

**SOLVE YOUR PERSONNEL PROBLEMS AND  
AVOID WRONGFUL TERMINATION SUITS**

**Developed By:**

**PRACTICE & LIABILITY CONSULTANTS** who work with physicians to solve existing personnel problems brought about by failure to have established personnel policies...

**And...**

Attorneys who are experts in labor law through defense and plaintiff litigation, and who have hospital and medical group personnel management experience.

**Learn from both collaborators' experience!!!**

This manual was developed to avert common pitfalls many physicians face in day-to-day management of staff in the medical office. **Practice and Liability Consultants and The Williams Group** collaborated to develop a complete, easy to understand and ready to implement guide to establish effective personnel policies in the medical office.

*AN OUNCE OF PERSONNEL POLICY PREVENTION IS  
WORTH A POUND OF LITIGATION!!*

**BENEFITS OF PURCHASING THE DEVELOPED  
MANUAL:**

- Information for Compliant Hiring Practices and Onboarding Processes
- Help in Reducing Liability and Avoiding Lawsuits
- Employee and HR Forms Pre-Developed with Optional Customization of Your Practice Name
- Reduction in Physician Stress Regarding Personnel Management Decisions
- Motivated Staff - Higher Productivity and Performance
- Tips on Recruiting and Retention of Staff
- Savings of Time and Expense in Development Costs
- Employer Requirements under the Affordable Care Act
- Chapters Updated Yearly with Labor Law Regulations are Available at a Discounted Rate for Personnel Manual Purchasers

AND

*Updates for 2020 Include: COVID-19 Policies, Immigration Enforcement, Salary History Inquiry Regulations, Ban the Box, Harassment Prevention Training, Lactation Breaks and Accommodations, Hair Style Discrimination, Gun Violence, Gender Identity and Sexual Orientation, Gender-Neutral Language Requirements, Payroll Records Requirements, and more!*

**Chapter Updates Available  
To Help Keep Your Manual Compliant!  
See [practiceconsultants.net/manuals](http://practiceconsultants.net/manuals)  
for More Information**

**WHY A WRITTEN PERSONNEL MANUAL  
IS NEEDED:**

Developing your own manual requires experience in personnel law and management theories, together with applicability in today's medical business environment. It could take 100-200 HOURS OR MORE of your time or your office manager's time to research and write a personnel policy manual. What is 100 hours of your time worth?

This manual offers a complete personnel management guide for the physician office. In today's litigious environment, it is imperative that physicians and office managers know current personnel management principles and legal issues to avoid costly lawsuits. The average wrongful termination suit award is approximately \$500,000. Most physicians have NO insurance which cover lawsuits of this nature.

Having a personnel manual can reduce the physician stress level in personnel management. In our consultation work, most physicians report they are:

- Unable to develop written personnel policies.
- Unprepared to manage day-to-day personnel problems.
- Unaware of legal requirements.

One of the most common complaints heard by management consultants from staff is a lack of fairness and consistency in applying vacations, raises, time off and other personnel issues in the medical office. This leads to decreased morale and performance.

Having a comprehensive, easy to understand, personnel policies and procedure manual clarifies the doctor's expectations of the staff member right from the beginning, and avoids misconceptions and miscommunication which breeds discontent on both sides.

**Personnel Manual and All Forms  
Provided on a USB Drive for Easy  
Printing and Customization**

# CONTENTS INCLUDES TOPICS LIKE:

*Sample Forms Shown In Italics*

## HIRING PROCESS

- Description of Pre-Hiring Documents
- Application for Employment
- Immigration Enforcement
- Salary History Inquiries and Pay Scales
- Ban the Box
- *Interviewing Guide*
- *At Will Employment Agreement*
- *Offer/Acceptance Letter*
- *Employee Information Record*
- *Orientation checklist*

## EMPLOYMENT

- Equal Opportunity
- Harassment Prevention Training: Gender Identity/Expression, Sexual Orientation
- Gender Neutral Language
- Anti-Discrimination Protections for Veterans
- Anti-Discrimination for Hair Styles
- Verification for Employment Minors
- Employee Records and Files
- *Authority to Release Information Employee Information Record Request to Inspect Personnel File* Definitions of Employee Status Introductory Period
- Performance Evaluation
- *Employee Performance Review*
- Determining Employee versus Independent Consultant

## HOURS OF WORK AND ATTENDANCE

- Office Hours, Break Periods, Time Card
- Overtime; on Weekends, on Holidays
- *Time Report*
- Attendance Standards
- *Annual Attendance Record*
- Reduction of Hours and Layoffs

## REQUIREMENTS & BENEFITS

- Eligibility
- Health Insurance, Liability Insurance
- Life Insurance Beneficiary Designation

## REQUIREMENTS & BENEFITS

*(continued)*

- Long Term Disability Insurance, Retirement, Worker's Compensation
- Paid Family Leave and SDI Benefits
- Paid Holidays, Vacation, Sick Leave, Voting Time
- FMLA requirements
- *Annual Benefits Record*
- Short/Long Term Leave of Absence
- *Request for Authorized Time Off*
- Educational Benefits
- Travel Reimbursement
- *Expense Report*
- Employer Requirements under the Affordable Care Act
- Federal Uniformed Services Employment and Reemployment Rights Act
- California Gender Non-discrimination Act
- Policies for Nursing Mothers in the Workplace for compliance with Fair Labor Standards Act
- Ban on Arbitration Agreements

## STANDARDS OF CONDUCT

- Relationship with Patients
- Confidentiality
- Appearance
- Cell Phones or Other Electronic Devices
- Social Networking/Social Media
- Solicitation
- Office Communication Systems

## CORRECTIVE ACTION

- Counseling
- Problem Resolution Procedure
- Verbal Warning, Written Warning, Suspension
- *Employee Counseling Memo*
- *Record of Verbal Warning*
- *Written Warning*
- Retaliation, Whistleblower Protection

## WAGE AND SALARY ADMINISTRATION

- Pay
- Job Description
- *Job Classification questionnaire*
- *Position Summary Form*
- Salary Increases
- Pay Advances
- Payroll Deductions
- *Annual Earnings Record*
- California Notice of Pay Details form
- Clarification of Employer definition of employment status

## HEALTH AND SAFETY

- Physical Examination
- Safety Rules
- Fires and Emergencies
- Accidents
- *Accident Report*
- Work Related Illness and Injury
- *Return to Work Form*
- Smoking
- Marijuana Use in the Workplace
- Alcohol and Drug Abuse
- Gun violence
- Domestic violence

## COMMUNICATIONS

- Bulletin Board
- *Bulletin Board Display*
- Staff Meetings

## ENDING THE EMPLOYMENT RELATIONSHIP

- Involuntary Termination
- *Pre-dismissal Check List*
- Voluntary Termination
- Insurance Continuation
- *Employee Separation Clearance Check List*
- Exit Interview, *Exit Interview Form*

	CMA   ACCMA Member		Non-Members		Updated Chapters
Personnel Policies and Procedures	\$549.00	<i>Customized</i> \$599.00	\$599.00	<i>Customized</i> \$649.00	\$249.00
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I am a CMA or ACCMA Member

- I am **not** a CMA or ACCMA Member
- Updated Chapters (for current manual owners)
- Please Customize my Manual or Updated Chapters!

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