

# HR TOOLKIT

## Onboarding

Provided by O'Neill Insurance

**O'NEILL**  
insurance

# Table of Contents

---

<b>Introduction .....</b>	<b>3</b>
The Importance of Onboarding .....	4
<b>Set the Foundation Early .....</b>	<b>5</b>
Be Realistic About Job Descriptions .....	5
Preboard New Hires.....	5
Formalize the Onboarding Process .....	6
Include Everyone .....	6
Recruit a Mentor.....	6
<b>Follow-through with New Hires.....</b>	<b>8</b>
Make Onboarding Exciting .....	8
Establish Management Expectations .....	9
Take Advantage of Technology .....	10
Intranet Site.....	10
Prerecord Trainings.....	10
Company Networking Platform .....	10
Think Outside the Box .....	10
Retaining New Hires with Career Pathing.....	11
Engage Early and Often .....	11
<b>Evaluate the Process.....</b>	<b>12</b>
Use Checklists to Stay on Top.....	13
Onboarding Checklist.....	13
Use Surveys for Benchmarking.....	16
Hiring Process.....	16
Branding .....	16
First Day.....	16
First Month.....	17
First 90 Days .....	17
General Onboarding Process Questions.....	17

- Summary .....18
  
- Appendix .....19
  - Basic Employment Information .....20
  - Form I-9.....21
  - Form W-4 .....22
  - Direct Deposit Form.....27
  - New Employee Announcement.....29
  - Employee Emergency Contact Form.....30
  - Overtime Approval Form .....31
  - Employee Referral Form.....32
  - Sexual Harassment Reporting Form.....33
  - Receipt of Employee Handbook .....34
  - Job Offer Form .....35
  - Time Off Request Form .....36
  - Life Event Form .....37
  - Onboarding Scorecard.....38

This HR Toolkit is not intended to be exhaustive nor should any discussion or opinions be construed as legal advice. Readers should contact legal counsel for legal advice. © 2018 Zywave, Inc. All rights reserved.

## Introduction

---

The term “onboarding” is often tossed around in the HR realm, but not everyone knows what it is or how to do it. In basic terms, onboarding is the process of getting new hires acclimated to their new roles. It includes setting clear guidelines for performance and company culture, and sharing the knowledge necessary for success within an organization.

Onboarding takes training and orientation to the next level. Unlike traditional employee orientation, onboarding is a systematic process that extends well beyond the first day of employment. The goal of the process is to cultivate a long-term relationship between the employer and the employee while fostering a feeling of belonging and of making the right career choice.

Every business is different, so there is no universal way to handle the onboarding process of new hires. However, the tips in this toolkit can help you improve your process in a way that works best for your organization. This toolkit is intended to provide tips to enhance the onboarding process—employers still need to comply with all laws and fill out all traditional paperwork. For additional help, contact O'Neill Insurance.

### *The Importance of Onboarding*

Why is onboarding so important? The answer is simple: this is the first chance to show new employees *why* you do what you do and to set them up for success within your company culture. Onboarding helps develop your brand and can build a positive reputation for your company among talented job seekers.

A study of 264 new employees, published in the *Academy of Management Journal*, found that the first 90 days of employment (often called the probationary period) is pivotal for building rapport with the company, management and co-workers. Furthermore, according to a study by the Wynhurst Group, when employees go through structured onboarding, they are 58 percent more likely to remain with the organization after three years. When you share your company’s goals and values with your employees while simultaneously showing them how to do their jobs, everyone benefits.

Moreover, employers who do not take onboarding seriously risk losing the new employees they spent so long trying to get in the door. In fact, the average company loses 17 percent of their new hires during the first three months, according to the *Harvard Business Review*. The importance of the first 90 days cannot be overstated. Use the resources in this toolkit to strengthen your onboarding program and retain your talent. Ignoring this process now can lead to consequences in the future.

## Set the Foundation Early

---

Simply offering training courses to new hires will not be sufficient for onboarding. You must consider all the smaller aspects that create an efficient and painless transition into the company. This means working with stakeholders well before new hires start. Establishing a strong onboarding foundation prior to day one is key for long-term success. This section discusses some tips for doing just that.

### *Be Realistic About Job Descriptions*

Give new hires realistic previews of their jobs and make sure the descriptions are as honest as possible. Doing so will guarantee that you and the new hires are on the same page and have the same job expectations. This can help retain new employees, since confusion or uncertainty can cause new hires to quit soon after starting. Ensuring new employees understand their positions in advance helps reduce the chance of them feeling ill-equipped when learning their new roles. Surprise about their responsibilities is the last thing your new hires should feel on their first day.

### *Preboard New Hires*

Everyone remembers how stressful the first day of a job can be. Help alleviate some of that stress by preboarding. This process involves sending new hires any information they may find useful in advance of day one. Sending the following information beforehand can help reduce new employees' stress and prepare them for a busy first day:

- A welcome letter or email
- Information about the company and the industry
- Helpful first-day resources, including a schedule and information about who their manager or mentor will be
- Essential HR and tax forms



## *Formalize the Onboarding Process*

Make sure the onboarding process is formalized, including your training and orientation. This does not mean the process has to be boring—merely that training should not be adlibbed by staff at the last minute when the new hires arrive. A formalized onboarding process can go on for days, weeks or even months. Make the most of this opportunity and get new hires up to speed on everything going on within the organization. Explain the company's structure, its place in the industry and its management hierarchy. Above all, make sure new hires are getting the same training as everyone else in their departments. Formalizing the onboarding process will ease the tensions of starting in new roles.

## *Include Everyone*

When deciding whom to include in the onboarding process, do not just think about the people who are involved in the new hires' day-to-day operations. Include other stakeholders like HR managers, executives and anyone else who may be important in the company as a whole. Have these people introduce themselves, along with their roles, and encourage them to extend an open line of communication. Do not be afraid to introduce the new hires to important clients either. Doing so can help new employees by providing a glimpse of whom they will be working with on a regular basis—plus, it reassures clients that they will continue to be taken care of.

## *Recruit a Mentor*

Assigning mentors to new hires can be invaluable to the onboarding process. Sun Microsystems conducted a study that looked at data from more than 1,000 of its employees over a five-year period and found that its mentoring program had positively benefitted everyone involved. According to the study, 25 percent of employees who participated in the test group had a salary grade change, compared to the 5 percent who did not participate.

Additionally, mentors were promoted six times more often and mentees were promoted five times more often than those not in the program. Retention rates were also higher—69 percent for mentors and 72 percent for mentees, compared to a 49 percent retention rate for employees who did not participate in the program.

Mentors can help new hires in a variety of ways, including the following:

- Give new hires a better understanding of the workplace by offering a different point of view.
- Act as a safe source for questions, since new hires might not feel comfortable asking their managers certain things.
- Reassure new hires that they are not alone and that there are contacts besides HR and their managers who can answer everyday questions.

## **Onboarding** | Provided by O'Neill Insurance

- Help new hires learn the organization's culture more quickly so they can be as productive as possible.

New hires are not the only ones who can gain from the mentoring experience. Offering the chance to advise others can increase a mentor's confidence and overall job satisfaction. Organizations that provide mentoring support show that they care about their employees and that they are invested in them long term. Additionally, it displays confidence in the mentor to groom new employees for success.

## Follow-through with New Hires

---

Remember, onboarding does not happen overnight. It takes dedication and follow-through from both the new hires and whomever is guiding them. An easy pitfall to slip into is leaving new hires to their own devices during the onboarding period, perhaps to review training materials. Try to avoid isolating new employees, and instead encourage them to talk with others and establish contacts who can help them with questions during their onboarding. This section details some of the ways you can help foster a productive onboarding process for new employees while keeping them engaged throughout it.

### *Make Onboarding Exciting*

Benjamin Franklin once said, “Tell me and I forget. Teach me and I remember. Involve me and I learn.” While new hires are going through training and orientation, incorporate activities that liven up the process and make them feel involved. Sitting through a series of training lectures makes for a very long day and new hires are likely to feel burned out after a while. Consider the following activities to help jazz up your training program:

- Have trainees guess company statistics, like how many customers are served each day or the number of products produced in a month.
- Facilitate a “Jeopardy” game where the questions are related to the subject being taught.
- Quiz new hires on the subject matter of a training session to encourage active listening and participation.
- Hold “mocks” where new hires pretend they are doing an essential job function, like interacting with an upset customer, assembling a product or creating detailed spreadsheets.
- Require new hires to give a short presentation on what they learned in a given week (or after training ends). Use this to gauge if individuals require more guidance before starting full time in their role.

Using engaging and fun activities at the beginning of the onboarding process can create positive energy in the workplace that promotes team building and improves productivity. For example, a game such as a scavenger hunt can be used to teach new employees how to understand and process large amounts of information, such as an employee handbook. After discussing the handbook at a high level, see who can find the answers to the most handbook-related questions in a given amount of time. Consider giving a small reward to the winners. It could be something small like a trophy for their desks, or something bigger, like a gift card. Get creative.

Here are other ideas for making onboarding fun:

- Decorate the new hires’ desks before their first day and prepare a welcome note or card.

## Onboarding | Provided by O'Neill Insurance

- Prepare some company “swag” for them. Whether it is branded clothing, coffee mugs or pens with the company logo, receiving something from the company makes new employees feel like they are already members of the team.
- Consider having the new hires’ teams take them to lunch during the first week, or have lunch catered for the team. This supports a more relaxed environment and allows the new hires to get to know everyone a little better.

In short, show that the company is not just going through an administrative hiring process—new hires were chosen for a reason, and the company acknowledges the value that they will bring to the organization. Make new hires proud to be working for you by showing your appreciation for them.

### *Establish Management Expectations*

It is important that managers contact new hires on day one and make sure they have an open conversation about their roles in the department and in the company as a whole. This would be a good time to give a tour, introduce them to other team members, establish a mentor and reiterate the company’s cultural expectations.

**Transparency** ensures that new employees will feel like they are being set up for success and that their achievements will be recognized when it is time for performance reviews.

Managers should share department goals and the method for tracking these goals early on. It also reinforces the fact that new hires are part of a larger team, working toward greater company goals.

Apart from the department and company goals, managers must also lay out clear guidelines for new hire success. This can look different depending on the organization, but it typically includes communicating team expectations, identifying personal responsibilities and having a clear path for the onboarding process. Essentially, new hires should not have to guess what their managers are expecting from them. Establishing expectations early on will help new hires understand their place in the organization.

## *Take Advantage of Technology*

Incorporating the right types of technology during the onboarding process can make the first weeks of employment more enjoyable and productive while also laying the groundwork for new employees' success. Since technology is nearly inescapable nowadays, offering innovative programs during onboarding can help to familiarize new hires with the day-to-day systems that your organization uses. The following are some ways you can use technology in your onboarding program.

### **Intranet Site**

Many organizations have an internal website (or intranet site) specifically for employees to access important company information. Unfortunately, employees do not always find these sites useful or engaging. Consider using an intranet site and stocking it with resources you know new hires will need. Examples include an employee handbook, training schedules, an employee directory and links to industry websites. During onboarding, be sure to demonstrate this site and ask new employees to explore it.

### **Prerecord Trainings**

Training via live or prerecorded video for those in remote locations, instead of paying for travel costs, is another way of using technology to your advantage. Consider pairing prerecorded sessions with software that can quiz and track trainees' progress online. Having remote learning opportunities like this can make scheduling much easier and allows new hires to learn at their own pace. This is especially important to consider when you have Generation Z individuals entering the workforce (those born between 1995 and 2010), since they are accustomed to getting the majority of information via technology.

### **Company Networking Platform**

There is a growing need for companies to think about social networking. Platforms like Yammer and Chatter provide resources for employees to build meaningful connections within the organization. These platforms act similarly to social media sites, like Facebook, but they are protected behind your company's firewall and only accessible by your employees. This can be a great way to engage with employees in a more casual way, which can be welcoming for new hires.

## *Think Outside the Box*

Do not be afraid to think outside the box when it comes to onboarding. Remember, the process is about integrating new hires into your company culture and helping them transition into their new roles. A formalized process that offers a variety of useful information is integral, but trying different things can be useful too. In fact, offering a variety of teaching methods and platforms can actually increase the success of your program. Keep in mind that you can extend onboarding for as long as you deem necessary. Some onboarding programs continue for months. Determine what success looks like for new hires at your company and tailor your onboarding process to achieve that goal.

## *Retaining New Hires with Career Pathing*

Your goal as a company should be retaining the talented individuals you spent a significant amount of time and money recruiting. A recruiter's worst nightmare is having new hires leave after a few months. With this in mind, it is paramount that you define clear paths for new hires within the organization. Let them know where their position can lead if they stay with the company, or what career opportunities there are in other departments. The key is to keep them even if they decide the roles they were hired for do not align with their ultimate career goals.

If new hires are not acclimating well to their new position, do not give up without a fight. Help plot a course for internal career development opportunities that align better with the new hire's interests. Let new employees know that they have a future with the company. Explain how individuals in similar roles have moved across departments and found success. You spent a lot of time recruiting and onboarding these individuals, so you must do everything you can to keep them and not waste those resources. Contact O'Neill Insurance for more information regarding career pathing.

## *Engage Early and Often*

According to Gallup, only 30 percent of the U.S. workforce feels engaged in their work. The rest are either not engaged, or, even worse, actively disengaged. Employees who are not engaged show a lack of enthusiasm and are less committed to their workplaces. Actively disengaged employees are more likely to steal from their employers, negatively influence their co-workers, miss workdays and drive customers away. Disengaged employees cost the United States an average of \$500 billion each year in lost productivity. This illustrates how important engagement during the onboarding process can be.

To feel engaged, new hires must understand that what they will be doing matters to the company and that their performance will make a difference. Illustrate the impact of new employees' roles in the company by encouraging your workforce to own their work and to take pride in what they do. You should be engaging with new hires and stressing these points throughout the onboarding process.

An employee engagement survey is a great starting place for addressing this issue. Many consulting firms offer such surveys, but you can also create and conduct one on your own. They typically gauge opinions on management, direct supervisors, co-workers, employer-employee communication, opportunities for advancement, job characteristics and HR policies. Consider asking new employees to complete the survey after 90 days of employment, once they have a chance to form opinions.

By identifying areas that are hindering employee engagement, your company can focus on improving those areas so it can move toward a more engaged, productive and profitable workforce. Engaging early and often in the onboarding process can get new hires accustomed to having dialogues with their managers. This open communication can pay off hugely and help encourage employees to speak up when they have concerns. If engagement is ignored during onboarding, employees may be less likely to speak up down the road.

# Evaluate the Process

## The First 90 Days: Setting Up New Employees for Success

### Pre-hire

- Before the first day, extend a genuine welcome via email. Include helpful information, such as a map of the building, a schedule for the first week, and his or her manager's contact information. You may also want to request that he or she complete required HR paperwork, such as IRS Forms W-4 and I-9
- Set up workstation and any required software.
- Consider a formal onboarding process with scheduled informational sessions to share information about the company, its goals, traditions, insurance and culture. Try to accommodate multiple new hires in shared onboarding sessions.

### Welcome

### First Day

- Make the receptionist aware that a new hire is arriving.
- Arrange a workplace tour.
- Coordinate lunch for manager and employee, paid for by the company.
- Introduce the rest of the company to the new hire. If not in person, use company email or intranet, accompanied by a photo and a brief bio.
- Coordinate a mentor.
- Give an overview of where the new hire can find the employee handbook, staff directory and important company information.

### 15 Days

- Ask the manager to check on the new hire's progress and make sure he or she has everything he or she needs.
- Answer any questions the new hire may have and use this time to solve any concerns so they don't escalate and go ignored.

### Second Week

Make a timetable for setting and reaching goals. Discuss career pathing with the new hire and his or her manager.

### 30 Days

- Ask the new hire to complete a survey about your onboarding program.
- Make sure the new hire is involved in both short- and long-term projects, so that he or she feels a sense of accomplishment and sense of contribution to the company.

### 45 Days

Schedule a meeting with the employee to simply touch base and make sure he or she feels comfortable with his or her role and happy with his or her work. This is a crucial time, since approximately 20 percent of turnover occurs before 45 days.

### 90 Days

- This is a good time to have another meeting to make sure that both the employer and employee are on the same page and that it is a mutually good fit.
- Ask the new hire if he or she has any ideas for improvements that could benefit the company.
- Discuss whether there is any reason he or she would want to leave the company.

## *Use Checklists to Stay on Top*

Keeping track of new hires' onboarding progress can be overwhelming for even the most seasoned HR team. Consider utilizing a simple checklist to navigate the onboarding process in a way that creates a welcoming atmosphere and a long-term relationship. The checklist on the next page can be used as a starting point for you to customize according to your own needs, whether it is for a hiring manager, manager or mentor.

### **Onboarding Checklist**

#### ***BEFORE THE EMPLOYEE'S START DATE***

##### **Job Duties and Schedule**

- Contact the employee with useful information that may include any of the following:
  - Confirmation of the start date, time, place, parking, maps and dress code
  - Name of his or her mentor, if applicable
  - Request to complete new-hire paperwork, such as tax forms, direct deposit form and emergency contact information
- Add regularly scheduled meetings to the employee's calendar.
- Plan the employee's first assignments.

##### **Social**

- Email the employee's department with relevant information about their new team member, such as his or her start date, role and a brief bio. Copy the new employee, if appropriate.
- Select and meet with the new hire's mentor, if applicable. Provide suggestions and tips.
- Set up meetings with critical people for the employee's first few weeks.

##### **Work Environment**

- Clean the work area, and set up his or her cubicle or office space with supplies.
- Order office or work area keys.
- Order business cards and a nameplate.
- Arrange for parking, if needed.

##### **Technology**

- Order technology equipment and software.
- Arrange for access to common shared network drives.
- Add the employee to relevant email distribution lists.
- Arrange for phone installation.

##### **Training & Development**

- Arrange pertinent trainings required for the job.

## ***FIRST DAY***

### **Job Duties and Schedule**

- Introduce the employee to the workspace.
- Review outline of duties and expectations for the first week.
- Review hours of work. Explain policies and procedures for overtime, use of vacation, sick time and holidays.

### **Social**

- Be available to greet the employee on the first day.
- Introduce the employee to others in the workplace and his or her mentor.
- Take the employee out to lunch. Include the mentor and any relevant team members.

### **Work Environment**

- Give the employee a key or building access card.
- Take the employee on a building tour.
- Explain how to get additional supplies.

### **Technology**

- Provide information on setting up voicemail and computer.

## ***FIRST WEEK***

### **Job Duties and Schedule**

- Give the employee his or her initial assignment—something small and doable.
- Briefly check in with employee each day to address any questions or concerns that may arise.
- Explain the annual performance review and goal-setting process.
- Review the process related to the probationary period, if applicable.

## ***FIRST 3 MONTHS***

### **Job Duties and Schedule**

- Conduct regularly occurring one-on-one meetings while giving timely, useful feedback.
- Meet for informal three-month performance check-in.
- Create written performance goals and professional development goals.

### **Social**

- Meet with the employee's mentor to review initial stages of mentorship and answer questions.

## **Onboarding** | Provided by O'Neill Insurance

### **Training and Development**

- Ensure the employee has attended all scheduled training and is signed up for any future training sessions that may be needed.
- Provide information about continued learning opportunities, if applicable.

### ***FIRST 6 MONTHS***

#### **Job Duties and Schedule**

- Conduct six-month performance review.
- Review progress on performance goals and professional development goals.

### ***FIRST YEAR (BETWEEN 6 AND 12 MONTHS)***

#### **Job Duties and Schedule**

- Celebrate successes and recognition of the employee's contributions.
- Continue providing regular informal feedback; provide formal feedback during the annual review process.
- Have a conversation with the employee about his or her experience to date.
- Discuss potential goals for the next year.

#### **Training and Development**

- Discuss the employee's professional development goals and identify relevant learning opportunities.

## *Use Surveys for Benchmarking*

Part of a successful onboarding process involves listening to employee feedback and using that feedback to make changes as needed. Consider asking each employee to complete a short survey after 90 days of employment—when he or she has finished the onboarding process and has had time to become acclimated to his or her job, yet still remembers specifics about the experience.

Deciding whether to keep the survey responses anonymous depends on what you expect from the survey's results. It is sometimes difficult to make necessary onboarding changes when you don't know the details surrounding anonymous survey responses. However, you are more likely to get honest answers this way. Companies like SurveyMonkey—whose website allows you to customize and distribute surveys directly through its servers—are popular choices for employers who choose to keep employee responses anonymous. Another route is to directly email a survey to each employee, expecting complete transparency so that you can more easily adjust your processes.

Some examples of onboarding survey questions include the following:

### **Hiring Process**

- Was the job description clear and understandable?
- Was the HR contact professional and knowledgeable during the hiring process?
- Was the length of time between the submission of your application and the employer's response reasonable?
- Was the length of time between the submission of your application and the job offer reasonable?
- Are you satisfied with the hiring process overall?

### **Branding**

- Before applying for this job, were you familiar with the company?
- Were you sent information before the first day that helped you know what to expect before reporting to work?
- During your onboarding session, were you provided with concise information regarding the following:
  - The company's mission
  - Your role in the department and the company
  - The organizational structure

### **First Day**

- Was your team ready for your arrival?
- Were you welcomed by your manager and introduced to your team?
- Was your workstation or office fully equipped with the necessary hardware and software?
- Was the information you received about employee benefits clear and helpful?

## **Onboarding** | Provided by O'Neill Insurance

- Was the information you received about personnel policies clear and helpful?
- Did you know who to contact regarding specific questions after your first day?

### **First Month**

- Were you assigned proper training during your first month?
- Did you know what was expected of you during your first month?
- Did you know where to get the answers to your questions?
- Was the performance management system explained to you?

### **First 90 Days**

- Did you receive ongoing feedback from your supervisor about your performance?
- Is the work you are doing now consistent with what was described in the job posting and during the interview process?
- Are you satisfied with the overall orientation that you received?

### **General Onboarding Process Questions**

- What was your motivation for choosing and accepting this position?
- Do you have any recommendations for improving our recruitment, hiring or onboarding processes?
- Is there any additional feedback that you can share?

## Summary

---

Onboarding employees the right way can improve retention and save money, while building upon your company's culture and brand. Use the information in this toolkit to think about how you onboard and if there is room for improvement. The resources here can help take your process to the next level. Open communication about roles, career paths, impact and personal goals can spread from the initial onboarding process to new employees' entire tenure at the company. Take advantage of the information above and in the appendix below to get a jump-start on making onboarding your own.

This guide is intended for onboarding advice only and does not cover compliance or legal obligations that might be specific to your company. For more information on the compliance side of onboarding or any of the business topics within this toolkit, contact O'Neill Insurance.

# Appendix

---

Onboarding new employees is not a simple task. It requires a lot of work from many stakeholders. This section takes away some of that burden by offering valuable resources that you can print and use for your new hires. This appendix contains a selection of resources designed to help your organization onboard talent. It features key HR documents, important forms, internal policy agreements and much more.

Speak with O'Neill Insurance if you have any questions about these resources. Note that some sections may require customization.

## Printing Help

There are many printable resources in this appendix. Please follow the instructions below if you need help printing individual pages.

1. Choose the "Print" option from the "File" menu.
2. Under the "Settings" option, click on the arrow next to "Print All Pages" to access the drop-down menu. Select "Custom Print" and enter the page number range you would like to print, or enter the page number range you would like to print in the "Pages" box.
3. Click "Print." For more information, please visit the Microsoft Word [printing support page](#).

## *Basic Employment Information*

### Employee Information

Full Name: _____	Birth Date: _____
Address: _____	
Main Phone: _____	Personal Email: _____
Social Security Number: _____	Marital Status: _____
Spouse's Name: _____	
Spouse's Employer: _____	Spouse's Phone: _____

### Job Information

Job Title: _____	Supervisor: _____
Work Location: _____	Work Email: _____
Work Phone: _____	
Start Date: _____	Salary: _____

### Dependent Information (for insurance purposes only)

Name of Dependent	Relationship to Employee
_____	_____
_____	_____
_____	_____
_____	_____



**Employment Eligibility Verification**  
**Department of Homeland Security**  
 U.S. Citizenship and Immigration Services

**USCIS**  
**Form I-9**  
 OMB No. 1615-0047  
 Expires 08/31/2019

▶ **START HERE:** Read instructions carefully before completing this form. The instructions must be available, either in paper or electronically, during completion of this form. Employers are liable for errors in the completion of this form.

**ANTI-DISCRIMINATION NOTICE:** It is illegal to discriminate against work-authorized individuals. Employers **CANNOT** specify which document(s) an employee may present to establish employment authorization and identity. The refusal to hire or continue to employ an individual because the documentation presented has a future expiration date may also constitute illegal discrimination.

**Section 1. Employee Information and Attestation** *(Employees must complete and sign Section 1 of Form I-9 no later than the first day of employment, but not before accepting a job offer.)*

Last Name (Family Name)		First Name (Given Name)		Middle Initial	Other Last Names Used (if any)	
Address (Street Number and Name)			Apt. Number	City or Town		State ZIP Code
Date of Birth (mm/dd/yyyy)	U.S. Social Security Number [ ][ ]-[ ][ ]-[ ][ ][ ][ ]		Employee's E-mail Address		Employee's Telephone Number	

I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.

I attest, under penalty of perjury, that I am (check one of the following boxes):

<input type="checkbox"/> 1. A citizen of the United States	
<input type="checkbox"/> 2. A noncitizen national of the United States <i>(See instructions)</i>	
<input type="checkbox"/> 3. A lawful permanent resident (Alien Registration Number/USCIS Number): _____	
<input type="checkbox"/> 4. An alien authorized to work until (expiration date, if applicable, mm/dd/yyyy): _____ Some aliens may write "N/A" in the expiration date field. <i>(See instructions)</i>	
<p><i>Aliens authorized to work must provide only one of the following document numbers to complete Form I-9: An Alien Registration Number/USCIS Number OR Form I-94 Admission Number OR Foreign Passport Number.</i></p> <p>1. Alien Registration Number/USCIS Number: _____  <b>OR</b>          2. Form I-94 Admission Number: _____  <b>OR</b>          3. Foreign Passport Number: _____          Country of Issuance: _____</p>	
QR Code - Section 1 Do Not Write In This Space	

Signature of Employee	Today's Date (mm/dd/yyyy)
-----------------------	---------------------------

**Preparer and/or Translator Certification (check one):**

I did not use a preparer or translator.     A preparer(s) and/or translator(s) assisted the employee in completing Section 1.  
*(Fields below must be completed and signed when preparers and/or translators assist an employee in completing Section 1.)*

I attest, under penalty of perjury, that I have assisted in the completion of Section 1 of this form and that to the best of my knowledge the information is true and correct.

Signature of Preparer or Translator		Today's Date (mm/dd/yyyy)	
Last Name (Family Name)		First Name (Given Name)	
Address (Street Number and Name)		City or Town	State ZIP Code



*Employer Completes Next Page*





**Employment Eligibility Verification**  
**Department of Homeland Security**  
 U.S. Citizenship and Immigration Services

**USCIS**  
**Form I-9**  
 OMB No. 1615-0047  
 Expires 08/31/2019

**Section 2. Employer or Authorized Representative Review and Verification**

*(Employers or their authorized representative must complete and sign Section 2 within 3 business days of the employee's first day of employment. You must physically examine one document from List A OR a combination of one document from List B and one document from List C as listed on the "Lists of Acceptable Documents.")*

<b>Employee Info from Section 1</b>	Last Name (Family Name)	First Name (Given Name)	M.I.	Citizenship/Immigration Status
-------------------------------------	-------------------------	-------------------------	------	--------------------------------

List A Identity and Employment Authorization	OR	List B Identity	AND	List C Employment Authorization
Document Title		Document Title		Document Title
Issuing Authority		Issuing Authority		Issuing Authority
Document Number		Document Number		Document Number
Expiration Date (if any)(mm/dd/yyyy)		Expiration Date (if any)(mm/dd/yyyy)		Expiration Date (if any)(mm/dd/yyyy)
Document Title		Additional Information		QR Code - Sections 2 & 3 Do Not Write In This Space
Issuing Authority				
Document Number				
Expiration Date (if any)(mm/dd/yyyy)				
Document Title				
Issuing Authority				
Document Number				
Expiration Date (if any)(mm/dd/yyyy)				

**Certification:** I attest, under penalty of perjury, that (1) I have examined the document(s) presented by the above-named employee, (2) the above-listed document(s) appear to be genuine and to relate to the employee named, and (3) to the best of my knowledge the employee is authorized to work in the United States.

The employee's first day of employment (mm/dd/yyyy): \_\_\_\_\_ (See instructions for exemptions)

Signature of Employer or Authorized Representative		Today's Date (mm/dd/yyyy)	Title of Employer or Authorized Representative	
Last Name of Employer or Authorized Representative		First Name of Employer or Authorized Representative	Employer's Business or Organization Name	
Employer's Business or Organization Address (Street Number and Name)		City or Town	State	ZIP Code

**Section 3. Reverification and Rehires** *(To be completed and signed by employer or authorized representative.)*

<b>A. New Name (if applicable)</b>			<b>B. Date of Rehire (if applicable)</b>	
Last Name (Family Name)	First Name (Given Name)	Middle Initial	Date (mm/dd/yyyy)	

**C.** If the employee's previous grant of employment authorization has expired, provide the information for the document or receipt that establishes continuing employment authorization in the space provided below.

Document Title	Document Number	Expiration Date (if any) (mm/dd/yyyy)
----------------	-----------------	---------------------------------------

**I attest, under penalty of perjury, that to the best of my knowledge, this employee is authorized to work in the United States, and if the employee presented document(s), the document(s) I have examined appear to be genuine and to relate to the individual.**

Signature of Employer or Authorized Representative	Today's Date (mm/dd/yyyy)	Name of Employer or Authorized Representative
--	---------------------------	---

## LISTS OF ACCEPTABLE DOCUMENTS

**All documents must be UNEXPIRED**

Employees may present one selection from List A  
or a combination of one selection from List B and one selection from List C.

LIST A Documents that Establish Both Identity and Employment Authorization	OR	LIST B Documents that Establish Identity	AND	LIST C Documents that Establish Employment Authorization
<ol style="list-style-type: none"> <li>1. U.S. Passport or U.S. Passport Card</li> <li>2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)</li> <li>3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa</li> <li>4. Employment Authorization Document that contains a photograph (Form I-766)</li> <li>5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status:               <ol style="list-style-type: none"> <li>a. Foreign passport; and</li> <li>b. Form I-94 or Form I-94A that has the following:                   <ol style="list-style-type: none"> <li>(1) The same name as the passport; and</li> <li>(2) An endorsement of the alien's nonimmigrant status as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form.</li> </ol> </li> </ol> </li> <li>6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI</li> </ol>	OR	<ol style="list-style-type: none"> <li>1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address</li> <li>2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address</li> <li>3. School ID card with a photograph</li> <li>4. Voter's registration card</li> <li>5. U.S. Military card or draft record</li> <li>6. Military dependent's ID card</li> <li>7. U.S. Coast Guard Merchant Mariner Card</li> <li>8. Native American tribal document</li> <li>9. Driver's license issued by a Canadian government authority</li> <li style="text-align: center;"><b>For persons under age 18 who are unable to present a document listed above:</b></li> <li>10. School record or report card</li> <li>11. Clinic, doctor, or hospital record</li> <li>12. Day-care or nursery school record</li> </ol>	AND	<ol style="list-style-type: none"> <li>1. A Social Security Account Number card, unless the card includes one of the following restrictions:               <ol style="list-style-type: none"> <li>(1) NOT VALID FOR EMPLOYMENT</li> <li>(2) VALID FOR WORK ONLY WITH INS AUTHORIZATION</li> <li>(3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION</li> </ol> </li> <li>2. Certification of report of birth issued by the Department of State (Forms DS-1350, FS-545, FS-240)</li> <li>3. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal</li> <li>4. Native American tribal document</li> <li>5. U.S. Citizen ID Card (Form I-197)</li> <li>6. Identification Card for Use of Resident Citizen in the United States (Form I-179)</li> <li>7. Employment authorization document issued by the Department of Homeland Security</li> </ol>

**Examples of many of these documents appear in Part 13 of the Handbook for Employers (M-274).**

**Refer to the instructions for more information about acceptable receipts.**

# Form W-4 (2019)

**Future developments.** For the latest information about any future developments related to Form W-4, such as legislation enacted after it was published, go to [www.irs.gov/FormW4](http://www.irs.gov/FormW4).

**Purpose.** Complete Form W-4 so that your employer can withhold the correct federal income tax from your pay. Consider completing a new Form W-4 each year and when your personal or financial situation changes.

**Exemption from withholding.** You may claim exemption from withholding for 2019 if **both** of the following apply.

- For 2018 you had a right to a refund of **all** federal income tax withheld because you had **no** tax liability, **and**
- For 2019 you expect a refund of **all** federal income tax withheld because you expect to have **no** tax liability.

If you're exempt, complete **only** lines 1, 2, 3, 4, and 7 and sign the form to validate it. Your exemption for 2019 expires February 17, 2020. See Pub. 505, Tax Withholding and Estimated Tax, to learn more about whether you qualify for exemption from withholding.

## General Instructions

If you aren't exempt, follow the rest of these instructions to determine the number of withholding allowances you should claim for withholding for 2019 and any additional amount of tax to have withheld. For regular wages, withholding must be based on allowances you claimed and may not be a flat amount or percentage of wages.

You can also use the calculator at [www.irs.gov/W4App](http://www.irs.gov/W4App) to determine your tax withholding more accurately. Consider

using this calculator if you have a more complicated tax situation, such as if you have a working spouse, more than one job, or a large amount of nonwage income not subject to withholding outside of your job. After your Form W-4 takes effect, you can also use this calculator to see how the amount of tax you're having withheld compares to your projected total tax for 2019. If you use the calculator, you don't need to complete any of the worksheets for Form W-4.

Note that if you have too much tax withheld, you will receive a refund when you file your tax return. If you have too little tax withheld, you will owe tax when you file your tax return, and you might owe a penalty.

**Filers with multiple jobs or working spouses.** If you have more than one job at a time, or if you're married filing jointly and your spouse is also working, read all of the instructions including the instructions for the Two-Earners/Multiple Jobs Worksheet before beginning.

**Nonwage income.** If you have a large amount of nonwage income not subject to withholding, such as interest or dividends, consider making estimated tax payments using Form 1040-ES, Estimated Tax for Individuals. Otherwise, you might owe additional tax. Or, you can use the Deductions, Adjustments, and Additional Income Worksheet on page 3 or the calculator at [www.irs.gov/W4App](http://www.irs.gov/W4App) to make sure you have enough tax withheld from your paycheck. If you have pension or annuity income, see Pub. 505 or use the calculator at [www.irs.gov/W4App](http://www.irs.gov/W4App) to find out if you should adjust your withholding on Form W-4 or W-4P.

**Nonresident alien.** If you're a nonresident alien, see Notice 1392, Supplemental Form W-4 Instructions for Nonresident Aliens, before completing this form.

## Specific Instructions

### Personal Allowances Worksheet

Complete this worksheet on page 3 first to determine the number of withholding allowances to claim.

**Line C. Head of household please note:** Generally, you may claim head of household filing status on your tax return only if you're unmarried and pay more than 50% of the costs of keeping up a home for yourself and a qualifying individual. See Pub. 501 for more information about filing status.

**Line E. Child tax credit.** When you file your tax return, you may be eligible to claim a child tax credit for each of your eligible children. To qualify, the child must be under age 17 as of December 31, must be your dependent who lives with you for more than half the year, and must have a valid social security number. To learn more about this credit, see Pub. 972, Child Tax Credit. To reduce the tax withheld from your pay by taking this credit into account, follow the instructions on line E of the worksheet. On the worksheet you will be asked about your total income. For this purpose, total income includes all of your wages and other income, including income earned by a spouse if you are filing a joint return.

**Line F. Credit for other dependents.** When you file your tax return, you may be eligible to claim a credit for other dependents for whom a child tax credit can't be claimed, such as a qualifying child who doesn't meet the age or social security number requirement for the child tax credit, or a qualifying relative. To learn more about this credit, see Pub. 972. To reduce the tax withheld from your pay by taking this credit into account, follow the instructions on line F of the worksheet. On the worksheet, you will be asked about your total income. For this purpose, total

----- Separate here and give Form W-4 to your employer. Keep the worksheet(s) for your records. -----

<b>Form W-4</b> Department of the Treasury Internal Revenue Service		<b>Employee's Withholding Allowance Certificate</b>		OMB No. 1545-0074 <b>2019</b>	
<p>▶ <b>Whether you're entitled to claim a certain number of allowances or exemption from withholding is subject to review by the IRS. Your employer may be required to send a copy of this form to the IRS.</b></p>					
1 Your first name and middle initial		Last name		2 Your social security number	
Home address (number and street or rural route)			3 <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Married, but withhold at higher Single rate. <b>Note: If married filing separately, check "Married, but withhold at higher Single rate."</b>		
City or town, state, and ZIP code			4 If your last name differs from that shown on your social security card, check here. You must call 800-772-1213 for a replacement card. ▶ <input type="checkbox"/>		
5 Total number of allowances you're claiming (from the applicable worksheet on the following pages) . . . . .				5	
6 Additional amount, if any, you want withheld from each paycheck . . . . .				6 \$	
7 I claim exemption from withholding for 2019, and I certify that I meet <b>both</b> of the following conditions for exemption.					
<ul style="list-style-type: none"> <li>• Last year I had a right to a refund of <b>all</b> federal income tax withheld because I had <b>no</b> tax liability, <b>and</b></li> <li>• This year I expect a refund of <b>all</b> federal income tax withheld because I expect to have <b>no</b> tax liability.</li> </ul>					
If you meet both conditions, write "Exempt" here . . . . . ▶					
Under penalties of perjury, I declare that I have examined this certificate and, to the best of my knowledge and belief, it is true, correct, and complete.					
<b>Employee's signature</b> (This form is not valid unless you sign it.) ▶					
8 Employer's name and address ( <b>Employer:</b> Complete boxes 8 and 10 if sending to IRS and complete boxes 8, 9, and 10 if sending to State Directory of New Hires.)				9 First date of employment	
				10 Employer identification number (EIN)	

income includes all of your wages and other income, including income earned by a spouse if you are filing a joint return.

**Line G. Other credits.** You may be able to reduce the tax withheld from your paycheck if you expect to claim other tax credits, such as tax credits for education (see Pub. 970). If you do so, your paycheck will be larger, but the amount of any refund that you receive when you file your tax return will be smaller. Follow the instructions for Worksheet 1-6 in Pub. 505 if you want to reduce your withholding to take these credits into account. Enter “-0-” on lines E and F if you use Worksheet 1-6.

### Deductions, Adjustments, and Additional Income Worksheet

Complete this worksheet to determine if you're able to reduce the tax withheld from your paycheck to account for your itemized deductions and other adjustments to income, such as IRA contributions. If you do so, your refund at the end of the year will be smaller, but your paycheck will be larger. You're not required to complete this worksheet or reduce your withholding if you don't wish to do so.

You can also use this worksheet to figure out how much to increase the tax withheld from your paycheck if you have a large amount of nonwage income not subject to withholding, such as interest or dividends.

Another option is to take these items into account and make your withholding more accurate by using the calculator at [www.irs.gov/W4App](http://www.irs.gov/W4App). If you use the calculator, you don't need to complete any of the worksheets for Form W-4.

### Two-Earners/Multiple Jobs Worksheet

Complete this worksheet if you have more than one job at a time or are married filing jointly and have a working spouse. If you

don't complete this worksheet, you might have too little tax withheld. If so, you will owe tax when you file your tax return and might be subject to a penalty.

Figure the total number of allowances you're entitled to claim and any additional amount of tax to withhold on all jobs using worksheets from only one Form W-4. Claim all allowances on the W-4 that you or your spouse file for the highest paying job in your family and claim zero allowances on Forms W-4 filed for all other jobs. For example, if you earn \$60,000 per year and your spouse earns \$20,000, you should complete the worksheets to determine what to enter on lines 5 and 6 of your Form W-4, and your spouse should enter zero (“-0-”) on lines 5 and 6 of his or her Form W-4. See Pub. 505 for details.

Another option is to use the calculator at [www.irs.gov/W4App](http://www.irs.gov/W4App) to make your withholding more accurate.

**Tip:** If you have a working spouse and your incomes are similar, you can check the “Married, but withhold at higher Single rate” box instead of using this worksheet. If you choose this option, then each spouse should fill out the Personal Allowances Worksheet and check the “Married, but withhold at higher Single rate” box on Form W-4, but only one spouse should claim any allowances for credits or fill out the Deductions, Adjustments, and Additional Income Worksheet.

### Instructions for Employer

**Employees, do not complete box 8, 9, or 10. Your employer will complete these boxes if necessary.**

**New hire reporting.** Employers are required by law to report new employees to a designated State Directory of New Hires. Employers may use Form W-4, boxes 8, 9,

and 10 to comply with the new hire reporting requirement for a newly hired employee. A newly hired employee is an employee who hasn't previously been employed by the employer, or who was previously employed by the employer but has been separated from such prior employment for at least 60 consecutive days. Employers should contact the appropriate State Directory of New Hires to find out how to submit a copy of the completed Form W-4. For information and links to each designated State Directory of New Hires (including for U.S. territories), go to [www.acf.hhs.gov/css/employers](http://www.acf.hhs.gov/css/employers).

If an employer is sending a copy of Form W-4 to a designated State Directory of New Hires to comply with the new hire reporting requirement for a newly hired employee, complete boxes 8, 9, and 10 as follows.

**Box 8.** Enter the employer's name and address. If the employer is sending a copy of this form to a State Directory of New Hires, enter the address where child support agencies should send income withholding orders.

**Box 9.** If the employer is sending a copy of this form to a State Directory of New Hires, enter the employee's first date of employment, which is the date services for payment were first performed by the employee. If the employer rehired the employee after the employee had been separated from the employer's service for at least 60 days, enter the rehire date.

**Box 10.** Enter the employer's employer identification number (EIN).

**Personal Allowances Worksheet (Keep for your records.)**

<b>A</b>	Enter "1" for yourself . . . . .	<b>A</b>	<u>      </u>
<b>B</b>	Enter "1" if you will file as married filing jointly . . . . .	<b>B</b>	<u>      </u>
<b>C</b>	Enter "1" if you will file as head of household . . . . .	<b>C</b>	<u>      </u>
<b>D</b>	Enter "1" if: <span style="font-size: 2em; vertical-align: middle;">{</span> <ul style="list-style-type: none"> <li>• You're single, or married filing separately, and have only one job; or</li> <li>• You're married filing jointly, have only one job, and your spouse doesn't work; or</li> <li>• Your wages from a second job or your spouse's wages (or the total of both) are \$1,500 or less.</li> </ul> <span style="font-size: 2em; vertical-align: middle;">}</span>	<b>D</b>	<u>      </u>
<b>E</b>	<p><b>Child tax credit.</b> See Pub. 972, Child Tax Credit, for more information.</p> <ul style="list-style-type: none"> <li>• If your total income will be less than \$71,201 (\$103,351 if married filing jointly), enter "4" for each eligible child.</li> <li>• If your total income will be from \$71,201 to \$179,050 (\$103,351 to \$345,850 if married filing jointly), enter "2" for each eligible child.</li> <li>• If your total income will be from \$179,051 to \$200,000 (\$345,851 to \$400,000 if married filing jointly), enter "1" for each eligible child.</li> <li>• If your total income will be higher than \$200,000 (\$400,000 if married filing jointly), enter "-0-" . . . . .</li> </ul>	<b>E</b>	<u>      </u>
<b>F</b>	<p><b>Credit for other dependents.</b> See Pub. 972, Child Tax Credit, for more information.</p> <ul style="list-style-type: none"> <li>• If your total income will be less than \$71,201 (\$103,351 if married filing jointly), enter "1" for each eligible dependent.</li> <li>• If your total income will be from \$71,201 to \$179,050 (\$103,351 to \$345,850 if married filing jointly), enter "1" for every two dependents (for example, "-0-" for one dependent, "1" if you have two or three dependents, and "2" if you have four dependents).</li> <li>• If your total income will be higher than \$179,050 (\$345,850 if married filing jointly), enter "-0-" . . . . .</li> </ul>	<b>F</b>	<u>      </u>
<b>G</b>	<p><b>Other credits.</b> If you have other credits, see Worksheet 1-6 of Pub. 505 and enter the amount from that worksheet here. If you use Worksheet 1-6, enter "-0-" on lines E and F . . . . .</p>	<b>G</b>	<u>      </u>
<b>H</b>	Add lines A through G and enter the total here . . . . .	<b>H</b>	<u>      </u>

For accuracy, **complete all worksheets that apply.**

- If you plan to **itemize** or **claim adjustments to income** and want to reduce your withholding, or if you have a large amount of nonwage income not subject to withholding and want to increase your withholding, see the **Deductions, Adjustments, and Additional Income Worksheet** below.
- If you **have more than one job at a time** or are **married filing jointly and you and your spouse both work**, and the combined earnings from all jobs exceed \$53,000 (\$24,450 if married filing jointly), see the **Two-Earners/Multiple Jobs Worksheet** on page 4 to avoid having too little tax withheld.
- If **neither** of the above situations applies, **stop here** and enter the number from line H on line 5 of Form W-4 above.

**Deductions, Adjustments, and Additional Income Worksheet**

**Note:** Use this worksheet *only* if you plan to itemize deductions, claim certain adjustments to income, or have a large amount of nonwage income not subject to withholding.

<b>1</b>	Enter an estimate of your 2019 itemized deductions. These include qualifying home mortgage interest, charitable contributions, state and local taxes (up to \$10,000), and medical expenses in excess of 10% of your income. See Pub. 505 for details . . . . .	<b>1</b>	\$ <u>      </u>
<b>2</b>	Enter: <span style="font-size: 2em; vertical-align: middle;">{</span> <ul style="list-style-type: none"> <li>\$24,400 if you're married filing jointly or qualifying widow(er)</li> <li>\$18,350 if you're head of household</li> <li>\$12,200 if you're single or married filing separately</li> </ul> <span style="font-size: 2em; vertical-align: middle;">}</span> . . . . .	<b>2</b>	\$ <u>      </u>
<b>3</b>	<b>Subtract</b> line 2 from line 1. If zero or less, enter "-0-" . . . . .	<b>3</b>	\$ <u>      </u>
<b>4</b>	Enter an estimate of your 2019 adjustments to income, qualified business income deduction, and any additional standard deduction for age or blindness (see Pub. 505 for information about these items) . . . . .	<b>4</b>	\$ <u>      </u>
<b>5</b>	<b>Add</b> lines 3 and 4 and enter the total . . . . .	<b>5</b>	\$ <u>      </u>
<b>6</b>	Enter an estimate of your 2019 nonwage income not subject to withholding (such as dividends or interest) . . . . .	<b>6</b>	\$ <u>      </u>
<b>7</b>	<b>Subtract</b> line 6 from line 5. If zero, enter "-0-". If less than zero, enter the amount in parentheses . . . . .	<b>7</b>	\$ <u>      </u>
<b>8</b>	<b>Divide</b> the amount on line 7 by \$4,200 and enter the result here. If a negative amount, enter in parentheses. Drop any fraction . . . . .	<b>8</b>	<u>      </u>
<b>9</b>	Enter the number from the <b>Personal Allowances Worksheet</b> , line H, above . . . . .	<b>9</b>	<u>      </u>
<b>10</b>	<b>Add</b> lines 8 and 9 and enter the total here. If zero or less, enter "-0-". If you plan to use the <b>Two-Earners/Multiple Jobs Worksheet</b> , also enter this total on line 1 of that worksheet on page 4. Otherwise, <b>stop here</b> and enter this total on Form W-4, line 5, page 1 . . . . .	<b>10</b>	<u>      </u>

**Two-Earners/Multiple Jobs Worksheet**

**Note:** Use this worksheet *only* if the instructions under line H from the **Personal Allowances Worksheet** direct you here.

- 1 Enter the number from the **Personal Allowances Worksheet**, line H, page 3 (or, if you used the **Deductions, Adjustments, and Additional Income Worksheet** on page 3, the number from line 10 of that worksheet) . . . . . **1** \_\_\_\_\_
  - 2 Find the number in **Table 1** below that applies to the **LOWEST** paying job and enter it here. **However**, if you're married filing jointly and wages from the highest paying job are \$75,000 or less and the combined wages for you and your spouse are \$107,000 or less, don't enter more than "3" . . . . . **2** \_\_\_\_\_
  - 3 If line 1 is **more than or equal to** line 2, subtract line 2 from line 1. Enter the result here (if zero, enter "-0-") and on Form W-4, line 5, page 1. **Do not** use the rest of this worksheet . . . . . **3** \_\_\_\_\_
- Note:** If line 1 is **less than** line 2, enter "-0-" on Form W-4, line 5, page 1. Complete lines 4 through 9 below to figure the additional withholding amount necessary to avoid a year-end tax bill.
- 4 Enter the number from line 2 of this worksheet . . . . . **4** \_\_\_\_\_
  - 5 Enter the number from line 1 of this worksheet . . . . . **5** \_\_\_\_\_
  - 6 **Subtract** line 5 from line 4 . . . . . **6** \_\_\_\_\_
  - 7 Find the amount in **Table 2** below that applies to the **HIGHEST** paying job and enter it here . . . . . **7** \$ \_\_\_\_\_
  - 8 **Multiply** line 7 by line 6 and enter the result here. This is the additional annual withholding needed . . . . . **8** \$ \_\_\_\_\_
  - 9 **Divide** line 8 by the number of pay periods remaining in 2019. For example, divide by 18 if you're paid every 2 weeks and you complete this form on a date in late April when there are 18 pay periods remaining in 2019. Enter the result here and on Form W-4, line 6, page 1. This is the additional amount to be withheld from each paycheck . . . . . **9** \$ \_\_\_\_\_

Table 1				Table 2			
Married Filing Jointly		All Others		Married Filing Jointly		All Others	
If wages from <b>LOWEST</b> paying job are—	Enter on line 2 above	If wages from <b>LOWEST</b> paying job are—	Enter on line 2 above	If wages from <b>HIGHEST</b> paying job are—	Enter on line 7 above	If wages from <b>HIGHEST</b> paying job are—	Enter on line 7 above
\$0 - \$5,000	0	\$0 - \$7,000	0	\$0 - \$24,900	\$420	\$0 - \$7,200	\$420
5,001 - 9,500	1	7,001 - 13,000	1	24,901 - 84,450	500	7,201 - 36,975	500
9,501 - 19,500	2	13,001 - 27,500	2	84,451 - 173,900	910	36,976 - 81,700	910
19,501 - 35,000	3	27,501 - 32,000	3	173,901 - 326,950	1,000	81,701 - 158,225	1,000
35,001 - 40,000	4	32,001 - 40,000	4	326,951 - 413,700	1,330	158,226 - 201,600	1,330
40,001 - 46,000	5	40,001 - 60,000	5	413,701 - 617,850	1,450	201,601 - 507,800	1,450
46,001 - 55,000	6	60,001 - 75,000	6	617,851 and over	1,540	507,801 and over	1,540
55,001 - 60,000	7	75,001 - 85,000	7				
60,001 - 70,000	8	85,001 - 95,000	8				
70,001 - 75,000	9	95,001 - 100,000	9				
75,001 - 85,000	10	100,001 - 110,000	10				
85,001 - 95,000	11	110,001 - 115,000	11				
95,001 - 125,000	12	115,001 - 125,000	12				
125,001 - 155,000	13	125,001 - 135,000	13				
155,001 - 165,000	14	135,001 - 145,000	14				
165,001 - 175,000	15	145,001 - 160,000	15				
175,001 - 180,000	16	160,001 - 180,000	16				
180,001 - 195,000	17	180,001 and over	17				
195,001 - 205,000	18						
205,001 and over	19						

**Privacy Act and Paperwork Reduction Act Notice.** We ask for the information on this form to carry out the Internal Revenue laws of the United States. Internal Revenue Code sections 3402(f)(2) and 6109 and their regulations require you to provide this information; your employer uses it to determine your federal income tax withholding. Failure to provide a properly completed form will result in your being treated as a single person who claims no withholding allowances; providing fraudulent information may subject you to penalties. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation; to

cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their tax laws; and to the Department of Health and Human Services for use in the National Directory of New Hires. We may also disclose this information to other countries under a tax treaty, to federal and state agencies to enforce federal nontax criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism.

You aren't required to provide the information requested on a form that's subject to the Paperwork Reduction Act unless the form displays a valid OMB control number. Books or records relating

to a form or its instructions must be retained as long as their contents may become material in the administration of any Internal Revenue law. Generally, tax returns and return information are confidential, as required by Code section 6103.

The average time and expenses required to complete and file this form will vary depending on individual circumstances. For estimated averages, see the instructions for your income tax return.

If you have suggestions for making this form simpler, we would be happy to hear from you. See the instructions for your income tax return.

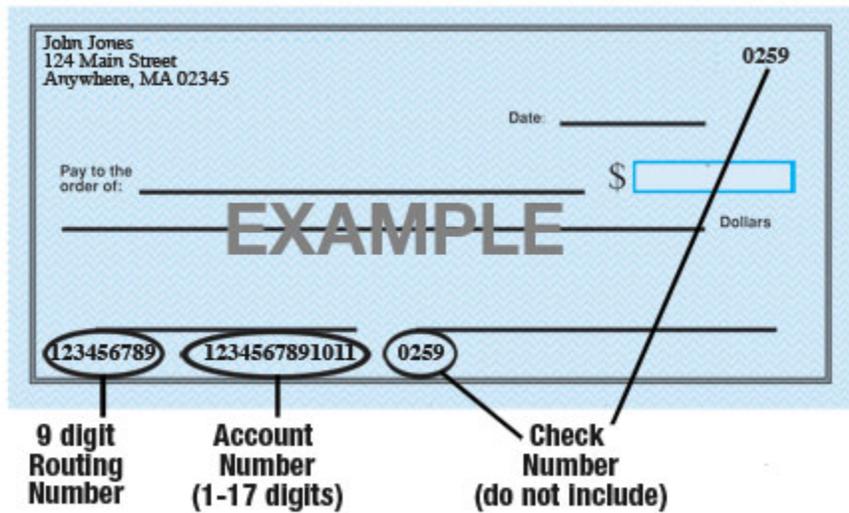
## Direct Deposit Form

Please print and complete all the information below.

Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, ZIP: \_\_\_\_\_



Name of Bank: \_\_\_\_\_

Account Number: \_\_\_\_\_

9-digit Routing Number: \_\_\_\_\_

Amount:  \$ \_\_\_\_\_  \_\_\_\_\_ % or  Entire Paycheck

Type of Account:      Checking      Savings (Circle One)

*Please attach a voided check for each bank account to which funds should be deposited.*

[Company Name] is hereby authorized to directly deposit my pay to the account listed above. This authorization will remain in effect until I modify or cancel it in writing.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## *New Employee Announcement*

Dear [insert department name]:

I am delighted to announce that [insert new employee's name] is joining as [insert job title of new employee] beginning [insert start date]. Please extend a warm welcome to our new colleague and do whatever you can to make [insert name] feel at home.

During the onboarding process, [insert mentor name] will be assigned as a mentor to [insert name]. Of course, help is welcomed from everyone. Please make a point of introducing yourself and welcoming [insert name] to the team.

Sincerely,

[Insert supervisor's name]

## *Employee Emergency Contact Form*

<p><b>Employee Name:</b> _____</p> <p>Primary Phone Number: _____ Primary Email Address: _____</p> <p>Full Address: _____</p>
---

### In Case of Emergency

<p><b>Primary Contact Name:</b> _____</p> <p>Relationship to Employee: _____</p> <p>Primary Phone Number: _____ Alternate Phone Number: _____</p>
---

<p><b>Secondary Contact Name:</b> _____</p> <p>Relationship to Employee: _____</p> <p>Primary Phone Number: _____ Alternate Phone Number: _____</p>
---

<p>Primary Physician Name or Preferred Hospital: _____</p> <p>Primary Phone Number: _____</p> <p>Full Address: _____</p>
--

## *Overtime Approval Form*

**NOTE:** Overtime must be approved before it is worked.

Employee Name	Social Security Number
<input type="text"/>	<input type="text"/>

Department	Phone Number
<input type="text"/>	<input type="text"/>

The above employee is approved to work \_\_\_\_\_ hour(s) of overtime on **[insert date]**.

**Reason for Overtime**

By signing, I certify that I approve this overtime.

Supervisor Signature	Date
<input type="text"/>	<input type="text"/>

Overtime pay will be one-and-a-half times the employee's regular rate of pay for each hour worked over 40 in one workweek.

### **FOR COMPLETION AFTER HOURS ARE WORKED**

Total Hours Worked: \_\_\_\_\_

Overtime Pay Earned: \_\_\_\_\_

Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_

Please return this form to Human Resources upon completion.

## Employee Referral Form

### Referral Guidelines

1. To refer a candidate for a position within the Company, you must fill out this form, attach a copy of the candidate's resume and/or application, and return it to Human Resources.
2. To be eligible for a referral bonus, the candidate you refer must not already work for the Company, and must not have already been sourced by the Company.
3. If the candidate you refer is hired, you will receive a referral bonus of [insert amount] [insert number of days] days after the referred candidate begins work for the Company. Both you and the referred candidate must be employed by the Company on the payout date—if this is not the case, the referral bonus will not be paid.
4. Employees involved in the hiring decision for a position are not eligible to collect referral bonuses for that position (recruiters, hiring managers, etc.).
5. Only one employee can receive a referral bonus for each candidate—if multiple employees refer the same candidate, the referral bonus will be given to the first employee to refer that person.

### Employee Information

Employee Name: _____	Date: _____
Department: _____	Employee ID Number: _____
Email Address: _____	Phone Number: _____

### Referral Information

Candidate Name: _____	
Position Referred For: _____	
Email Address: _____	Phone Number: _____

Briefly explain why this candidate is qualified for this position:

--

Date received: \_\_\_\_\_

Interviewed? No | Yes

Hired? No | Yes – If so, award date: \_\_\_\_\_

## Sexual Harassment Reporting Form

Employee Name: _____	Date and Time: _____
Job Title: _____	
Name of Immediate Supervisor: _____	

### STATEMENT OF COMPLAINT

Name(s) of Person(s) Accused of Wrongdoing:

\_\_\_\_\_

Description of Incident:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Action Requested: \_\_\_\_\_

Action Taken: \_\_\_\_\_

*This section is for Human Resources personnel to complete.*

Information Obtained:

- In person       By Phone       Other (specify): \_\_\_\_\_

Interview Scheduled For: \_\_\_\_\_

\_\_\_\_\_  
Signature of Human Resources Supervisor

\_\_\_\_\_  
Date

## *Receipt of Employee Handbook*

I acknowledge that I have received a copy of the Employee Handbook. I agree to read it thoroughly, including the statements describing the purpose and effect of the handbook.

I understand that this handbook is designed to introduce employees to the organization, familiarize them with Company policies, provide general guidelines on work rules, disciplinary procedures and other issues related to employment with , and to help answer many of the questions that may arise in connection with employment at .

I understand that this handbook and any other provisions contained in it do not constitute a guarantee of employment or an employment contract, express or implied. I understand that is an “at-will” employer and as such, employment with is not for a fixed term or definite period and may be terminated at the will of either party, with or without cause, and without prior notice. No supervisor or other representative of the company (except the President, in writing) has the authority to enter into any agreement of employment for any specified period of time, or to make any agreement contrary to the above.

In addition, I understand that this handbook states policies and practices are in effect on the date of publication. I understand that nothing contained in the handbook may be construed as promising future benefits or a binding contract with for benefits or for any other purpose. Personnel policies are applied at the discretion of . reserves the right to change, withdraw, apply or amend any of our policies or benefits, including those covered in this handbook, at any time. may notify employees of such changes via email, by posting on the Company’s intranet, portal or website, or via a printed memo, notice, amendment to or reprinting of this handbook, but may, in its discretion, make such changes at any time, with or without notice and without a written revision of this handbook.

By signing below, I acknowledge that I have received a copy of the Employee Handbook, and I understand that it is my responsibility to read and comply with the policies contained within it and any revisions made to it. Furthermore, I acknowledge that I am employed at will and that this handbook is neither a contract of employment nor a legal document.

---

**Signature**

---

**Date**

---

**Please print your full name**

*Please sign and date one copy of this notice, and then return it to Human Resources. Retain a second copy for your reference.*

## *Job Offer Form*

[Insert first name] [Insert last name]  
[Insert home address]  
[Insert city, state and ZIP]

Dear [first name]:

We are excited to extend an offer of employment with our organization as [insert job title]. Your base salary will be at an annualized rate of \$[insert amount] per year. In addition, you will be eligible for a \$[insert amount] annual bonus, based upon the achievement of mutually agreed upon goals to be determined.

You will be eligible for our benefit program offered to our employees effective [insert date]. You previously received a summary of the employee benefit program along with a detailed position description.

We are excited about having you join our organization to contribute to the continued growth and development of . Please return this form to [insert contact email] by [insert deadline]. If you have any questions in the meantime, you may contact us at [insert contact information].

---

*By signing below, you agree to the terms listed above and acknowledge that you have read and understand your position's description.*

---

Signature

---

Date

## Time Off Request Form

Employees of must submit their time off requests for approval at least [insert amount of time] in advance. Time off may be taken in full days or [insert number]-hour increments.

Employee Name

Supervisor Name

Department

Requested Date(s)

Total Number of Hours

<input type="text"/>	<input type="text"/>
----------------------	----------------------

Reason for Time Off

*The section below is for supervisors only.*

Is this vacation request approved?

Yes       No

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

## *Life Event Form*

Employee Name	Phone Number
<input type="text"/>	<input type="text"/>

Job Title	Employee ID Number
<input type="text"/>	<input type="text"/>

**What type of life event is this?**

- Marriage
- Birth/adoption of a child
- Divorce/annulment
- Death in family
- FMLA
- Dependent loss of eligibility
- Retirement
- Beneficiary change
- New hire
- Spouse loss of other coverage
- Error correction
- Beneficiary class change
- Change in insurance coverage
- Other (specify): \_\_\_\_\_

**When will this life event take place?**

**Comments**

I hereby certify that the information provided above is accurate.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

# ONBOARDING SCORECARD

Successfully integrating new hires into your organization can be challenging, no matter the size of your workforce. Onboarding takes time and dedication from a variety of stakeholders. More than simply training, onboarding means taking new hires and guiding them through all the necessary steps to get them comfortable in their roles and in the company culture. Answer the questions below to assess whether your organization is doing enough to effectively onboard new hires.

**Instructions:** Begin by answering the questions below. Each response will be given a numerical value depending on the answer. After completing the questions, total your score using the scale at the bottom of the page.

**- YES:** 0 points

**- NO:** 2 points

**- UNSURE:** 2 points

QUESTIONS	YES	NO	UNSURE	SCORE
1. Are new hires given a mentor within the first two days of starting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Does your organization provide welcome gifts to new employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Do you have a standardized onboarding plan that all new hires must complete, opposed to plans that fluctuate between new hires?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Are new hires prescreened before any interviews take place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Does your training program include games and quizzes to hold participant interest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Does your training feature elements that use technology, like software that guides and tracks user performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Do you hold a meet-and-greet event for employees to meet their new team members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. Do you survey new hires' satisfaction with their onboarding experience?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. Are new employees given necessary documents on their first day, including HR forms, training schedules, contact lists and software logins?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. Do new hires have time set aside each week of onboarding to meet with their managers and ask questions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**Low risk.** Contact O'Neill Insurance to confirm: 0-6

**Medium risk.** Contact O'Neill Insurance today: 7-14

**High risk.** Contact O'Neill Insurance today: 15-20