HR Best Practices

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Presented by:

Shereice Brown, Workforce Development Manager

Cassheina Penfield, Recruiting Specialist

Long-Term Care Foundation

of Washington State

Agenda

- How to Hire Great Employees
- Onboard and Train for Sucess
- Open Communication
- Employee Performance
- Recognition
- Practice Fair Termination Policies

Job Description

- Job title
- Job summary
- Responsibilities and duties
- Qualifications and skills
- Salary and benefits

Long-Term Care Foundation
of Washington State

Caregiver

Description

We are looking for a competent Caregiver to care for our residents in a professional and compassionate manner. It is an often-demanding job, but it can also be very satisfying and rewarding. The ideal candidate will be patient and friendly with excellent communication skills. You should be able to follow instructions and perform a variety of tasks to help residents.

Responsibilities

- Assist residents with activities of daily living, including bathing, dressing, grooming, toileting, eating, transferring, and mobility.
- Engage residents in meaningful conversation, socialization, and activity while providing personal care assistance.
- Responds to all resident needs and/or requests for care promptly and provide or obtain assistance with care, as necessary.
- Keep the environment safe and clean for residents.
- Always observe and uphold resident rights.
- Observe residents for changes in physical, emotional, mental, or behavioral condition, unusual symptoms, accidents, injuries, or unusual occurrences, and report promptly to supervisor
- Perform other duties as assigned.

Requirements

- Proven experience as a **caregiver**
- Excellent knowledge of emergency response and first aid (CPR) cardiopulmonary resuscitation
- Knowledge of housekeeping activities and cooking with attention to dietary constraints
- Willingness to adhere to health and safety standards
- Respectful and compassionate
- Good time management skills
- Outstanding communication and interpersonal skills
- Strong ethics
- Physical endurance
- High school diploma or equivalent

Benefits

- Free CNA (Certified Nursing Assistant) or HCA (Home Care Aide) training available to committed applicants
- Work/Life Balance, consistent/flexible schedules
- Opportunity for growth within the organization
- Employee recognition and rewards
- Bonus offered for 24-hour shifts
- Hands on training

I have read the above job description and fully understand the conditions set forth, and if employed as a Caregiver, I will perform these duties to the best of my knowledge and ability.

_____   _____

Employee Signature   Date

_____   _____

Supervisor Signature   Date

Hiring Process

- Set realistic expectations
- Try shortening your job application process
- Respond to every applicant if you can
- Notify the candidate even if you know you won't move forward with them

Review Applications & Resumes

- Check for applicable work experience and education/training
- Note gaps in employment, length of time in position and special skills
- Use separate paper for questions that arise

Prescreen Applicants

- Ask the same questions of each applicant
- Keep the call to approximately 10-15 minutes
- Inform the applicant of next steps

New Hire Paperwork

- **W-4**: This helps you figure out the correct amount of taxes to withhold from each paycheck.
- **I-9**: This verifies the employment eligibility of the new hire.
- **Direct deposit form**: This gives you an employee's banking information for easier and faster payment.
- **Employee handbook**: An employee handbook lays out the company's mission, vision, policies, dress code, and code of conduct.
- **Acknowledgment form**: On this form, the new employee confirms that they have read and understood all the necessary documents.

New Hire Paperwork

- **Signed Offer Letter**: This is a formal document that is signed by the employee when they get selected for the job.
- **Job Description**: Outlines tasks, duties, function and responsibilities of a position.
- **Reference Checks**: This is part of the hiring process and helps you get more information about a candidate from previous employers.
- Any other documents or policies that need to be reviewed and signed.

Additional Requirements

- Verification of DOH certification

https://fortress.wa.gov/doh/providercredentialsearch/

- Background Checks and Fingerprints

- CPR/First Aid

- Food Handler's Card

- Specialty Training (Mental Health, Dementia, DD)

- Nurse Delegation and Diabetes Training

Training Requirements for Adult Family Homes

https://www.dshs.wa.gov/altsa/training/training-requirements-adult-family-homes

Background Checks

- DSHS Background Check is done prior to employee's first day
- Background Check is valid for 2 years
- Fingerprint Background Checks
- Conditional offer letter
- Result Letters in employee file

Phases of Onboarding

- Pre-onboarding
- Welcome New Hires
- Training
- Ease the Transition

Social Security Numbers

- You must verify that each new employee is legally eligible to work in the United States.
- You are required to get each employee's name and SSN to enter them on the W-2 form.
- The Social Security Administration offers Social Security number (SSN) verification.
- Any employee without a social security card should apply for one using Form SS-5, Application for Social Security Card.

Reward & Recognition

- You can reward:

Performance

Integrity

Behavior

Attendance

Loyalty

Employee recognition has proven to be instrumental in contributing to a positive workplace and organizational success.

Reward & Recognition

- Make recognition public

Recognizing your employee's contribution in public encourages them to achieve greater heights and inspires others to level up

- Encourage peer to peer recognition

Employee Development

Employee development is important for professional and personal growth. It helps attract and keep great employees.

Employee Development Ideas

- Mentoring program
- Employee engagement
- Offer resources
- In-house training
- Making information easily available to all employees

Why are regular performance reviews important?

- Rewarding employee performance
- Improving employee development
- Identifying potential in employees
- Improving employee performance
- Allowing employees to voice concerns or ideas

Employee Performance Review Tips

Performance Reviews

- Performance reviews should happen frequently
- Performance reviews should be two-way conversations
- Performance reviews should be future focused
- Performance reviews should be transparent
- Performance reviews should be objective
- Employee self-evaluation

Tips for Effective Communication

- Get to know your employees
- Encourage feedback
- Have regular meetings
- Listen
- Be responsive
- Be approachable

Disciplinary Action

- Be prepared
- Document
- Have meetings in person vs over the phone
- Be consistent in the discipline process for all employees

Disciplinary Action Policy

Progressive discipline refers to an increasing level of punitive action if an employee fails to meet requirements for improvement.

Verbal Warning- A verbal warning may be appropriate for minor infractions or where performance needs only minimal improvement to be satisfactory.

Written Warning- A written warning may be used with a more serious infraction or when it appears a verbal warning(s) did not produce a sufficient behavioral change.

Suspension- A suspension may be used after one or more written warning were given with resulting in improvement of performance.

Termination- A termination after progressive discipline has not produced desired behavioral changes.

Termination

- WA State is an "At will State"
- Have termination in writing
- Document
- Voluntary vs involuntary

Recordkeeping Requirements

- Federal and State requirements
- Federal recordkeeping requirements
- L&I administrative policy

- Adult Family Home – Personnel records

https://apps.leg.wa.gov/WAC/default.aspx?cite=388-76-10198

https://lni.wa.gov/agency/small-business/recordkeeping-requirements

PILOT PROGRAM

- The Pilot Program helps assist eligible adult family homes to recruit, train, and retain new qualified long-term care workers.
- The Pilot Program helps to provide a sponsorship benefit to cover the cost of the training necessary for your caregivers to become a certified long-term care worker and an opportunity to further long-term care worker development.
- You can find more information and download the Pilot Program applications under the Training section on our website at www.longtermcarefoundationwa.org/pilot-program

Training and Certification Deadlines

Worker hired or rehired during the time frame of:	Must complete basic training no later than:
8/17/2019 to 9/30/2020	10/31/2022
10/1/2020 to 4/30/2021	1/31/2023
5/1/2021 to 3/31/2022	4/30/2023
4/1/2022 to 9/30/2022	8/31/2023
10/1/2022 - 12/31/2022 or the end of the COVID-19 training waivers established by gubernatorial proclamation, whichever is later	9/30/2023 or within 120 days after the end of the COVID-19 training waivers established by gubernatorial proclamation, whichever is later
After the end of the COVID-19 training waivers established by gubernatorial proclamation or beginning 1/1/2023, whichever is later	Standard training requirement

COMPLETING BASIC AND SPECIALTY TRAINING

Worker hired or rehired during the time frame of:	Must be certified as a home care aide no later than:
8/17/2019 to 9/30/2020	1/19/2023
10/1/2020 to 4/30/2021	4/21/2023
5/1/2021 to 3/31/2022	7/19/2023
4/1/2022 to 9/30/2022	11/19/2023
10/1/2022 - 12/31/2022 or the end of the COVID-19 training waivers established by gubernatorial proclamation, whichever is later	12/19/2023 or within 200 days after the end of the COVID-19 training waivers established by gubernatorial proclamation, whichever is later
After the end of the COVID-19 training waivers established by gubernatorial proclamation or beginning 1/1/2023, whichever is later	Standard training requirement

Human Resources Q&A

Q: Do you have an employee handbook?

A: You can find and download the Employee Handbook in the Resources section on our website at **www.longtermcarefoundationwa.org/resources**.

Q: There are applicants who have completed training except they are waiting for their work permit and have no social security number to give to DOH when they are submitting their HCA application. What can we do for them?

A: When it is time for the applicant to submit their home care aid application to the Department of Health, there is a social security form that they can fill out to explain their situation as to why they don't have a social security number.

You are required by state and federal law to provide a social security number with your application. If you do not have a social security number at the time you send in your home care aid application, please read, complete, and return the form below with your application.

https://www.doh.wa.gov/portals/1/Documents/Pubs/600057.pdf

Q: Where can I find the I-9 and W-4 forms?

A: You can find the I-9 form at **www.uscis.gov** and the W-4 form at **www.irs.gov** .
Please see below for direct links for the forms:

www.irs.gov/pub/irs-pdf/fw4.pdf

www.uscis.gov/sites/default/files/document/forms/i-9-paper-version.pdf

Q: In the Employee handbook it says you have to give so many days of vacation? What is mandatory to do?

A: Vacation and holiday leave are not required by Washington law, so there is nothing at the state level mandating any particular number of vacation days.

Q: What is the basis for an employee to be considered exempt or non-exempt employee?

A: The primary difference between exempt and non-exempt is their eligibility for overtime pay. Under Federal law, that status is determined by the Fair Labor Standards Act (FLSA). Exempt employees are not entitled to overtime pay, while non-exempt employees are. In order to qualify as exempt, certain criteria must be met.

Q: Is the AFHC and DSHS planning to increase the Medicaid Residents rate for us to be able to give more benefits and compensation?

A: Yes, the Medicaid reimbursement rate is negotiated between the AFH Council and DSHS every two years and the rates are published in the collective bargaining agreement. Part of the daily rate is to offset some of the costs of insurance for the provider and training.

Q: Can we have a list of caregiver job posting sites?

A:

www.indeed.com

www.connecttocarejobs.com

www.worksourcewa.com

www.simplyhired.com

www.ziprecruiter.com

www.mycnajobs.com

www.care.com

Q: Can you explain what Paid Family and Medical Leave is?

A: Paid Family and Medical Leave is a statewide insurance program and is funded by premiums paid by the employer and employee. Employers are required to withhold this amount from each employee's paycheck. Employers with fewer than 50 employees do not have to pay the employer portion of the premium. Paid Family and Medical Leave is a program the employee can sign up for with the state on their own to provide paid time off for a qualifying event.

Please see below for more information on how Paid Family and Medical Leave works:
https://paidleave.wa.gov/find-out-how-paid-leave-works/

Q: Are live-in caregivers considered to be exempt employees?

A: Workers who are required to sleep or reside at the place of employment are typically exempt from minimum wage.

Q: Does Paid Family and Medical Leave include adult children?

A: Yes, Paid Family and Medical Leave does include adult children.

Q: I have an employee that works 2 days as a domestic live-in and 3 days of just daytime hours, how can I calculate the hours?

A: Calculate how many hours they are doing a live-in shift and only add the hours they are physically working. Add the 3 daytime hour shifts to the live-in hours (actual time worked). Keep in mind if they are working over 40 hours in a workweek, they would be eligible for overtime at 1.5 times their regular hourly rate.

Q: Can employees use sick leave for vacation time?

A: Under paid sick leave law, employees are not permitted to use sick leave for vacation purposes. However, if the employer offers vacation leave or paid time off (PTO), that person would be able to use those days for vacation or for sickness.

Q: What can employees use sick leave for?

A: Employees may use paid sick leave to care for their health needs or the needs of their family members. When the employee's workplace or their child's school or place of care has been closed by a public official for any health-related reason. For absences that qualify for leave under the state's Domestic Violence Leave Act. Employers may allow employees to use paid sick leave for additional purposes.

Q: How much paid sick leave does an employee get?

A: At minimum employees must be provided with one hour of paid sick leave for every 40 hours worked. You must provide paid sick leave to all your employees regardless of whether they are full-time, part-time or temporary.

Q: Is the employer required to hire an employee back after they have been on Paid Family and Medical Leave?

A: If you have 50 or more employees, your employees are eligible for job protection for the duration of their leave, provided they have worked for you for 12 months or longer and have worked 1,250 hours (about 24 hours a week) in the year before the first day they take leave.

If you have under 50 employees, you wouldn't have to hold their position. It is best practice to have some form of documentation if you are aware an employee is going on leave for an extended period. Yes, Paid Family and Medical Leave does include adult children.

Q: After an employee is terminated when is the final paycheck due?

A: Washington state law requires that final paychecks be paid on the next scheduled payday, regardless of whether the employee quits or was terminated.

Q: How do I terminate an employee for poor performance?

A: Not all situations are going to be the same, but you can make vital preparations to make the conversation go as smoothly as possible. You want to make sure that the decision is objectively based on measurable performance issues.

Properly terminating an employee due to poor performance can be summarized in the following steps:
- Document evidence regarding the employee's performance.
- Review the job description and set clear expectations with the employee.
- Follow up with the employee regarding their progress.
- Terminate the employee if they fail to meet the requirements and provide the documentation.

QUESTIONS?

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