# **Table of Contents**

CHA	PTER 1.	HIRING1-1
1.1	Employm	nent Applications
	1.1.1	What Should Be Avoided1-2
	1.1.2	What Should Be Included
1.2	Interview	s 1-7
1.2A	Social M	edia Sites
1.3	Reference	es
1.4	Polygrapl	h Testing
1.5	Drug and	Alcohol Testing
1.5A	Medical l	Examinations
1.5B	Criminal	Background Checks
1.6	Consume	r Reports
1.7	Offer Let	ters1-13
1.8	Rejection	Letters
1.9	Negligen	t Hiring and Retention1-14
1.10		es
	1.10.1	Hiring Veterans1-16
1.11	Apprentic	ceship Programs
1.12		nt Protection and Affordable Care Act, New Hire and
	Payroll R	equirements
FORM	AS	
Form	1.1A	Employment Application
Form	1.1B	Employment Application1-21
Form	1.1C	Employment Application
Form	1.1D	Information for Applicant
Form	1.1E	Equal Employment Opportunity Information Form
Form	1.1F	Employment Eligibility Verification, Form I-91-33
Form	1.2A	Hiring—Interview Tips
Form	1.2B	Interview Form
Form	1.2C	Sample General Guidelines for Pre-employment Inquiries 1-42
Form	1.2D	Policy for Management Personnel Regarding the Use of
		Social Media Sites and Other Internet Sources in the
		Hiring Process
Form		Reference Release Form
Form		Reference Questions
Form		Applicant Substance Abuse Screening Program Policy 1-47
Form	1.5B	Alcohol- and Drug-Testing Policy

Form 1	.5C	Informed Consent and Release for Drug or Alcohol Testing 1-52
Form 1	.5D	Sample Letter to Applicant/Employee Regarding Positive Drug/Alcohol Test Result
Form 1	.5E	Suspected Drug/Alcohol Abuse Behavior Documentation Form
Form 1	.6A	Fair Credit Reporting Act Disclosure
Form 1		A Summary of Your Rights Under the Fair Credit
		Reporting Act—Attachment
Form 1	.6C	Sample FCRA Pre-Adverse Action Notice
Form 1	.6D	Job Applicant Fairness Act Disclosure1-59
Form 1	.6E	Sample FCRA Adverse Action Disclosure
Form 1	.7A	Offer Letter
Form 1	.7B	Offer Letter
Form 1	.8A	Rejection Letter
Form 1	.8B	Rejection Letter1-63
Form 1	.10	Minnesota New Hire Registry Reporting Form
СНАР	TER 2.	EMPLOYER-EMPLOYEE RELATIONSHIP AND
		EMPLOYMENT CONTRACTS2-1
2.1	Employ	ee or Contractor Status2-1
2.2	Written	Employment Agreements
	2.2.1	Preamble
	2.2.2	Duties
	2.2.3	Term of Employment
	2.2.4	Compensation and Benefits
	2.2.5	Restrictive Covenant, Trade Secret, and Confidentiality
		Provisions
	2.2.6	Alternative Dispute Resolution2-8
	2.2.7	Waiver of Jury Trial and Statute of Limitations2-8
	2.2.8	Choice of Law and Forum Selection Clauses
	2.2.9	Inventions and Improvements
	2.2.10	Protections Against Employee's Obligations to a Former Employer
	2.2.11	Non-waiver of Rights
	2.2.12	Integration Clause and Subsequent Amendments
2.3	Collecti	ve Bargaining2-12
2.4		iceship Programs
2.5		Requirements of National Labor Relations Act 2-12.2
FORM	IS	
Form 2	2.1	Checklist for Contractor Status Unemployment Insurance 2-12.3
Form 2.1A		Short Form Independent Contractor Letter Agreement 2-14

Form	2.1B	Independent Contractor Agreement
Form 2.2A		Employment Agreement with Restrictive Covenant;
		1-Year Term with Right to Terminate Without Cause
		on 30 Days' Notice; Transfer of Intellectual Property
		to Employer2-20
Form	2.2B	Employment Agreement for Definite Term; Subject to
		Limited Rights to Terminate for Cause, Arbitration Clause
E	2.20	
Form	2.2C	At-Will Agreement Emphasizing Trade Secrets, Intellectual Property Protection, and Restrictive Covenant 2-37
Form	2.2D	Executive Employment Agreement for Specified Term;
		Termination for Cause; Resignation for Good Reason;
_	• •=	Severance Benefits
Form	2.2E	Officer Employment Agreement for Term of Years;
E	2 2E	Conditions for Severance (Including Change of Control) 2-52
Form:		Offer Letter, Employment Agreement, Severance Benefits 2-62
Form	2.2.6A	Jury Trial Waiver Agreement for Inclusion in Employment Agreement
E	2.2.CD	
rorm .	2.2.6B	Jury Trial Waiver Agreement for Inclusion in Employment Agreement
Form	2.4	Employee Rights Under the National Labor
TOTH	∠ <b>.</b> ∓	Relations Act
CHAI	PTER 3.	WAGE AND HOUR LAW3-1
3.1	Interpla	y of Federal and State Law
3.2	Fair Lal	por Standards Act
3.2A	Break T	ime under the FLSA
3.2B	Internsh	nips
3.2C	Appren	ticeships
3.2D	Joint Er	mployment under the FLSA
3.2E	Updates	s to the Regulations Governing Overtime-
	Exempt	Employees under the FLSA
3.3	Minnes	ota Minimum Wage and Overtime Requirements
	3.3.1	Minneapolis Minimum Wage Ordinance
	3.3.2	Minneapolis and St. Paul Sick Leave and Safe Time Ordinances
3.4	Minnes	ota Fair Labor Standards Act and Payment of
J. 1		Act
	3.4.1	Definition of Wage
	3.4.2	Payment of Wages
	3.4.3	Deductions from Wages and Payment of Wages upon
	2	Termination and Resignation
	3.4.4	Employee Action to Recover Unpaid Wages

3.5		for Equal Work	3-8
3.6		f Regulations, Record Retention, and Inspection of	
		cords	
3.7		or	
3.8		ent of Wages and Support Enforcement Withholdings	
3.9		Compensation and Unemployment Insurance	
3.10		iality and Wages	
FORM	ΛS		12.1
Form	3.2A	Wage Law/FLSA Exempt Employee (Job Duties) Classification Guide	12.1
Form	3.2B	Policy Regarding Exempt/Nonexempt Employment Categories	3-13
Form	3.2C	Work Schedules	
Form	3.2D	Overtime Policy3	
Form	3.2E	Overtime Policy	
Form	3.2F	Working Hours and Conditions	
Form	3.2G	Timekeeping3	
Form	3.2H	Employee Rights Under the Fair Labor Standards Act 3-1	
Form	3.4.2A	Compensation Policy	
Form	3.4.2B	Paydays 3	
Form	3.4.2C	Administrative Pay Corrections	
Form	3.4.3A	Pay Deductions and Salary Advances	3-20
Form	3.4.3B	Wage Withholding Authorization	3-21
Form	3.4.3C	Wage Deduction Authorization	3-21
Form	3.9	Workers' Compensation Insurance	3-22
Form	3.9A	Ill/Injured Employee Release Form	3-22
CHAI	PTER 4.	RECORD RETENTION	4-1
4.1	Federal R	ecordkeeping Requirements	4-2
4.2	Minnesot	a Recordkeeping Requirements	4-4
4.3		Iaintain Employment Records and Personnel blicies	4-6
4.4	Record-R	etention Policies	4-7
4.5	Litigation	Considerations	4-9
FORM			
Form	4.1A	Employment Record-Retention Chart Summary	l-11
Form	4.1B	Excerpts, Standard Form 100 (EEO-1 Report) (Announced January 27, 2006)	1-16
Form	4.3A	Notice of Rights Regarding Personnel Records	
Form		Information Changes	
Form		Guidelines for Employee Personnel Files	
Form	4 4 A		1-24

Form 4.4B		Short Form Record-Retention Policy	4-25	
Form 4.4C		Comprehensive Document-Retention Policy		
CHAI	PTER 5.	DISCRIMINATION AND HARASSMENT	5-1	
5.1	State an	nd Local Laws against Discrimination in Minnesota	5-1	
	5.1.1	The Administrative Process under the MDHR	5-3	
5.2	Title VI	I of the Civil Rights Act of 1964	5-4	
	5.2.1	Scope of Title VII's Non-discrimination Provisions	5-4	
	5.2.2	The Administrative Process under Title VII	5-6	
5.3	Sexual	Harassment	5-8	
	5.3.1	Definition of Sexual Harassment	5-8	
	5.3.2	Employer Liability—Quid Pro Quo and Hostile Environment	5-8.2	
	5.3.3	Devising an Effective Sexual Harassment Policy	5-9	
	5.3.4	Conducting Harassment Training	5-9	
	5.3.5	Investigating Employee Harassment Complaints and Taking Corrective Action	5-10	
5.4	The Am	nericans with Disabilities Act		
	5.4.1	Requirements of the ADA	5-13	
	5.4.1A	Guidance for Mental Disabilities		
	5.4.2	Developing Job Descriptions		
	5.4.3	Leave as a Reasonable Accommodation		
5.5	The Age	e Discrimination in Employment Act of 1967		
	and Min	nnesota Prohibition against Age Discrimination	5-16.4	
5.6	Require	ements for Equal Pay	5-18	
5.6A		ned Services Employment and Reemployment Act	5-18.3	
5.7	Retaliat	tion	5-18.3	
5.7A		Enforcement Guidance on Retaliation and Related Issues		
5.7B		ient Protection and Affordable Care Act		
5.7C	The Mi	nnesota Whistleblower Act	5-18.8	
5.7D	Guideli	nes on Avoiding Retaliation Claims	5-18.11	
5.8	Minnes	ota Medical Cannabis	5-18.12	
5.9	Commo	on Law Tort Claims Arising Out of Discrimination	5-18.12	
	5.9.1	Intentional Infliction of Emotional Distress	5-18.12	
	5.9.2	Assault and Battery	5-19	
	5.9.3	Defamation	5-20	
	5.9.4	Wrongful or Abusive Discharge	5-20	
	5.9.5	False Imprisonment	5-21	
	5.9.6	Invasion of Privacy	5-21	
FORM	/IS		5-21	
Form:	5A	Equal Employment Opportunity Policy	5-21	

Form	5B	Equal Employment Opportunity Policy	5-22
Form	5C	Equal Employment Opportunity is the Law	5-23
Form	5.3.3A	Short Form Harassment Policy	5-24.1
Form	5.3.3B	Long Form Harassment Policy	5-24.1
Form	5.3.3C	Long Form Harassment Policy	5-25
Form	5.3.3D	Combined Discrimination and Harassment Policy	5-27
Form	5.3.3E	Combined Discrimination and Harassment Policy	5-29
Form	5.3.3F	Complaint Form	5-30
Form	5.3.4A	Acknowledgment Form of Harassment	
		Policy and Training	
Form	5.3.5A	Sexual Harassment Investigative Question Checklist	5-32
Form	5.4A	Americans with Disabilities Act of 1990 ("ADA")	
		Policy	
Form		Americans with Disabilities Accommodations	5-34
Form	5.4C	Policy for Management Personnel Describing the	5.06
-	5 4D	Americans with Disabilities Act of 1990 ("ADA")	5-36
Form	5.4D	Policy for Management Personnel Describing the Americans with Disabilities Act ("ADA")	5_37
Form	5.4.1A	Sample Job Description Form	
TOIII	J. <del>4</del> .1A	Sample 300 Description Form	
СНА	PTER 6.	EMPLOYEE PERFORMANCE, WORK RULES,	
		DISCIPLINE, AND PROBLEM RESOLUTION	6-1
6.1	Performa	nce Policies and Evaluations	6-1
		Initial Introductory Periods	
		Formal Performance Appraisals	
		Regular Documentation of Employee Performance	
6.2		e Conduct and Work Rules	
6.3		ary Policies and Procedures	
	-	Progressive Discipline	
		Disciplining Employees	
6.4		Resolution	
	6.4.1	Formal Problem-Resolution Policies	6-8
	6.4.2	Informal "Open Door" Policies	6-8
FORI	MS	*	6-9
Form	6.1.1A	Probationary Period Policy	6-9
Form	6.1.1B	Probationary Period Policy	6-9
Form	6.1.1C	Review Following Orientation and Training Period	
Form	6.1.2A	Performance Review	
Form	6.1.2B	Performance Evaluation	6-10
Form	6.1.2C	Performance Evaluations	6-11
Form	6.1.2D	Performance Reviews	

Form	6.1.2E	Performance Appraisal Worksheet	6-12
Form	6.1.2F	Self-Evaluation	6-15
Form	6.1.2G	Self-Appraisal	6-17
Form	6.2A	Standards of Conduct	6-19
Form	6.2B	Employee Conduct and Work Rules	6-20
Form	6.3	Disciplinary Policy	6-21
Form	6.3.1A	Code of Conduct and Progressive Discipline Policy	6-21
Form	6.3.1B	Standards of Conduct and Progressive Discipline	6-23
Form	6.3.2A	Discipline Documentation Form	6-25
Form	6.3.2B	Discipline Checklist for Use by Supervisors and Managers	6-27
Form	6.3.2C	Employee Warning Notice	6-28
Form	6.3.2D	Employee Plan for Improvement	6-29
Form	6.3.2E	Sample Memo to File—Oral Reprimand	6-30
Form	6.3.2F	Written Reprimand	6-31
Form	6.4.1A	Employee Complaints/Problem Resolution	6-32
Form	6.4.1B	Formal Complaint Procedure	6-33
Form	6.4.1C	Problem Resolution	6-34
Form	6.4.2A	Open Door Communications	6-35
Form	6.4.2B	Open Communication Policy	6-35
		OF ABSENCE	7-1
7.1	and Parent	d Medical Leave Act of 1993, Minnesota Pregnancy al Leave Law, Minnesota Sick or Injured Child  e	7-1
7.2		eave	
7.3			
7.4	-	e	
7.4A		e for Federal Contractors	
7.5		Jury Duty and Court Appearances	
7.6		ave	
7.7	_	eave	
7.8	-	eave	
7.9		ent Leave	
7.10		al Leave	
7.11	Bone Mari	row Donation Leave	7-11
7.12	Civil Air P	Patrol Leave	7-11
7.13		nion Officials Leave	
7.14		Iothers Break Time	
7.15	_	Holidays and Observances	
7.16	-	Off Policies	7-12

FORMS	7-13
Form 7.1A	Short Form FMLA, Parental Leave, and Sick or Injured Child Care Leave Policy
Form 7.1B	Long Form FMLA, Parental Leave, and Sick or Injured Child Care Leave Policy
Form 7.1B(1)	Military Leave Insert for Family and Medical Leave Policies
Form 7.1C	Request for Family and Medical Leave, Parental Leave, or Sick or Injured Child Care Leave
Form 7.1D	Employer Response to Employee Request for Family and Medical Leave
Form 7.1D(1)	Designation Notice for Family and Medical Leave
Form 7.1E	Department of Labor — Rights under the Family and Medical Leave Act
Form 7.1E(1)	Military Family Leave7-25
Form 7.1F	Certification of Health Care Provider for Employee's Serious Health Condition (Family and Medical Leave Act of 1993 ("FMLA"))
Form 7.1F(1)	Certificate of Health Care Provider for Family Member's Serious Health Condition (Family and Medical Leave Act of 1993 ("FMLA"))
Form 7.1F(2)	Certificate of Qualifying Exigency for Military Family Leave (Family and Medical Leave Act of 1993 ("FMLA"))
Form 7.1F(3)	Certificate for Serious Injury or Illness of Covered Service Member (Family and Medical Leave Act of 1993 ("FMLA"))
Form 7.1G	Family and Medical Leave of Absence Return to Work Certification
Form 7.1H	Sample Letter Concerning Family and Medical Leave Expiration
Form 7.1I	Medical Leave of Absence Policy (for Employers with Less than 21 Employees)
Form 7.2A	Vacation Policy
Form 7.2B	Vacation Policy
Form 7.3A	Holiday Policy7-36
Form 7.3B	Paid Holidays
Form 7.4A	Sick Leave Policy
Form 7.4B	Sick Leave Policy
Form 7.4C	Sick and Safe Time Policy (Minneapolis Compliant)7-39
Form 7.4D	Sick and Safe Time Policy (Saint Paul Compliant) 7-40.2
Form 7.4E	Sick and Safe Time Policy (Duluth Compliant)
Form 7.4F	Sick or Injured Child Care Leave Policy
Form 7.4G	Bone Marrow Leave Policy

Form	7.4H	Parental Leave of Absence Policy	).7
Form	7.4I	Paid Sick Leave for Federal Contractors	).8
Form	7.5A	Jury Leave Policy	).9
Form	7.5B	Jury Duty and Court Appearances Policy	).9
Form	7.6A	Voting Leave Policy	10
Form	7.6B	Voting Leave Policy7-	41
Form	7.7A	Military Leave Policy7-	41
Form	7.7B	Military Leave Form Letter	41
Form	7.7C	Department of Labor—Rights under Uniformed	
		Services Employment and Reemployment Rights Act	
Form		Personal Leave Policy	
Form	7.9A	Bereavement Leave Policy	
Form	7.9B	Bereavement Leave Policy	
Form	7.10	Educational Leave Policy	
Form	7.15A	Religious Holidays and Observances	46
Form	7.15B	Religious Holidays and Observances	
Form	7.16	Paid Time Off Policy	47
СНА	PTER 8.	EMPLOYEE HANDBOOKS8	<b>3-1</b>
8.1	Reasons	s to Adopt an Employee Handbook	8-1
8.2		g Policies and Procedures	
8.3	Subjects	s to Be Covered in Employee Handbooks	s-4
	8.3.1	Employee Acknowledgment	<b>5-4</b>
	8.3.2	At-Will Employment8	5-5
	8.3.3	Disclaimer of Contractual Rights	5-5
	8.3.4	Equal Employment Opportunity; Sexual Harassment and Other Unlawful Harassment8	8-6
	8.3.5	Americans with Disabilities Act ("ADA")	
	8.3.6	Employment Classification as Non-Exempt or Exempt	
	8.3.7	Wages, Compensation, and Hours of Work8-6	
	8.3.8	Benefits and Leave	
		8.3.8.1 Health Insurance Benefits:	
		Compliance with the Patient	
		Protection and Affordable	
		Care Act (PPACA)	-7
		8.3.8.2 Health Insurance Benefits:	
		Cost-Benefit Analysis and Tips	
	0.2.0	for Implementation	
	8.3.9	Performance, Discipline, and Problem Resolution	
	8.3.10	Attendance and Inclement Weather	
	8.3.11	Drug and Alcohol	
	8.3.12	Work Rules/Code of Conduct	-9

8.3.13	Dress Code	8-9
8.3.14	Search, Privacy, and Use of Company Electronic	
	Equipment	8-9
8.3.14A	Use of Social Media Services	8-9
8.3.15	Use of Company Equipment 8-1	10.2
8.3.16	Conflicts of Interest	10.2
8.3.17	Outside Employment/Moonlighting	3-11
8.3.18	Solicitation	3-11
8.3.19	Confidentiality	3-11
8.3.20	Notice of Right to Access Personnel Files	3-11
8.3.21	Other	3-11
FORMS		3-12
Form 8.3A	Sample Index to a Comprehensive Employee Handbook	
	for a Large Employer	3-12
Form 8.3B	Employee Handbook Checklist	3-17
Form 8.3C	Employee Handbook Review	3-21
Form 8.3.1A	Employee Acknowledgment Form	3-24
Form 8.3.1B	Employee Acknowledgment Form 8-2	24.1
Form 8.3.1C	Employee Acknowledgment of New or Revised Policy 8-2	24.1
Form 8.3.2	"At-Will" Employment	3-25
Form 8.3.3	Contract Disclaimer Provision	3-25
Form 8.3.10	Attendance and Punctuality	3-26
Form 8.3.11A	Alcohol and the Workplace Policy for Private Employers 8	3-26
Form 8.3.11B	Alcohol Consumption at Business Functions	3-27
Form 8.3.11C	Drug and Alcohol Policy for Federal Contractors	3-27
Form 8.3.11D	Drug and Alcohol Testing	3-28
Form 8.3.11E	Certificate of Receipt	3-31
Form 8.3.13	Professional Dress Code	3-32
Form 8.3.13A	Fragrance Free Workplace	3-34
Form 8.3.14A	Use of Social Media - Social Networks, Web Logs,	
	Web Forums, PDAs, etc	
Form 8.3.14B	Social Media Policy8-3	
Form 8.3.15A	Use of Company Equipment	34.5
Form 8.3.15B	Use of Phone and Mail Systems	34.5
Form 8.3.15C	IT Equipment and Computer Check-out Policy 8-3	34.6
Form 8.3.16	Conflicts of Interest	3-35
Form 8.3.17	Outside Employment (Moonlighting)	3-36
Form 8.3.18	Non-solicitation	3-36
Form 8.3.19A	Employment Reference Checks	3-37
Form 8.3.19B	Cellular Phone	3-38
Form 8.3.19C	Use of Camera Phones	3-38
Form 8.3.19D	Workplace Safety	3-39

Form	8.3.19E	Workplace Safety/Security	8-40
Form	8.3.19F	Business Travel Expenses	8-41
Form	8.3.19G	Visitors in the Workplace	8-42
Form	8.3.19H	Policy and Procedures for Receipt, Retention, and Treatment of Complaints and Concerns Regarding Accounting Controls and Auditing Matters (Whistleblower Policy)	8-43
Form	8.3.19I	Re-Employment of Former Employees	
	8.3.19J	Return of Company Property	
	8.3.19K	Office Etiquette	
Form	8.3.19L	Employee Referral Policy	8-47
Form	8.3.19M	Employment of Relatives	
Form	8.3.19N	Non-Fraternization Policy	8-48
Form	8.3.190	Suggestions	8-48
Form	8.3.19P	Bulletin Boards	8-49
Form	8.3.19Q	Smoking and Tobacco Policy	8-49
Form	8.3.19R	Tuition Reimbursement	8-50
Form	8.3.19S	Parking Policy	8-51
Form	8.3.19T(1)	Fitness Center Policy	8-51
Form	8.3.19T(2)	Fitness Center Release and Waiver of Liability and Assumption of Risk	8-51
Form	8.3.19U(1)		
Form	8.3.19U(2)		
Form	8.3.19U(3)	Responsibility for Personal Vehicle Safety and Insurance	8-58
Form	8.3.19U(4)		
Form	8.3.19U(5)		
	8.3.19V	Infectious Disease Policy	
Form	8.3.19W	Non-Retaliation Policy	
СНА	PTER 9.	WORKPLACE PRIVACY	9-1
9.1	Low-Tech	h Traditional Search and Surveillance of Employees	9-2
		Employee Privacy Tort Causes of Action	
	9.1.2	Traditional Search and Surveillance Policies	9-3
9.2	Electronic	c Systems and Communications Present New Challenges	9-4
	9.2.1	Statutory Limitations on Monitoring Electronic	
		Communications	
		Electronic Use Policies	
	9.2.3	The Computer Fraud and Abuse Act	9-8
9.3	Improper	Disclosure of Private Information	9-8.1

FORM	S	
Form 9	.1A	Workplace Searches
Form 9	.1B	Workplace Privacy9-11
Form 9	.1C	Personal Mail Policy
Form 9	.1D	Employee Consent to Use Name or Likeness
Form 9	2.2A	Short Form Use of Electronic Mail Systems and Voice Mail (with Acknowledgment Form)
Form 9	.2B	Long Form Use of the Company's Electronic Systems Policy
Form 9	.2C	Long Form Computer, E-mail, and Internet Policy9-17
Form 9	.2D	Employee Acknowledgment Form Concerning Use of Electronic Systems
Form 9	0.3	Employee Authorization Form to Use and Disclose Protected Health Information
Form 9	34	Employee Consent for Release of Personnel File
Form 9		Checklist for Avoiding Employee Privacy Claims
CILAD	TED 10	TDADE SECRETS DESTRICTIVE COVENANTS
СНАР	TER 10.	TRADE SECRETS, RESTRICTIVE COVENANTS, AND CONFIDENTIALITY AGREEMENTS10-1
10.1	Trade Se	crets Statutory and Case Law Considerations
10.1A	The Defe	end Trade Secrets Act
10.2	Preventir	ng the Misappropriation of Trade Secrets
10.3	Employe	e Covenants of Non-competition and Non-solicitation
	10.3.1	Consideration
	10.3.2	Business Interests
	10.3.3	Scope
	10.3.4	Additional Necessary Provisions
	10.3.5	Enforcement and Remedies
10.4	Confiden	tiality and Non-disclosure Agreements
FORM	S	
Form 1	0.2A	Sample Memorandum Reminding Employees of Confidentiality Obligations
Form 1	0.2B	Checklist for Protecting Trade Secrets
Form 1	0.3A	Non-competition, Non-solicitation, and Confidentiality Agreement
Form 1	0.3B	Non-competition, Non-solicitation, and Confidentiality Agreement
Form 1	0.3C	Restrictive Covenant and Confidentiality Agreement
Form 1		Confidentiality, Intellectual Property, and Non-competition Agreement
Form 1	0.3E	Sample Letter to Former Employee Regarding  Restrictive Covenant Obligations (Agreement) 10-34

Form 10.3F Form 10.3G		Sample Letter to Former Employee Regarding Continuing Confidentiality Obligations (No Written Agreement)				
		Letter to New Employer Regarding Former Employee's Restrictive Covenant Agreement and Knowledge of Trade Secrets				
Form 10.3.5A		Non-compete Provision with Liquidated Damages				
		Clause for Inclusion in Employment Agreement				
Form 10.4A		Employee Handbook Confidentiality Provision				
Form 10.4B Form 10.4C		Confidentiality Agreement				
FOIII	10.4C	Non-disclosure and Confidentiality Agreement				
СНАІ	PTER 11.	TERMINATION OF THE EMPLOYMENT RELATIONSHIP				
11.1		tion of At-Will Employees, Exceptions to				
	At-Will	Employment11-1				
	11.1.1	Statutory Exceptions to At-Will Employment				
	11.1.2	Judicial Exceptions to At-Will Employment11-4				
		11.1.2.1 Implied Contracts				
		11.1.2.2 Wrongful Discharge in Violation of Public Policy				
11.2	Termina	nation of Employment for a Definite Term				
11.3		ee Resignation as Constructive Discharge				
11.4		nination Review				
11.5	Termina	Termination Policies				
	11.5.1	Final Paychecks and Benefits				
	11.5.2	Re-employment and References				
	11.5.3	Exit Interviews				
11.6	Termina	tion Letters11-11				
11.7	Reduction	ctions in Force ("RIF")				
11.8	Employment Separation and Termination Agreements					
	11.8.1	Severance Payment				
	11.8.1A	Nonqualified Deferred Compensation Plans under Section 409A				
	11.8.2	Release of Claims				
	11.8.3	Additional Terms in Separation and Termination				
		Agreements				
11.9	Employe	ee Settlement Agreements				
FORM	1S					
Form 11.4		Pre-dismissal Risk Assessment				
Form 11.5A		Termination Policy				
Form 11.5B		Termination Policy				

Form 11.5C	Termination/Severance Policy	11-25
Form 11.5D	Continuation of Health Coverage ("COBRA") Policy	11-26
Form 11.5E	Checklist for COBRA Administration	11-27
Form 11.5F	Employee Departure; Return of Company Property	
	Policy	
Form 11.5G	Rehire Policy	11-29
Form 11.5H	Reference Policy	11-29
Form 11.5I	Sample Reference Letter	11-30
Form 11.5J	Reference Authorization and Release of Liability	11-30
Form 11.5K	Exit Interview Policy	11-30
Form 11.5L	Employee Exit Interview/Separation Checklist	11-31
Form 11.5M	Exit Interview Information (for Employer to Complete)	11-32
Form 11.5N	Separation Survey (for Employee to Complete)	11-33
Form 11.6A	Termination Letter for At-Will Employee	11-36
Form 11.6B	Termination Letter (Reminding Employee of	
	Contractual Obligations)	11-37
Form 11.6C	Truthful Reason for Termination	11-39
Form 11.7A	Sample Warn Letter to State	
Form 11.7B	Sample Warn Letter to Employee	11-40
Form 11.8A	Short Form Checklist of Points for Consideration of	
	Items That May Be Included in Any Separation and/or	11.40
E 11.0D	Settlement Agreement	11-40
Form 11.8B	Employment Separation Agreement and Release	11 42
Form 11.8C	(Employee 40 Years of Age and Older)	11-42
roilli 11.8C	Employment Separation Agreement and Release (Employee under 40 Years Old)	11-46
Form 11.8C2	Negotiated Reference (Attachment)	
Form 11.8D	Long Form Separation Agreement and Mutual	11 50
10IIII 11.0D	Release with Restrictive Covenants and Arbitration	
	(for Executive 40 Years of Age and Older)	11-51
Form 11.8E	Long Form Separation Agreement and Mutual Release	
	with Restrictive Covenants and Arbitration	
	(for Executive under 40 Years of Age)	11-63
Form 11.8E2	Sample Waiver and General Release: Group Layoffs of	
	Employees Age 40 and Over	11-74
Form 11.8.2A	Family and Medical Leave Act Provision for Inclusion in Separation/Settlement Agreement	11 76 1
E 11 0 A		. 11-70.1
Form 11.9A	Short Form Settlement Agreement of Litigation Claims with Mutual Releases (Employee under	
	40 Years Old)	. 11-76.1
Form 11.9B	Short Form Settlement Agreement of Litigation Claims	
	with Mutual Releases (Employee 40 Years of	
	Age and Older)	11_78

Form 11.9C	Long Form Settlement Agreement of Claims and General Release (Employee 40 Years of Age and Older)					
Form 11.9D	Long Form Settlement Agreement of Claims and General Release (Employee under 40 Years of Age)					
Form 11.10	Internal Revenue Code Section 409A Compliance Checklist for Employment Separation/Severance Agreements Providing for Nonqualified Deferred Compensation					
CHAPTER 12		FIVE DISPUTE RESOLUTION				
12.1 What Is	ADR?		12-1			
12.2 The Ad	vantages and D	isadvantages of ADR	12-2			
12.3 Mediation						
12.4 Arbitrat	ion		12-3			
12.4.1	Legal Basis o	of Employment Arbitration	12-4			
12.4.2	Arbitration P	olicies and Agreements	12-6			
	12.4.2.1	What Kind of Document Is Required for an Arbitration Agreement?				
	12.4.2.2	Consideration Required to Support the Arbitration Agreement	12-7			
	12.4.2.3	Bargaining Power	12-8			
12.4.3	Specific Provisions for Inclusion in Arbitration					
	Agreements .		12-8			
FORMS			12-14			
Form 12.3A	Stand-Alone, Short Form Policy for Mediation of Employment Disputes (Non-mandatory, Pre-dispute) 12-14					
Form 12.3B	Policy with Procedure for Mediation of Employment Disputes (Mandatory, Pre-dispute,					
		owledgment Form)	12-15			
Form 12.3B2	Agreement to Mediate Employment Disputes (Attachment)					
Form 12.3C	Agreement to Mediate and Maintain Confidentiality (Short Form Post-dispute)12-1					
Form 12.3D	Employment Mediation Rules (AAA Rules and Procedure)					
Form 12.3E1	Four-Step	Dispute-Resolution Procedure; Open Door				
E 10 2E2		r Review, Mediation, Arbitration				
Form 12.3E2		and Acknowledgment Form (Attachment)	12-24			
Form 12.3F	Employee Dispute-Resolution Program (Mandatory Mediation, Arbitration)					
Form 12.4A	Comprehei	nsive Agreement to Arbitrate	12-27			

Form 12.4B	At-Will Employment Agreement (with Mandatory Arbitration Provision in the Nature of Private Litigation) 12-35		
Form 12.4B2	The Company's Dispute-Resolution Policies and Procedures (Attachment)		
Form 12.4C	Application for Employment, Agreement to Arbitrate		
Form 12.4D Arbitration Clause in Executive Employment Agreement			
Form 12.4E	Arbitration Clause in Employment Agreement		
Form 12.4F	Post-dispute Arbitration Agreement		
Form 12.4G	American Arbitration Association—Employment		
	Arbitration Rules—Demand for Arbitration Form		
Form 12.4H	American Arbitration Association Rules for		
	Arbitration: National Rules for the Resolution of		
	Employment Disputes		
INDICES			
Forms Index	Index-1		
Subject Index .	Index-14		
Table of Minnes	ota Laws Index-19		
Table of Federal	Laws		
Table of Cases	Index-27		