

Section 12 – Human Resources

Overview

The Human Resources function often includes a variety of activities, such as recruitment and training of employees, maintaining current job descriptions on all positions, pay and compensation, maintaining employee manuals, maintaining employee personnel files, and ensuring compliance with established policies and procedures as well as federal and state regulations. Each of these activities are discussed below.

Recruitment and Training of Employees

This includes the advertisement of open positions; review of applications received to determine whether applicants meet minimum qualifications; verification of applicants' education, experience, or certifications; and training of new employees regarding the entity's policies and procedures. Other responsibilities assigned to Human Resources may include routine training of employees and maintaining records for continuing education for employees with professional certifications.

Job Descriptions

To ensure that qualified employees are hired and that employees understand the responsibilities of their positions, job descriptions should be established for each position in the entity. Job descriptions should describe the responsibilities assigned to the position as well as the minimum qualifications, such as education, experience, or certification requirements. To assist with compliance with the Americans with Disabilities Act, job descriptions should also include information on the working conditions of the position (environmental and physical demands) such as physical and dexterity requirements, environmental hazards and sensory requirements. Human Resources is also charged with regular review of pay and benefits to ensure compensation is commensurate with the job description and local market conditions.

Employee Manual

It is vital that the governing body establish personnel policies and procedures. Such policies and procedures should be codified into an employee manual and describe the entity's policies regarding hours of work, leaves of absence, performance evaluations, promotion procedures, classification and pay schedules, and discipline and discharge procedures and a description of the employee complaint process. Each employee must be provided a copy, or access to a copy, of the entity's employee manual. The entity should maintain documentation evidencing that its policies were communicated to employees, and such documentation may be needed in case of litigation concerning the reprimand or dismissal of an employee.

Personnel Files

Personnel files should document all activities related to employees, including, but not limited to, the following:

- Employee application
- Documentation of verification of education, experience, and certifications
- Results of any background checks
- Date of hire, including classification and starting pay
- Direct deposit authorization, if applicable
- Policy acknowledgement documentation
- Property checklist (listing of assigned municipality assets)
- Optional benefits authorized by the employee
- Performance evaluations
- Salary changes, promotions, demotions, commendations, and reprimands, if any
- Training completed
- Medical documents as required by position or law (e.g., FMLA, Workers Comp, OSHA, etc.)
- Termination documentation (e.g., letter of resignation, exit interviews)

Entity Policies and Procedures

Human Resources should ensure that established policies and procedures are followed for certain personnel actions, such as verification of qualifications of new hires and employees recommended for promotion or termination, frequency of performance evaluations, training, and exit interviews.

Federal and State Regulations

There are many federal and state regulations that apply to employees, including minimum wage requirements, overtime issues, discriminatory laws, workplace safety, family and medical leave, and accommodations for persons with disabilities. It is advisable to consult with the entity's legal counsel to ensure compliance with applicable regulations.

References

Internal Revenue Service – <https://www.irs.gov/pub/irs-pdf/p15.pdf>

U.S. Department of Labor – <http://www.dol.gov/>

U.S. Equal Employment Opportunity Commission – <http://www.eeoc.gov/>

Florida Commission on Human Relations – <http://fchr.state.fl.us/>

Part I, Chapter [2](#), Florida Civil Rights Act.

Section [112.313](#), F.S. – Standards of conduct for public officers, employees of agencies, and local government attorneys