate Adjustments

UAS allows an employee's rate/salary to change for the following three reasons:

1. Merit Salary Adjustment(MSA)
2. Promotions
3. Re-classification

Merit Salary Adjustment (MSA) – An MSA may occur once every year. An ETR along with a Performance Review packet must be submitted and approved prior to informing an employee. UAS mirrors the University's policy on MSA' for that specific year. (i.e. If the university has a freeze on MSA, unless it was specified on a contract or grant , UAS will too.) During the review process UAS HR, will ensure consistency with classification ratings, market, and equity.

Promotions – A position is eligible for a promotion if it is listed on the position's classification structure. A promotion is a progression from a lower level position to the next level position. Promotions are only available for positions that are pre-defined. All requests for a promotion should be directed to UAS HR prior to discussion with the employee. A performance evaluation no more than twelve months old must be on file at UAS HR in order for a request for promotion to be considered.

Re-Classification- Positions are classified based on the duties and responsibilities assigned and exercised. As job duties and responsibilities change, the position may warrant a re-classification. Requests for reclassification are reviewed when permanent and substantial changes in job duties occur. Common examples include:

- a. Changes in the scope, nature, variety, and complexity of work performed
- b. Changes in supervision received

Work volume and job performance DO NOT justify re-classification. Re-classified positions typically retain the majority (50% or more) of their prior job duties and also assume additional duties. Classification review may result in a higher, same or lower classification change. An employee or manager or both may initiate a re-classification process. The following items must be submitted to UAS HR Employment & Compensation Manager for a re-classification study:

- c. Proposed job description
- d. Current job description
- e. Cover letter outlining the changes to the position

The review process may take up to 45 days from date submitted. Requests are reviewed to ensure pay is consistent with CSU classification standards. Approved actions are effective on the first of the month following the receipt of the completed request by UAS HR. Approved compensation adjustments will be made retroactively at the start of the following pay period from the date the completed request was received. This approval shall be obtained prior to making any commitment concerning re-classification to the employee.

About Job Descriptions

Job descriptions should be prepared and submitted to UAS HR by the department. This form is the official record of duties assigned to a position, and the skills, knowledge, abilities and competencies required for satisfactory performance of the position. The job description provides information necessary for the classification of the position, as well as for the recruitment and selection process. Signatures of the employee, immediate supervisor, and department head are to be included in the job description before submission for classification or reclassification purposes. Please check out UAS website for a sample and/or template of job description.

Rate Increases in the First Year of Employment

During the first twelve months of employment, UAS policy normally does not allow rate increases. Hence, Department Managers may not offer employment on UAS' behalf to anyone, amid written, verbal or implied agreement between the hiring manager and the new employee, to increase their compensation within a year.

Rate Decrease

UAS policy does not allow any employee to receive a rate decrease for their position.

Employee Performance Appraisals

UAS encourages Managers to perform annual performance appraisals. These reviews do not necessarily require changes in wage rates. Merit increases, when given, are subject to availability of funds within the department's or organization's budget and subject guidelines for these increases set by the University and/or UAS. In the case of a wage freeze, UAS applies the University policy.

Throughout the course of the year, the manager should be continually providing feedback to the employee of their performance, i.e., when they consistently excel in their work requirements or when they fail to meet the work requirements as required. If the manager has been open, objective, and kept the employee informed, the content of the appraisal will not be a surprise to the employee. The appraisal should summarize and confirm on-going conversations with regard to the employee's performance.

3.4 Providing Reference Checks for Current or Former UAS Employees

It is UAS' practice to respond to reference requests from prospective employers and other inquiries pertaining to current or former employee. Please review the following guidelines on providing written or oral reference checks, whether to internal or external inquiries. These guidelines apply to student employees as well.

Waiver Not Available – The employee has not signed a written consent allowing UAS HR or the manager to share detailed information about his/her employment. Without a written consent from the employee, only the following information is provided:

- Employee name
- Employee's last title
- Employee hire date and termination date if former employee.
- Employee's current employment status.
- Employee's last salary can be verified only if an amount is provided.

Waiver at hand – If the employee's signed waiver is at hand, the above information and the employee's performance and the employee's satisfactory performance, attendance, and conduct may also be disclosed. If an involuntary termination has occurred, or the information about the employee is perceived to be negative, please refer all inquiries to UAS HR.

4.0 Payroll Process

4.1 Payroll Definitions

An employee is defined as one who performs services under the will and control of the employer. It does not matter that the employee is permitted considerable discretion and freedom, as long as the employer has the legal right to control both the method and the result of the services. There are four types of employees hired by UAS:

Salaried or Exempt Employee - one who is hired to fill a position with core working hours for which he/she is paid on a fixed payment schedule.

Hourly/Non-Exempt Employee - one who is hired to fill a position with regular/ or irregular working hours for which he/she is not paid on a fixed payment schedule.

Student Employee - one who is hired to fill a Student Assistant position and is working on an hourly basis. The Student Assistant classification is subject to the University's regulations regarding limitations of hours of work per week and pay scales.

CSULA Employee - is a faculty or staff member of the University who is hired by UAS on a part-time, overtime or "quarter off" basis only. He/she is to provide services to a UAS project. All CSULA employees will be paid through Payroll. All CSU employees are subject to the 125% rule.

While not always applicable, the employer usually furnishes the employee with tools and a place to work. All faculty of CSULA providing services to projects administered by UAS are defined as employees of UAS, unless a certification has been received from that particular faculty member indicating that he/she has a recognized business outside of CSULA and is not using the facilities assigned him by the University or UAS.

An important note: if the relationship of employer/employee exists, the description of the relationship by the parties as anything other than that of employer/employee is immaterial. For example, if a video technician or clerical assistant is brought in to perform services on campus using the University's facilities and equipment, that individual is an employee even if he describes himself as an independent contractor.

In general, persons who are in business for themselves or who follow an independent trade are not considered employees.

4.2 Payroll Procedures

The payroll procedures have been established to insure that:

1. Funds released have been earned and properly authorized.
2. Documentation exists to substantiate the payroll payment (proper documentation).
3. Accountability is maintained by employees with responsibility for performing job duties related to the payroll process.

There are three types of forms used by UAS Payroll:

1. **Time sheet** – Hourly employees are required to submit bi-weekly time sheets to report number of hours worked. Salaried employees will report Time Off using a time sheet. All Time sheets require certification from the manager. In addition, The burden of assuring time sheets are complete, accurate, and certified by managers does not lay with UAS HR or UAS Payroll Department. Ultimately it is the manager's responsibility if an employee is not paid on-time due to an incomplete time sheet.
2. **Faculty Payment Request** – submitted for Faculty members, Principal Investigators, and other similar professional employees. The Faculty Payment Request allows for submission after the effort has been expended.
3. **E-time Transmission (electronic)** - used by Golden Eagle Hospitality and Building Operations personnel to report hours worked. Hourly employees enrolled on the E-time system do not need to submit a timesheet. Hours worked are electronically transmitted to the UAS payroll department. The UAS HR will provide a file number to the Department Supervisor who will enroll new employees on E-Time. UAS HR will enroll each new employee to the hand-punch system using the same I.D. as a badge number.

Upon receipt of one of the above forms UAS Payroll Department will:

1. Verify proper signature authorizing payment on all forms submitted.
2. Check for time and attendance errors (missed punches) and submit to the department managers/supervisors for corrections.
3. Check for Account and Project I.D. numbers.
4. Process paychecks.

A UAS payroll schedule and all the above mentioned forms are placed on UAS website and can easily be downloaded. UAS pay period is from Friday to Thursday. All required payroll forms are due no later than the Friday after the last day of the pay period. **Appropriate payroll forms not received by that deadline may not be paid until the next payroll period.** Manual pay checks are available on rare cases; however a \$25 fee will be charged to the respective account. When forms are received on time, paychecks will be ready for distribution after 8:00 AM on the scheduled pay day.

IMPORTANT NOTE

- The burden of assuring time sheets are complete, accurate, and certified by managers does not lie with UAS' HR or Payroll Departments. Ultimately it is the manager's responsibility if their employee is not paid on time due to an incomplete time sheet.
- On occasion, certain Holidays will coincide with a payday. In such cases, UAS will accommodate its employees, and distribute paychecks sooner than due; however **funds will not be available** until the actual pay day.

4.3 Payroll A-Z

Absences Without Pay

UAS is aware that there are times where an employee runs out of PTO (Paid Time Off). When this happens in unexpected cases, it is UAS' practice to deduct the hours from the employee's pay. Employees needing more than one or two days off without pay must contact the UAS HR to review other options, e.g., Family Leaves, short term disability, Personal Leave Of Absence, etc.

Authorized Signature

Payroll documents must have an authorized signature certifying that the information on the document is correct. To verify the authenticity of signatures, a Signature Card File of individuals authorized to sign various payroll documents is maintained by UAS.

UAS mirrors the University and Auxiliary fiscal policies of "One-Up (next level)" for all signature authority policies. The P.I. or Manager may not approve his or her own time sheets. **The next level up must approve all P.I. or managers' reimbursements.** (Educational code §89900(b); Title 5 A§42401, §42402)

IMPORTANT NOTE

It is the responsibility of each agency/campus department to ensure that the Signature Card File is accurate. This is accomplished by submitting changes, deletions, etc., on a timely basis.

Cancellation of Deductions

Employees desiring to cancel voluntary miscellaneous payroll deduction(s) should contact UAS HR to cancel any deductions by the upcoming pay period. Cancellation requests must be received by UAS HR prior to 30 days from the requested cancel date.

A cancellation request must contain the following information:

- Statement requesting the deduction cancellation(s)
- Employee's full name
- Employee's social security number
- Deduction(s) to be canceled by deduction name as it appears on the Earnings Statement and/or by deduction/organization code, if known.
- Employee's mailing address
- Employee's original signature
- Date request(s) signed

Employees should check their Statement of Earnings and Deductions to verify that cancellation(s) occurred.

COBRA

If an employee becomes ineligible to receive benefits due to change in employment status or time base, he/she can continue coverage under the COBRA provisions. Please contact the UAS HR for more information.

Deceased Employees' Wages

Employees are responsible for maintaining current designee information on file with UAS HR. A designee must be 18 years of age or older. Employees should inform their designee that receipt of any checks will result in the issuance of Form 1099-Misc to the designee. The designee will complete/sign form W-9, Request for Taxpayer Identification Number and Certification, prior to releasing the payment. Maintain the Form W-9 in the deceased employee's file. Payments may represent taxable income. UNDER NO CIRCUMSTANCES SHOULD THE RECIPIENT BE ADVISED THAT PAYMENTS ARE NOT TAXABLE.

Deductions

An Employee Deduction Form will be used to document both voluntary and involuntary deductions. Contact UAS HR with any questions on when this may be applicable.

Direct Deposit

The Direct Deposit system provides for the automatic deposit of all net earnings into the financial institution designated by the employee. All payments, including regular pay, overtime, awards and bonuses, etc., are transferred through Direct Deposit once an employee is enrolled. It is a voluntary program available to all UAS employees. Participants do not receive paychecks but continue to receive Statement of Earnings and Deductions. In lieu of a payroll check, enrolled employees receive non-negotiable Direct Deposit vouchers. Employees who wish to enroll in the program must complete a Direct Deposit Authorization Form downloadable from UAS' website. It is important that employees verify the routing and account numbers with their financial institution. A voided check must also be attached to this form.

Direct Deposit Cancellation or Alterations

Direct Deposit cancellation or changes must be submitted to the Payroll department at least 4 weeks prior to effective date.

Earned Income Credit

Employees who have income under a certain amount (amount varies annually) and who have children living with them may receive a refund of federal income tax, Earned Income Credit (EIC), even if the employee does not pay income tax. An eligible employee may file for EIC on the annual tax return or may request the credit refund in advance in monthly increments. For more information please contact UAS Payroll.

Family Leave Acts

The Family and Medical Leave Act (FMLA) and the California Family Rights Act (CFRA) require employers to provide eligible employees up to twelve weeks of leave per year for a qualifying family/medical reason. Also, FMLA and CFRA require employers to continue medical benefit coverage (health, dental) at the same level even if the employee is on unpaid leave. The employee has to continue his/her contribution while on leave. Please contact UAS HR for more details.

Flexible Spending Accounts

Full-time benefited employees are entitled to use Flexible Spending Accounts (FSA), which are a reimbursement account process to pay un-reimbursed health care and

dependent care expenses from pre-tax earnings. Each year during the open enrollment period, each employee designates a bi-weekly deduction amount from his/her paycheck to be placed in a Health FSA and/or a Dependent Care FSA. For more information about the FSA, please contact UAS HR.

Form W-2

W-2s are prepared at the close of a calendar year for all employees who received payments through UAS payroll, as well as salary advances, moving expenses, judge's claims, and reported Fringe Benefit/Employee Business Expenses. Payments released or indicated as being paid January 1 through December 31, regardless of when the payment(s) may have been earned, are reflected on the Form W-2.

PLEASE NOTE: The Form W-2 includes all taxable wages paid through UAS Payroll regardless of the number of projects for which the employee worked during the tax year. Form W-2s are mailed directly to employee's mailing address. Please ensure UAS HR has current addresses for all employees.

Garnishment

Listed below, in general order of priority, are several types of levies on earnings (garnishments) that are accepted and processed in the UAS Payroll

- Court Order assigning salary or wages for support of a minor child
- Court Order assigning salary or wages for spousal support
- Earnings Withholding Order for taxes
- Earnings Withholding Order for an ordinary court judgment
- Student Loan Default

Support Orders can go higher than 50% of the employee's disposable earnings if so ordered by the Court and if specially stated on the order. A garnishment deduction will appear on the employee's earnings statement under the miscellaneous deduction column. UAS can charge an administrative fee to the employee for processing such payments.

Gratuities

Golden Eagle Hospitality and University Club employees occasionally receive voluntary payments from a customer who determines the tip amount. A gratuity is a mandatory service charge applied by an employer to a customer's bill, banquet charge, etc. wherein the employer distributes that service charge amount to an employee. Tips and gratuities are reportable/taxable income under both Federal and State law. Tips/Gratuities are reported uniquely on an employee's Form W-2.

Health Insurance Deduction

UAS provides health benefits to its full time employees. UAS utilizes CALPERS to administer its insurance needs. For more information on insurance deductions, please contact UAS HR.

Holiday Pay

A full-time employee working on an observed holiday is entitled to receive appropriate compensation for all hours worked on the day of the holiday in accordance with his/her assigned workweek. Please refer to the employee handbook for more details.

Lost Paycheck

Should an employee learn a payroll check has been lost or destroyed, UAS Payroll Department can create a duplicate for a fee of \$25 payable at the time of issuance.

Other State Income Taxes

UAS can only hire employees within the State of California. Principal Investigators, who must hire an applicant working outside of the State boundaries, may have to hire them as an independent contractor, where state and federal income taxes are not deducted.

Overtime

The Federal Fair Labor Standards Act and California Wage and Hour Law require that all non-exempt positions be paid at time and one-half for all work over forty hours per week, or for any hours worked over eight in a day. The compensation is doubled for any hours worked over twelve in a day. This overtime must be reported on the appropriate time sheet at payroll submission. Employees working under a Grant or Contract must be aware that many funding agencies do not approve overtime for employees. **As a general rule, if an employee is hired through a Grant or Contract, overtime is not allowed.** Other UAS employees may in rare occasions be required to work overtime. All employees must receive their supervisor's approval prior to working overtime.

Parking Deduction

Employees may deduct their parking fees on a pre-tax basis directly from their paycheck. To enroll or cancel this deduction, please contact UAS HR.

Pay Day

There are 26 paydays per year. Each employee must pick-up his/her own paycheck, unless a previous arrangement has been made and documented.

Payroll Adjustment Notice

A Manager or Supervisor is entitled to make changes on an employee's timesheet; however UAS payroll will not send out Payroll adjustment notices. It is the Manager or Supervisor's responsibility to notify the employee of any changes made to his/her pay.

Salary Stipend

Student Stipends are processed through UAS Accounts Payable Department. Please refer to Expenditure Guidebook on www.calstatela.edu/univ/uas/main.htm

Special Payments –

There are a few circumstances where a special check is cut:

1. Last pay check upon termination.
2. Lost/stolen check (\$25 fee)
3. Under-payment
4. Stale dated check (\$25 fee)

Stale Dated Check

UAS Paychecks are valid for 6 months. If for any reason a check is not cashed prior to a check's expiration date, the employee will be issued another check, unless 3 years has passed. In that case, the funds from the check will be sent to a special fund managed by the State. A \$25 fee is charged if UAS is able to re-issue the check.

Statement of Earnings and Deductions

The Statement of Earnings is an attachment to UAS paychecks, which lists all deductions including:

- Social Security Tax/Medicare tax
- Health/Dental/Retirement deductions
- California state Income Tax
- Federal income tax
- State Disability Insurance Tax (SDI)
- Flexible Spending Account (if any)
- Garnishments

If an employee has any questions in regard to any of his/her pay deductions, please refer them to UAS Payroll Department.

Transportation Subsidies

The University through the California Transportation Program shares the cost of transporting employees on MetroLink. If the amount subsidized is greater than the amount permitted by the state and federal tax laws, then UAS Payroll will be notified by Commuter Services and the appropriate deduction is taken from the employee's pay.

Un-Cashed Pay checks

UAS Payroll will send letters to employees who have outstanding payroll checks for 90 days or more. Following reasonable attempt at notification, un-cashed payroll checks will be voided after 180 days. After three years, un-cashed payroll checks will be transferred to the State of California.

Uniform Allowance

UAS provides uniforms for all Golden Eagle Hospitality's catering employees. There are no additional allowances set aside or no reimbursements.

4.4 Payroll Don'ts and Dos

Don't:	Do:
Expect your employee to be paid if they have not turned in a time sheet	Make sure your employees deliver an accurate, complete and signed time sheet to UAS Payroll by the due date.
Expect your employee to be paid if you have not completed the new hire packet and visited UAS HR prior to employment commencement.	Make sure a new hire packet is submitted to UAS HR prior to commencement. Please see new hire section for details. Failure to complete an INS Form I-9 will expose UAS to severe penalties and possible liability.

5.0 Terminating Procedures

All involuntary terminations due to performance must be approved by the UAS HR Director prior to employee notification. If a situation exists which involves theft, violence, property damage, and/or is dangerous, the employee should be suspended with pay until the situation is assessed by UAS HR. Under no circumstances should an employee be fired on the spot.

This Section will discuss four major termination situations and explains how each situation must be handled by the manager or supervisor. The four situations are:

- A. Involuntary Terminations
- B. Reduction in Force
- C. Voluntary Resignations
- D. Terminating Inactive Employees

5.1 Involuntary Termination

The Department Manager must work jointly with UAS HR in handling involuntary terminations. Employees separating involuntarily must receive their final paycheck within the time period specified by California code or regulation, which is within 24 hours of their last date of employment.

There are a number of steps UAS needs to take **before** terminating an employee for insubordination, breaking a work rule, any other type of misconduct, or for performing poorly on the job. These steps include documenting the problem, using fair rules and procedures, and investigating the final incident thoroughly.

1. Managers should **never** terminate an employee on the spot. Managers acting out of anger or frustration can create legal liability for UAS. If an employee does something that requires immediate action be taken, she/he must be suspended while UAS HR and the manager investigate the situation.
2. The proper way to terminate an employee from a legal standpoint is to have a valid, nondiscriminatory business reason for the action, and have enough documentation to prove it. Documentation must be created in the normal course of business **before** the employee is terminated. Contact UAS HR for more information on documenting an employee's actions.
3. The documentation process should not be used to "build a case" against one employee when other employees in similar situations did not have their actions documented. Selective documentation may be proof that a person was the victim of discrimination.
4. It is important that employees have had ample of notice about what conduct and performance is expected from them. It's also important that employees receive regular feedback about their job performance, and that they are warned whenever they are not performing as expected.

Therefore it is important to start as early as the first day of hire to:

- **Establish fair work rules and policies.** Employees need to know what is expected of them in terms of workplace rules and performance standards. The UAS Employee Handbook which contains key rules is a good starting point of discussion. Beside the UAS' Employee Handbook, each department has its own set of rules which must be stated explicitly to a new hire.
- **Enforce rules fairly, using progressive disciplinary measures when necessary.** Rules are ineffective unless enforced. For legal purposes, *managers must apply the rules equally to all employees.*
- **Establish performance feedback.** Discipline is not very effective for an employee who doesn't violate any rules but is incompetent or is not performing work to an acceptable level. Through regular performance reviews, the employee will know where he/she stands.

5.2 Employee Reduction in Force (RIF)

Fiscal reasons may require a reduction of employee positions e.g. project ends or funding amount reduced, either temporarily or permanently. In this case or if re-organization is operationally required, a sound business reason for the discharge exists. If a decision must be made to lay off some but not all employees, the selection process must not discriminate based on race, color, creed, gender, religion, marital status, pregnancy, age, national origin or ancestry, physical disability (including HIV and AIDS), mental disability, medical condition including genetic characteristics, sexual orientation, gender identification, political affiliation, disabled veteran or veteran of the Vietnam era or any other consideration made unlawful by federal, state, or local laws. Consultation with UAS HR is required before proceeding with RIF.

5.3 Voluntary Resignations

UAS asks its employees to give at least two weeks advance written notice before resignation. The letter should include the last date of work. The Department Manager should acknowledge the resignation in writing and complete a Separation Form.

UAS HR will notify Payroll of the resignation. Employees resigning voluntarily must receive their final paycheck within the time period specified by California code of regulation, which is within 72 hours of their last date of employment. Arrangements can be made with the employee to receive their final paycheck on the next payroll cycle.

The separating employee is asked to bring the Separation Form to the UAS HR, where a confidential exit interview is conducted. UAS HR has the right and will investigate:

1. All claims by employees who felt forced to quit.
2. If a manager continuously receives negative comments on Exit Interview Forms.
3. Rapid employee turnover exists if not business related.

5.4 Terminating Inactive Employees

Payroll, on a quarterly basis generates a non-activity report, listing those employees who have had no payroll activity within the last 90 days. UAS HR reviews the list to identify employees deemed inactive one month before the purged file processing. UAS Payroll will contact department managers regarding inactive employees or terminating an individual's employment.

5.5 Termination Don'ts and Dos

Don't:	Do:
Tell an employee that pay will be withheld if two weeks notice is not given when resigning.	Ask employees to give a two weeks notice as a courtesy; however, it is illegal to threaten an employee to withhold pay or benefits if a resignation procedure is not followed.
Fire an employee on the spot because of frustration and anger.	Consult with UAS HR. Progressive documentation is required before terminating an employee for any reason.
Tell an employee that they are entitled to a severance pay.	Refrain from making such statements until you have discussed it with the UAS HR Director. UAS in general does not provide severance pay.
Fire an employee on the spot for serious misconduct.	Suspend the employee with pay. This gives UASHR time to investigate.



APPENDIX A

Forms list



Form Name	Form #
Staffing Requisition Form	UAS3001
Selection/Hire Authorization Form	UAS3002
Reference Check Form	UAS3003
Employee Transaction Report (ETR)	UAS3004
Employment Application Packet	UAS3005
Faculty Payment Request Forms	UAS3006
Notice of Separation	UAS3007
Direct Deposit Request	UAS3008
Time Sheet	UAS3009
UAS Payroll Schedule	UAS3010
Re-Classification Request Form	UAS3011
Personal Leave of Absence Form	UAS3012
Student Assistant Employment Application	UAS3013
Employee Data Change Request Form	UAS3014
Faculty Questionnaire Form 125%	UAS3015
Performance Review Packet	UAS3016

APPENDIX B

LAWFUL & UNLAWFUL INTERVIEW AND PRE-HIRE INQUIRIES

SUBJECT	 UNLAWFUL INQUIRIES	 LAWFUL INQUIRIES
Age	<p>Any question that implies a preference of persons under 40</p> <ul style="list-style-type: none"> ▪ How old are you? ▪ What is your date of birth? ▪ What year was your high school graduation? ▪ May I see your birth certificate or baptismal record? 	<p>Age is irrelevant except to comply with the child labor rules under the FLSA. Employer can ask for proof that the applicant is old enough to work.</p> <ul style="list-style-type: none"> ▪ Are you 18 years of age or older? ▪ If under 18, can you, after employment, provide a work permit?
Arrest and Convictions	<ul style="list-style-type: none"> ▪ Have you ever been arrested? <p>In addition, inquiries regarding convictions that were more than seven years ago and/or are completely unrelated to the position in question.</p>	<p>Inquiries into past convictions or pending felony charges are permissible, only if there is a direct relevance between the offense and the job or if hiring a person who has been convicted of a specific crime would be an unreasonable risk to company operations.</p> <ul style="list-style-type: none"> ▪ Have you ever been convicted of a crime? ▪ If so, when, where and what was the nature of the crime? ▪ Are there any felony charges pending against you?
Citizenship	<p>Any inquiry into citizenship which would reveal applicant's lineage, origin, descent or birthplace.</p> <ul style="list-style-type: none"> ▪ Are you a naturalized or native-born citizen? ▪ When did you become a citizen? ▪ Are your parents or spouse citizens? ▪ (Prior to hiring) May I see your naturalization papers? 	<ul style="list-style-type: none"> ▪ Are you a United States citizen? ▪ Are you legally permitted to work in the United States? Can you show proof of your legal right to work in the US after hire?
Financial Information	<ul style="list-style-type: none"> ▪ Have you ever declared bankruptcy? ▪ Has your pay ever been garnished? ▪ Are you obligated to pay child support? ▪ Are you receiving public assistance? ▪ Do you rent or own your home? ▪ Do you own a car? 	<p>None. These questions tend to discriminate against individuals with lower incomes.</p>
Name	<ul style="list-style-type: none"> ▪ What is your original name? ▪ What is your maiden name? 	<ul style="list-style-type: none"> ▪ Have you ever worked for this company under a different name? ▪ Have you used any other name(s) or nicknames for the purpose of past/current employment or education?
Marital and/or Family Status	<p>Any inquiry that may reveal the applicant's marital status, or that concerns spouse, spouse's employment or salary, children, child care arrangements, or dependents.</p> <ul style="list-style-type: none"> ▪ Do you wish to be addressed as Ms., Mrs. or Miss? ▪ Are you married, separated, divorced, widowed or single? ▪ What is your spouse's name? Income? Where is your spouse employed? ▪ Do you have children? How many? Do you (when do you) plan to have children? How old are your children? ▪ Who will care for your children when you work? ▪ With whom do you reside? 	<ul style="list-style-type: none"> ▪ Can you meet specified work schedule or overtime requirement? ▪ What shifts can you work? Can you work weekends or holidays? ▪ Are there specific times you cannot work? ▪ Do you have responsibilities other than work that might hinder your attendance at work, or that might interfere with specific job requirements such as traveling?

LAWFUL & UNLAWFUL INTERVIEW AND PRE-HIRE INQUIRIES

SUBJECT	 UNLAWFUL INQUIRIES	 LAWFUL INQUIRIES
Personal/ Physical Appearance	<ul style="list-style-type: none"> ▪ How tall are you? ▪ How much do you weigh? ▪ (Prior to a job offer) Do you have a current photograph you can provide us? ▪ What color are your eyes? Hair? ▪ Do you have any scars? ▪ Do you have a tattoo? 	<ul style="list-style-type: none"> ▪ After being offered a job, can you provide me with a current photograph?
Race or Color	<ul style="list-style-type: none"> ▪ What is your race? ▪ Black, Caucasian, Native American, Asian? ▪ What race are your parents? Children? Spouse? ▪ With which racial group are you most closely aligned? ▪ Do you have sickle cell trait? ▪ What color is your hair? Eyes? Skin? 	None. Race or color is never a bona fide occupational qualification.
Religion	<ul style="list-style-type: none"> ▪ What religion are you? ▪ Do you go to church? ▪ What religious holidays do you observe, or will you be unavailable to work? ▪ May I see your birth certificate or baptismal certificate? ▪ Is there a clergy person who would recommend your being hired? ▪ Does your religion prevent you from working weekends or holidays? ▪ Who is your pastor? 	None. The interviewer may state what the employer's work schedule is and, if the applicant has a concern or conflict, he or she may, but need not, comment on his or her availability.
Sex	<ul style="list-style-type: none"> ▪ Are you a male or female? ▪ Do you wish to be addressed as Mr.? Mrs.? Or Ms.? ▪ Are you pregnant? ▪ Are you planning on having children or more children? ▪ Do you use birth control? <p>Any inquiry made of only males or females.</p>	If there is a bona fide occupational qualification, an employer may ask male or female; for example, an opening for an attendant in a male-only locker room.
Sexual Orientation	<ul style="list-style-type: none"> ▪ What is your sexual or affectional preference? ▪ Are you homosexual, transsexual, lesbian or bisexual? ▪ Are you gay? 	None.
Relatives	Requirement to disclose names, addresses, ages, number of or other information concerning applicant's spouse, children or other relatives not employed by the company	Names of applicant's relatives, other than spouse, already employed by the company.
Union Status	<ul style="list-style-type: none"> ▪ Do you belong to a labor union? Are you a union member? ▪ What is your view on labor unions? 	None
Organization /Affiliation	<ul style="list-style-type: none"> ▪ List clubs, societies or lodges where you have a membership 	<ul style="list-style-type: none"> ▪ List professional or trade organizations to which you belong that you consider relevant to your ability to perform the job.

APPENDIX C

Hiring Check list

Recruitment

- Write a job description.
- Identify position qualifications.
- Determine the area of candidate search (Internal or external) (UAS HR may assist).
- Complete a Staffing Requisition Form (UAS3001) with all proper signatures.
- Forward UAS3001 Staffing Requisition to the UAS HR

Candidate Selection

- Arrange for a panel to interview candidate. (for exempt positions only)
- Distribute for review all resume/applications received from UAS HR to the panel.
- Prepare interview questions. (phone or in-person)
- Send interview questions to UAS HR for review.
- Contact candidates for interviews.
- Received approval on interview questions.
- Conduct interviews.
- Complete a Selection/Hire Authorization Form (UAS3002)
- Upon selection call References and complete at least three Reference Check forms (UAS3003)
- Return applications/resumes to UAS HR in two stacks. (interviewed vs. not-interviewed)
- Submit the Selection/Hire Authorization Form and Reference check Forms.
- Wait for a copy of the Offer letter from UAS
- Contact candidate and arrange start date.
- Notify the employee that he/she must attend to UAS HR with required documents on the first day of work, before reporting to you.

APPENDIX D

Contact Information

TOPIC	NAME	TITLE	PHONE EXT
Recruitment, new hire, classification, workers compensation, performance evaluation	Cristina Whiteside	Employment, Classification Manager	3-2522
Employee relations issues, Involuntary terminations	Henry Wisniewski	HR Director	3-5075
HR General questions	Your project Financial Analyst		
Payroll questions	Dorothy Wu	Payroll Manager	3-2533
Payroll Questions	Ofelia Mercado	Payroll Technician	3-2533
Check pick-up, General UAS questions	Position Open	Front Desk Receptionist	3-2531
Contracts and Grants general questions and/or comments	Alma Sahagun	Director of ORSP	3-3648
Benefits and Leaves	Ruth Newman	HR Coordinator	3-2528