

- Beyond this basic information, townships should design questions to elicit job-related information that will be applicable and useful in deciding which applicant will meet the employer's needs.
- Run background checks at the right time—and use the information properly.
- Whenever possible, be proactive with employment issues – not reactive!
- Document, document, document.

2. Learn and Utilize a Fundamental Concept

When deciding whether to be an at-will or a just cause employer, most townships and township attorneys opt for the greater discretion that goes with an at-will standard.

- **At-Will.** Most townships employ their employees under the concept of at-will employment. At-will employees may be terminated at any time for any lawful, non-discriminatory reason. In Michigan, employees are presumed to be at-will.
- **Just Cause.** Some townships declare that their employees are governed by principles of just cause. Just cause employees may not be discharged without a reason that amounts to just cause.

Caution: Whether or not a township declares itself an at-will employer, if an employee can establish a prima facie discrimination claim, that claim can effectively force the township to prove just cause. Thus, you should always be prepared with a legitimate, good-faith business reason for any employment decision, whether it comes up in hiring, discipline, or termination of employment.

3. Avoid Mistakes on Simple Overtime Basics

Simply put: Salaries are not enough to avoid overtime compensation obligations. “Non-exempt” employees must be paid one and one-half times their regular rate of pay for all hours over forty (40) worked in a workweek. (Some townships also choose to pay overtime for hours worked over 8 in a workday. This is not legally required.)

To avoid overtime claims by current or former employees, your policies should:

- o Refer to “exempt” and “non-exempt”—not salaried and hourly.
- o Require all employees to document their time—exempt or not.
- o Thoroughly review the tests for exemption on the basis of “Professional,” “Administrative,” and “Executive” classifications. The title is not controlling in determining whether an employee is eligible for overtime pay; it is all about job duties. The consequences are significant if you are wrong.
- o State that employees may not work more than their regularly scheduled shift without advance approval from their supervisor—and enforce that part of your policy consistently.

Rethinking Employment Policy

Bent Greve



Rethinking Employment Policy:

Rethinking Employment Policy Felicity Skidmore, 1989 **Rethinking Employment Policy** D. Lee Bawden, Felicity Skidmore, 1989 This book takes a hard look at what we know and don't know about the labor market problems that face us as we move into the 1990s Contributing authors include Isabel V Sawhill George E Johnson Robert Eisner Marc Bendick Jr Burt S Barnow Ronald G Ehrenberg Leroy D Clark Ray Marshall Daniel Burton and Forrest Chisman Rethinking Employment Policy Isabel V. Sawhill, Urban Institute, Changing Domestic Priorities Project (Urban Institute), 1987 **Rethinking Work** Rishad Tobaccowala, 2025-02-04 A sea change is occurring a change so monumental that it is making us re-invent the traditional ideas of where work is done when work is done why work is done and even what work itself is We have a choice We can either be reactive and struggle to adjust to transformational events on the fly or we can be proactive and control the narrative reinventing work to align with the evolving environment Futurist Rishad Tobaccowala has had a highly successful career because he has anticipated and capitalized on emerging trends In *Rethinking Work* Rishad outlines the reasons why being proactive in this era of unprecedented change is the only way organizations will survive and thrive Schools banks law firms startups medical offices every sector will be affected by the current or soon to be emerging trends and events that Rishad describes in this invaluable guide Learn to thrive in a world where the who what why where when and how of work will be transformed Who will people work for A growing number of people are choosing to work for themselves while others are opting for greater control over who they work for This will lead to more options both for employees and employers on how to structure their work What will organizations look like Like nothing in the past We will no longer have a single organizational model or design but instead have a wide range of operating styles structures and sizes Why will people work Two thirds of workers under 30 are combining different gigs to not only satisfy their financial needs but to their own personal satisfaction and sense of purpose Where will people work In the metaverse At home In morphing offices that bear little resemblance to traditional workspaces With team members in other countries and customers on other continents When will people work Whenever The 9 5 workday is already passing as efficiency lessens in importance to innovation disruption and agility How will leadership change We are evolving to a new type of leadership from management focused to growth agility and learning focused **Rethinking Employment Security** Kathryn Troy, 1990 Rethinking Work Experience Andrew Miller, Anthony Gordon Watts, Ian Jamieson, 1991 An overview of organizational and curricular development in work experience in the UK in recent years which draws on the involvement of the authors at national level in consultancy with the DES NCC DTI DoE and many LEAs concerning the role of work experience in the school curriculum **Handbook of Social Policy Evaluation** Bent Greve, 2017-03-31 This Handbook uses methodologies and cases to discover how and when to evaluate social policy and looks at the possible impacts of evaluation on social policy decisions The contributors present a detailed analysis on how to conduct social policy evaluation how to be aware of pitfalls and dilemmas and how to use

evidence effectively **Evaluation Forum, Issue 11, Summer 1995** ,1995 **Rethinking Workplace Regulation**

Katherine V.W. Stone, Harry Arthurs, 2013-02-14 During the middle third of the 20th century workers in most industrialized countries secured a substantial measure of job security whether through legislation contract or social practice This standard employment contract as it was known became the foundation of an impressive array of rights and entitlements including social insurance and pensions protection against unsociable working conditions and the right to bargain collectively Recent changes in technology and the global economy however have dramatically eroded this traditional form of employment Employers now value flexibility over stability and increasingly hire employees for short term or temporary work Many countries have also repealed labor laws relaxed employee protections and reduced state provided benefits As the old system of worker protection declines how can labor regulation be improved to protect workers In *Rethinking Workplace Regulation* nineteen leading scholars from ten countries and half a dozen disciplines present a sweeping tour of the latest policy experiments across the world that attempt to balance worker security and the new flexible employment paradigm Edited by noted socio legal scholars Katherine V W Stone and Harry Arthurs *Rethinking Workplace Regulation* presents case studies on new forms of dispute resolution job training programs social insurance and collective representation that could serve as policy models in the contemporary industrialized world The volume leads with an intriguing set of essays on legal attempts to update the employment contract For example Bruno Caruso reports on efforts in the European Union to constitutionalize employment and other contracts to better preserve protective principles for workers and to extend their legal impact The volume then turns to the field of labor relations where promising regulatory strategies have emerged Sociologist Jelle Visser offers a fresh assessment of the Dutch version of the flexicurity model which attempts to balance the rise in nonstandard employment with improved social protection by indexing the minimum wage and strengthening rights of access to health insurance pensions and training Sociologist Ida Regalia provides an engaging account of experimental local and regional pacts in Italy and France that allow several employers to share temporary workers thereby providing workers job security within the group rather than with an individual firm The volume also illustrates the power of governments to influence labor market institutions Legal scholars John Howe and Michael Rawling discuss Australia s innovative legislation on supply chains that holds companies at the top of the supply chain responsible for employment law violations of their subcontractors Contributors also analyze ways in which more general social policy is being renegotiated in light of the changing nature of work Kendra Strauss a geographer offers a wide ranging comparative analysis of pension systems and calls for a new model that offers flexible pensions for flexible workers With its ambitious scope and broad inquiry *Rethinking Workplace Regulation* illustrates the diverse innovations countries have developed to confront the policy challenges created by the changing nature of work The experiments evaluated in this volume will provide inspiration and instruction for policymakers and advocates seeking to improve worker s lives in this latest era of global capitalism **Future Survey Annual 1991** Michael

Marien,1991-01-01 **Reconciling Work and Family Life in EU Law and Policy** A. Masselot,Eugenia Caracciolo di Torella,2010-01-20 Since its timid introduction onto the EC agenda in 1974 reconciliation of work and family life has developed into a fully articulated principle This book explores this journey and its implications for the EC legal order and society It argues that as reconciliation issues continue to evolve they require constant reassessment Beijing and Beyond Florence Howe,1996 This extra large double issue of WSQ combines two themes related but distinct a report on the largest United Nations sponsored gatherings of women in history at Beijing and Huairou and a series of national reports on women s studies Just a Number Anne-Marie Mooney Cotter,2016-04-22 Whilst workers organizations and third party analysts around the world commonly cite age as the most prevalent form of discrimination in the workplace age discrimination has not had the same high profile as discrimination on grounds of sex or race This book allows readers to better understand the issue of ageism and inequality It examines the primary role of legislation and court process in combating age discrimination at both national and international levels Including the role of NAFTA and the EU in this respect it also provides a detailed examination of the relationship between age issues and the law and will be an important resource for those involved in age discrimination and elder rights **Neighborhood Jobs, Race, and Skills** Daniel Immergluck,2018-05-20 Originally published in 1998 Neighbourhood Jobs Race and Skills argues that race is a powerful and persistent barrier to employment Analysing existing literature this book outlines how racial discrimination in hiring against African Americans appears to remain a contributor to high unemployment rates in black neighbourhoods The book also discusses how issues such as poor schools and physical and social isolation compound employment problems as well as changes in policy on skill requirements and the location of jobs The book argues that combined this is a major contributor to concentrated urban employment and poverty **Ending Poverty As We Know It** William Quigley,2008-10-23 Across the United States tens of millions of people are working forty or more hours a week and living in poverty This is surprising in a country where politicians promise that anyone who does their share and works hard will get ahead In Ending Poverty As We Know It William Quigley argues that it is time to make good on that promise by adding to the Constitution language that insures those who want to work can do so and at a wage that enables them to afford reasonable shelter clothing and food *This Ability* Anne-Marie Mooney Cotter,2018-01-18 This Ability is Cotter s third book in a series dealing with discrimination law Having looked at the theme of gender discrimination in Gender Injustice and race discrimination in Race Matters this further installment takes a similar approach and structure to illustrate comparisons and contradictions in discrimination law Disability Law is an increasingly important area in combating disability discrimination This Ability provides readers with a better understanding of the issue of inequality and aims to increase the likelihood of achieving equality at both the national and international levels for those with disabilities while at the same time educating those without disabilities The work examines the primary role of legislation and its impact on the court process It also discusses the two most important trade agreements of our day namely the North

American Free Trade Agreement and the European Union Treaty in a historical and compelling analysis of discrimination By providing a detailed examination of the relationship between disability issues and the law this book will be an important read for those concerned with equality **Antidiscrimination Law and Minority Employment** Farrell Bloch,1994-10-03 While employment regulations such as Title VII of the Civil Rights Act and the Federal Contract Compliance Program have redistributed minorities from small firms to larger ones they have not Bloch argues significantly improved aggregate minority employment Many job opportunities are discovered through restricted word of mouth networks and some employers continue to screen out minority applicants in ways that laws do not address Moreover some employers avoid hiring minorities women and older workers in order to avoid litigation Bloch discusses the use of economic and statistical analysis in hiring discrimination litigation and examines recent lawsuits to illustrate how these analyses are applied in federal courts In addition he addresses federal contractors affirmative action requirements theoretical arguments for and against antidiscrimination and affirmative action policy and a variety of unemployment remedies **Culture Clash** Anne-Marie Mooney Cotter,2016-05-13 The globalization process has foregrounded ethnic discrimination as an increasingly important area of law around the world Allowing a better understanding of the issue of ethnic discrimination and inequality this book offers a comparative analysis of legislation impacting ethnic equality in various Anglophone countries It demonstrates that it is possible to achieve equality at both national and international levels A compelling historical analysis of the North American Free Trade Agreement and the European Union Treaty is provided together with a detailed examination of diversity and the law The book will interest practitioners and others interested in ethnic legal issues **Performance Challenges in Organizational Sustainability** Mari Kooskora,Aleksandra Kekkonen,2024-11-27 This book conceptualizes and clarifies the meaning of sustainable performance approaching it holistically from different perspectives It focuses on challenges related to movements to transform the world economy into more modern resource efficient and competitive while keeping in mind harmonization of environmental social and governance objectives This has brought along new initiatives and undertakings that invite people communities and organizations to participate in building greener and more sustainable future The book discusses the UN Sustainable Development Goals SDGs EU Green Deal and Climate Pact and Environmental Social and Governance ESG metrics It tackles policies and strategies that integrate sustainable practices into business activities to align with these goals focusing on the increasing number of regulations such as ESG Reporting Sustainable Finance Disclosure Regulation SFDR Corporate Sustainability Reporting Directive CSRD and Green Taxonomy The book highlights new challenges organizations will face as they navigate their way through these goals and regulations and provides practical coping tips It is divided into four main parts which consecutively discuss and analyze the concepts and approaches more generally in the first part challenges approaches and metrics on green and sustainable performance on regional and local level in the second part and on companies level in the third part and how top down public sector and bottom up private

sector approaches meet Finally in the fourth part the book showcases concrete cases and best practices related to the above described topics showing how the challenges related to green and sustainable performance have been turned to new opportunities and competitive advantage in different organizations in different industries The book is a valuable resource for not only academia researchers master and doctoral level students especially in the sustainability courses and executive trainings but also practitioners politicians public officials and organizational leaders interested in turning their organizations into more sustainable units

Family Leave Policy: The Political Economy of Work and Family in America Steven K. Wisensale, 2015-05-15 Written in an accessible case study format this groundbreaking work explores the formulation implementation and evaluation of family leave policy in the United States from its beginnings at the state level in the early 1980s through the adoption of the federal Family and Medical Leave Act of 1993 and beyond to the present day With a political economy perspective the book identifies the major economic and social forces affecting both the family and the workplace And drawing on original primary research it examines how the political system has responded to this evolving issue with various policy initiatives

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Table of Contents Rethinking Employment Policy

1. Understanding the eBook Rethinking Employment Policy
 - The Rise of Digital Reading Rethinking Employment Policy
 - Advantages of eBooks Over Traditional Books
2. Identifying Rethinking Employment Policy
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Rethinking Employment Policy
 - User-Friendly Interface
4. Exploring eBook Recommendations from Rethinking Employment Policy
 - Personalized Recommendations
 - Rethinking Employment Policy User Reviews and Ratings
 - Rethinking Employment Policy and Bestseller Lists
5. Accessing Rethinking Employment Policy Free and Paid eBooks
 - Rethinking Employment Policy Public Domain eBooks
 - Rethinking Employment Policy eBook Subscription Services
 - Rethinking Employment Policy Budget-Friendly Options
6. Navigating Rethinking Employment Policy eBook Formats
 - ePub, PDF, MOBI, and More
 - Rethinking Employment Policy Compatibility with Devices
 - Rethinking Employment Policy Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Rethinking Employment Policy
 - Highlighting and Note-Taking Rethinking Employment Policy
 - Interactive Elements Rethinking Employment Policy
8. Staying Engaged with Rethinking Employment Policy

- Joining Online Reading Communities
- Participating in Virtual Book Clubs
- Following Authors and Publishers Rethinking Employment Policy
- 9. Balancing eBooks and Physical Books Rethinking Employment Policy
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Rethinking Employment Policy
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Rethinking Employment Policy
 - Setting Reading Goals Rethinking Employment Policy
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Rethinking Employment Policy
 - Fact-Checking eBook Content of Rethinking Employment Policy
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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