

This list of labor laws by state merely represents those states with the highest number of complex laws impacting small businesses (referred to as Tier II & III). The objective is to show state employment laws are crucial in developing sound employment management procedures, policies, and employee handbooks. We highly recommend that businesses operating in the following states acquire the employee handbook state addendum to ensure compliance, and those in other states should consider acquiring their state addendum.

## **CALIFORNIA**

- **1099 (CONTRACTOR) v EE**  
Strict classification requirements; must follow ABC test according to IRS
- **BAN THE BOX**  
15+ employees, no criminal record questions for applicants.  
May ask about criminal record during the first interview.
- **PAY – HISTORY BAN**  
Prohibits requesting or relying on applicants' prior pay for employment decision. Upon request, provide applicant with the wage range.
- **PAY – EQUAL PAY FOR EQUAL WORK**  
Prohibits paying a wage to employees of one sex or gender identity at a rate less than the rate paid to other employees.
- **NON-COMPETE AGREEMENTS**  
Generally, not enforceable
- **COMISSION AGREEMENTS**  
Required for any employees earning commissions
- **BENEFIT (Health Insurance) CONTINUATION**  
Fewer than 20 employees, no COBRA - state continuation rules apply
- **MANDATORY DIRECT DEPOSIT**  
May not require. Employees may volunteer with written authorization.
- **DISCRIMINATION – HAIRSTYLE**  
Workplace allows natural hairstyles - no discriminating
- **TRAINING – ANTI-HARASSMENT**  
5+ employees, requires training every two years
- **MANDATED REPORTER**  
All employers with minor employees; requires training & makes reports of suspected abuse/neglect
- **PAY – DAILY & WEEKLY OT**  
All employers, daily/weekly OT calculations for non-exempt employees
- **PAY – REPORTING TIME**  
All employers if non-exempt employees report to work but lack of work with exceptions.  
Pay at least half of the day's shift (minimum 2 hours/maximum 4 hours)
- **PAY – BUSINESS EXPENSES**  
All employers, must reimburse employees for all business-related expenses
- **PAY - VACATION OR PTO**  
Payout of all awarded/earned and unused upon termination require

- **PAY – FINAL**  
For involuntary terminations and resignations with 72 hours' notice, live final check & paystub due on last day of work; for quit with no notice final pay no longer than 72 hours; termination notice and unemployment brochure must be provided to all employees
- **LEAVE – PAID SICK LEAVE**  
All employers, must provide at least 3 days/24 hours sick leave, several cities within CA also have their own additional sick leave requirements
- **LEAVE – FAMILY**  
5+ employees, twelve weeks of unpaid straight or intermittent leave for serious illness, caring for family member with serious illness, bonding with newborn/fostered/adopted child or military exigency
- **LEAVE – DOMESTIC VIOLENCE, SEXUAL ASSAULT & STALKING**  
All employers, must provide time off/reasonable accommodations to attend related legal proceedings
- **LEAVE – SCHOOL DISCIPLINARY**  
All employers must allow employees with children K-12 time off to appear at the school for disciplinary reasons.
- **VOTING**  
2 hours PAID, unless employee has 2 consecutive hours to vote before shift starts or ends.
- **LEAVE – CIVIL AIR PATROL**  
All employers, must allow employees leave for emergency mission operations
- **LEAVE – PAID ORGAN OR BONE MARROW DONATION**  
15+ employees, 30 days of paid leave + 30 days unpaid leave for organ donation; 5 days of leave for bone marrow donation
- **LEAVE & ACCOMODATION - PREGNANCY**  
5+ employees; employee may request a reasonable accommodation and business must explore "all possible means of providing the reasonable accommodation." Leave is up to 17 weeks
- **MEAL & REST PERIODS**  
All employers, required to provide non-exempt employees 30-minute meal periods at specific intervals in addition to paid rest periods
- **LACTATION ACCOMMODATION**  
Employees must be provided a private space and breaks upon request for purposes of lactation
- **WAGE – MINIMUM**
  - Less than 26 employees – in 2022 \$14/hour; higher local minimum wage requirements
  - Exempt employees must generally be paid at 2x state minimum wage if classified as professional, administrative, or executive salaried employee
- **WAGE DEDUCTION**  
Must be authorized and to the benefit of the employee; generally, no deductions beyond taxes or benefit premiums may be taken on final checks

## COLORADO

- **1099 (CONTRATOR) v EE**  
Presumed to be an employee until proven otherwise. Must be free from control and direction in the performance of services, both under contract and in fact.
- **BAN THE BOX**  
All employers no criminal record questions for applicants' application legally exempted by job requirements. May access public records at any time.
- **MEAL AND REST PERIODS**  
Non-exempt employees receive a paid 10-minute rest period for each four (4) hours of work, and an uninterrupted and duty-free 30-minute unpaid meal period when their work shift exceeds 5 consecutive hours.
- **LACTATION BREAKS** Employer must provide reasonable time and accommodation
- **DISCRIMINATION – HAIRSTYLE**  
Workplace allows natural hairstyles according to employee's ethnicity - no discriminating based on
- **EMPLOYEE FILES – ACCESS** Employer must allow employee access to obtain copies of
- **JURY DUTY**  
All regularly employed trial or grand jurors shall be paid regular wages, but not to exceed fifty dollars per day unless by mutual agreement between employee and employer.
- **LEAVE – DOMESTIC VIOLENCE**  
EE to request or take up to 3 working days of leave in any 12-month period, with or without pay.
- **LEAVE – PAID SICK TIME** Employers with 16+ employees and all employers after 1/1/2022 (except contractors) paid sick leave for scheduled or unscheduled absences from work.
- **LEAVE – PUBLIC HEALTH EMERGENCY**  
All employees are paid leave in the event of a Public Health Emergency in accordance with CO-PHEL regulations.
- **MANDATORY DIRECT DEPOSIT**  
Okay with employee consent
- **OVERTIME – DAILY**  
time and one-half of the regular rate of pay for any work in excess of twelve (12) hours per workday, or twelve (12) consecutive hours without regard to the starting and ending time of the workday.
- **PAY – FREQUENCY**  
Employee may, by mutual agreement with employer, determine the period of wage and salary payments.
- **PAY – HISTORY BAN** employers cannot seek the wage history of an applicant
- **PAY - FINAL** Involuntary termination – pay w/in 6 hours of start of next working day.
- **PRE-EMPLOYMENT CHECKS** Restricted use of credit checks in hiring / employment decisions. Only certain positions

- **SEPARATION NOTICE**  
employer must provide a notice to employees upon separation from employment that informs them of the availability of unemployment insurance.
- **VOTING**  
up to 2 hours paid if given 48 hours' notice, or unless EE has 3 hours or more time before or after work.
- **PAY EQUITY**  
Employer must disclose in each posting the hourly or salary compensation, or a range of the hourly or salary compensation.

## CONNECTICUT

- **BAN THE BOX**  
No criminal record questions during application; only after employment app has been completed.
- **BENEFITS – STATE MANDATED SAVINGS PLAN**  
Employer with 5+ employees are required to provide a retirement savings plans to employees.
- **HARASSMENT-SEXUAL HARASSMENT TRAINING**  
Less than 3 total EEs: train only supervisors 3+ total employees train all employees.
- **EMPLOYEE FILES** Employees are entitled to review personnel record twice per calendar year.
- **JURY DUTY** Full time employee paid for up to 5 days.
- **PAY – FINAL**  
Next business day for involuntary termination – for all other termination regular schedule pay day.
- **PAY – HISTORY BAN**  
Employer is not allowed to ask applicant for pay history.
- **PAY RANGE DISCLAIMER**  
Employer must provide wage range to all employees and applicants.
- **MANDATORY DIRECT DEPOSIT**  
Allowed with employee agreement.
- **WEEKLY PAY WAIVER**  
Employer must apply for a pay waiver if not running at least a weekly pay cycle.
- **PREGNANCY ACCOMMODATION**  
Employer with 3 or more employees must provide reasonable accommodation.
- **LACTATION ACCOMMODATION**  
Employer must provide private space for breastfeeding employees to express breast milk.
- **SEPARATION NOTICE**  
Termination Letter/Separation Packet for Unemployed regardless of the reason for termination.

- **MEDICAL MARIJUANA**  
Employer may not discriminate against applicant or employee based on status as qualifying patient or primary caregiver of a qualifying patient under state marijuana laws.
- **BREAKS AND MEAL PERIODS**  
Employer must provide 30 minutes uninterrupted unpaid meal period. Meal period must be sometime after first 2 hours and before last 2 hours.
- **PAID FAMILY AND MEDICAL LEAVE (PFMLA)**  
All employers with one or more employees and is accessible to all employees who meet certain earned-wage thresholds.
- **EQUAL PAY** wage and hour law prohibits discrimination on the basis of sex in the compensation paid to any employee.

## MAINE

- **BAN THE BOX**  
Employers may not ask for criminal history until employment interview and cannot have question on employment application.
- **BREAKS AND MEALS**  
Must provide 30-minute break after 6 hours of work.
- **EMPLOYEE FILE ACCESS**  
Employer must provide employee with access to personnel files.
- **HARASSMENT TRAINING**  
Employers with 15+ employees must provide sexual harassment training within 1<sup>st</sup> year of employment.
- **LEAVE – DOMESTIC VIOLENCE**  
Employer must allow employee time off from work to attend court proceedings.
- **LEAVE – FAMILY & MEDICAL**  
Employer with 15+ employees must allow employee after 12 months of employment up to 10 weeks in any two years.
- **NON-COMPETE**  
Cannot require non-competes on employees earning less than \$48,000.
- **OVERTIME – LIMITS**  
Employee cannot be required to work beyond 80 hours of overtime in any consecutive 2-week period.
- **MANDATORY DIRECT DEPOSIT**  
Employer allowed to require direct deposit not allowed to charge employee admin fee.
- **PAY – EQUITY** Employer may not discriminate on the basis of sex when paying wages for the same position.
- **SALARY HISTORY BAN**  
Prohibits employer from requesting previous employment salary history as part of the application process.

- **SOCIAL SECURITY NUMBER BAN**  
Except in as required by Federal law employers cannot ask for applicant for social security card number except for process of background check or drug screening
- **MARIJUANA**  
Employer cannot discriminate based on status as medical user or for recreational off-duty use.

## MARYLAND

- **1099 (CONTRACTOR) v EE**  
Construction and landscaping employers must provide employees with a notice of their classification.
- **BAN THE BOX**  
15+ employees, no criminal record questions for applicants.  
May ask about criminal record during the first interview.
- **BENEFIT (Health Insurance) CONTINUATION**  
Fewer than 20 employees, no COBRA - state continuation rules apply (12 weeks).
- **MANDATORY DIRECT DEPOSIT**  
May not require. Employees may volunteer with written authorization.
- **DISCRIMINATION – HAIRSTYLE**  
Workplace allows natural hairstyles - no discriminating based on.
- **LEAVES – FLEXIBLE**  
15+ employees, must allow use of Paid Time Off for personal or family illness or death in family.
- **LEAVE – MONTGOMERY COUNTY PAID SICK LEAVE**  
5+ employees; 1 hour for every 30 hours worked up to a maximum of 56 hours.
- **LEAVE – PAID SICK LEAVE (all other counties)**  
15+ employees, five days for sickness, court appearances, or filing sexual assault charges.
- **LEAVE – PARENTAL**  
15+ employees, twelve weeks of unpaid straight or intermittent leave for parental reasons.
- **NON-COMPETE AGREEMENTS**  
Restricts entering into or enforcing with employees who earn equal to or less than (1) \$15 per hour or (2) \$31,200 annually.
- **PAY – EQUAL PAY FOR EQUAL WORK**  
Prohibits paying a wage to employees of one sex or gender identity at a rate less than the rate paid to other employees under certain circumstances; and providing less favorable job opportunity.
- **PAY – HISTORY BAN**  
Prohibits requesting or relying on applicants' prior pay to make employment or initial pay decisions. In most cases. obligated to provide an applicant, upon request, with the wage range for the job applied for.

- **PREGNANCY – ACCOMMODATION**  
15+ employees; employee may request a reasonable accommodation and business must explore “all possible means of providing the reasonable accommodation.”
- **PAID TIME OFF OR VACATION**  
Payout of awarded, earned and unused upon termination depends on written policy, and whether this policy was communicated to the employee at the time of hiring.
- **VOTING**  
2 hours PAID, unless employee has 2 consecutive hours to vote before shift starts or ends.
- **WAGE – MINIMUMS**  
Fewer than 15 employees, \$12.20/hour  
15+ employees, \$12.50/hour  
**Montgomery County;** \$14/hour, 11 to 50 employees; \$13.50/hour 10 or fewer employees.
- **WAGE DEDUCTION**  
Signed, written, specific authorization, per check – with reason for wage reduction.  
If for negligence, wages may not be reduced to below minimum wage.

## MASSACHUSETTS

- **1099 (CONTRACTOR) v EE**  
Standard federal regulations apply with the addition that service performed by the contractor must be outside the usual course of the employer’s business.
- **BAN THE BOX**  
Employer cannot require applicants to disclose criminal history on application.
- **BREAKS & MEAL PERIODS**  
Employer must allow employees 30 minutes meal break when working more than 6 hours.
- **EMPLOYEE FILE ACCESS**  
Within 5 days of request employer must allow employee access to personnel records on 2 separate occasions in a calendar year.
- **HOLIDAY BLUE LAWS**  
State law governing the working on a holiday that differentiates between retailers and non-retailers.
- **JURY DUTY**  
Employer must pay regular employees for the first 3 days of serving on jury duty.
- **LEAVE – PAID MEDICAL FAMILY**  
Employees will be eligible for 12 weeks of paid family leave and up to 20 weeks of paid medical leave. See Department of Family Medical Leave for specific details.
- **LEAVE – PAID SICK**  
Employers are required to provide sick leave to eligible employees.
- **LEAVE – PARENTAL**  
Employer with 6 or more employees are required to provide 8 weeks of leave per child for the birth or adoption.

- **MANDATORY DIRECT DEPOSIT**  
Employer may pay employees through direct deposit with employee authorization.
- **PAY – EQUITY**  
Employer shall not discriminate on the basis of gender in the payment of wages.
- **PAY – FINAL**  
In case of involuntary termination final wages are due on the day of discharge all other terminations final wages due on the next payday.
- **PAY – HISTORY**  
Employer may not seek salary history from a candidate seeking employment.
- **SEPARATION NOTICE**  
Department of Unemployment Assistance has a required posting for all places of employment.

## MINNESOTA

- **BAN THE BOX**  
Employer must wait until later in the hiring process -at the interview stage or conditional job offer has been extended.
- **BREAKS AND MEAL**  
Employees who work at least 8 consecutive hours must be provided longer than 20 minutes.
- **EMPLOYEE FILE ACCESS**  
Employer must accept employee request. Employer must provide copy of file upon former employee formal request.
- **LEAVE – FAMILY MILITARY**  
Employer must provide up to 10 days of unpaid leave for injured or death of immediate military family member.
- **LEAVE – PAID SICK**  
Minneapolis, St. Paul, and Duluth County paid sick leave law covers all employers with 6+ employees working in the identified area to provide one hour of sick time for every 30 hours worked for a total of 48 hours per year.
- **LEAVE – SCHOOL VISITATION**  
Employer must provide parent – employee 16 hours unpaid in 12-month period to attend school related functions.
- **LEAVE – VICTIMS OF CRIME**  
Employer required to provide employee unpaid time off to participate in legal proceedings pertaining to a crime for a victim or immediate family.
- **MANDATORY DIRECT DEPOSIT**  
Employer can implement direct deposit as long as there is no objection from employee.
- **PAY – FINAL**  
Involuntary termination with employee written demand provide within 24 hrs. All others next payday.



- **PAY – PAYSTUB NOTICE**  
Employers must provide employee with an earning statement paystub at the end of every pay period.
- **MARIJUANA**  
Employer not allowed to discriminate against employee or applicant based on status of registered medical marijuana patient.
- **WAGE NOTICE**  
Employers required to provide all new employees with a notice on specific information and a written notice if there is a change in wages.

## NEW JERSEY

- **1099 (CONTRACTOR) v EE**  
Services performed by an individual for compensation shall be deemed employee subject to the state “ABC” test to determine if contract worker.
- **BAN THE BOX**  
Employer with 15+ employees is not allowed to question applicant about criminal record until after conditional employment offer.
- **STATE SAVINGS RETIREMENT PLAN**  
Employer in business longer than 2 years and with 25+ employees must offer employee retirement plan managed by the State.
- **CROWN ACT**  
Employer is prohibited from discriminating based upon traits associated with race – hairstyles, braids, or locks.
- **EMPLOYMENT CHECKS – RANDOM DRUG SCREENING**  
Employers with safety sensitive positions are not prohibited from requiring random drug and alcohol testing.
- **LEAVE – DOMESTIC VIOLENCE SAFE ACT**  
Employers with 25+ employees must provide unpaid leave for victims of domestic violence or sexual assault.
- **LEAVE – PAID FAMILY**  
The law provides employees with up to twelve weeks of paid family leave each year.
- **LEAVE – PAID SICK**  
Employees accrue one hour of paid sick leave for every 30 hours worked.
- **PAY – EQUAL PAY**  
Employers are prohibited from discriminating against any protected class by offering wage rates less than those employees not in a protected class.
- **PAY – HISTORY**  
Employers are prohibited from asking or screening applicants for salary history prior to employment offer.

- **PAY – WAGE PAYMENT**  
Employers with 10+ employees must provide a wage statement at the end of each pay period.
- **MANDATORY DIRECT DEPOSIT**  
Employer must receive consent from employee before enrolling them for direct deposit.
- **PREGNANCY – ACCOMODATION**  
Employers must offer a reasonable accommodation for conditions related to pregnancy, childbirth, or related medical conditions.
- **SEPARATION NOTICE**  
Employers must provide terminated employees with a separation notice for filing for unemployment compensation benefits.
- **MARIJUANA**  
Employer is prohibited from discriminating against individual for being a registered patient using medical marijuana.

## NEW YORK

- **1099 (CONTRACTOR) v EE**  
NY state has a factor rule for 1099 vs w-2.
- **BAN THE BOX**
  - **BUFFALO** employer with 15+ employees not allowed to ask criminal record questions on application until conditional employment offer.
  - **NYC/ROCHESTER** no criminal record question on application or run check until after conditional employment offer.
- **BENEFITS – DISABILITY**  
All employers must offer NY state disability benefit. This is a monetary benefit for illness or injury not at work and is not a leave of absence.
- **BENEFITS – NURSING MOTHERS**  
Employers must provide nursing mothers place and opportunity to pump breast milk with minimum of 20-minute breaks.
- **BREAKS AND MEAL PERIODS**  
Employers must provide 45 minutes for those employed more than a 6-hour work period.
- **PAY EQUITY**  
Employers are not allowed to discriminate against protected classes by paying those not a member of protected class a higher wage.
- **DISCRIMINATION – RELIGIOUS ATTIRE AND FACIAL HAIR**  
Employer cannot discriminate against an individual for wearing attire or facial hair in accordance with religion.
- **JURY DUTY**  
Employer with 10+ employees required to pay \$40 of regular daily wages for the first three days of jury duty.

- **LEAVE – BLOOD DONATION**  
Employer with 20+ employees shall provide up to 3 hours of unpaid leave for the purpose of donating blood.
- **LEAVE – BONE MARROW DONATION**  
Employer with 20+ employees shall provide unpaid leave to donate blood marrow.
- **LEAVE – CRIME VICTIMS AND WITNESS**  
Employer is to provide unpaid leave for employees to attend or testify in court proceedings as a result of a crime.
- **LEAVE – PAID FAMILY**  
Employer is required to make partial wage replacement paid family leave for 12 weeks.
- **LEAVE – PAID SICK WESTCHESTER COUNTY**  
Employers with 5+ employees will provide paid sick leave. Employers with less than 5 employees with unpaid leave. Employees accrue 1-hour sick leave for every 30 hours worked up to 40 hours per year.
- **LEAVE – SICK LEAVE**  
Employers with 5 to 100 employees must provide 1-hour unpaid sick leave for every 30 hours for total 40 hours of sick leave per year.
- **LEAVE – RELIGIOUS HOLY DAY**  
Employees shall be provided with unpaid leave in observance of the employee's religious holy day when it falls on a workday.
- **MANDATORY DIRECT DEPOSIT**  
Employer must have written consent from employee for direct deposit.
- **PAY – CALL IN PAY/REPORTING PAY**  
Employer must pay at least 4 hours if employer calls in employee and does not have 4 hours or more of available work.
- **PAYSTUB**  
Employer must provide employee with paystub each pay period.
- **SALARY HISTORY BAN**  
Employer is not allowed to ask salary history information prior to presenting an employment offer.
- **SEPARATION NOTICE**  
Employer must notify employee in writing of termination and any continuation of benefits.
- **MARIJUANA**  
Employer is not allowed to test for marijuana except for safety and security reasons. Employers can take action against employee while use on the job.
- **VOTING**  
Employers are required to provide up to three hours of paid time off to vote.
- **WAGE – THEFT PREVENTION**  
Employer must provide all employees notice of wage rates prior to employment

- **HARASSMENT – TRAINING**  
All employers in NY and NYC must provide a written sexual harassment policy and training.
- **DISCRIMINATION – CREDIT – NEW YORK CITY**  
Employers in the city are prohibited from using credit information in employment decisions.
- **DISCRIMINATION – FAMILY PLANNING – NEW YORK CITY**  
Employers in the city are not allowed to discriminate through employment practices against sexual and other reproductive health decisions.
- **DISCRIMINATION – HAIRSTYLE – NEW YORK CITY**  
Employers with 4+ employees may not ban, limit, or otherwise restrict natural hair or hairstyles associated with ancestry.
- **SCHEDULING – TEMPORARY SCHEDULE CHANGE – NEW YORK CITY**  
Allows employees up to 2 temporary schedule changes per calendar year for specific personal event.

## WASHINGTON

- **1099 (CONTRACTOR) v EE**  
Strict classification requirements; 3- OR 6-point test to determine classification; 7 point test for construction industry
- **BAN THE BOX**  
No criminal record questions for applicants until determination is made on whether qualified. Certain exceptions based on job type/industry
- **PAY – HISTORY BAN**  
Prohibits requesting or relying on applicants' prior pay to make employment or initial pay decisions. Obligated to provide an applicant, upon request, with the wage range for the job applied after offer Must provide employees upon request salary information when offering transfer, promotion, etc.
- **PAY – EQUAL PAY FOR EQUAL WORK**  
Prohibits paying a wage to employees of one sex or gender identity at a rate less than the rate paid to other employees.
- **NON-COMPETE AGREEMENTS**  
Generally, not enforceable for employees making under set comp range and/or for periods of more than 18 months
- **COMMISSION AGREEMENTS**  
Required for any employees earning commissions; may not base eligibility for payment on current employment or contract status.
- **DISCRIMINATION – HAIRSTYLE/TEXTURE**  
Workplace should allow natural hairstyles/textures - no discriminating based on.
- **LEAVE – PAID SICK LEAVE**  
All employers must provide at least 1 hour leave for every 40 hours worked with carryover up to 40 hours. **Seattle** and **Tacoma** have local sick/safe leave provisions

- **LEAVE – FAMILY CARE ACT**  
All employers, must allow employees with paid leave benefits (sick, PTO, vacation, etc.) to use them for family care purposes; includes adult children who are unable to care for themselves
- **LEAVE – DOMESTIC VIOLENCE**  
All employers, must provide time off/reasonable accommodations to employees to attend related legal proceedings, seek treatment, take safety measures, etc.
- **LEAVE – SPOUSAL DEPLOYMENT LEAVE**  
All employers, must allow eligible employees leave at deployment of spouse/domestic partner during active conflict
- **LEAVE – EMERGENCY SERVICES PERSONNEL**  
20+ employees, must allow employees who act as specific emergency services personnel leave when responding to emergency calls during rescue/recovery, natural disasters, air force support, etc.
- **LEAVE & ACCOMODATION – PREGNANCY, CHILDBIRTH, OBESITY**  
15+ employees, employee may request a reasonable accommodation and business must explore “all possible means of providing the reasonable accommodation.”
- **MEAL & REST PERIODS**  
All employers, required to provide non-exempt employees 30-minute meal periods at specific intervals in addition to paid rest periods
- **LACTATION ACCOMMODATION**  
15 or more employees, employees must be provided a private space and breaks upon request for purposes of lactation, certification cannot be required
- **WAGE – MINIMUM**
  - In 2022 \$14.19/hour; Seattle has higher wage requirements
  - Exempt employees must be paid at \$1,014.30 a week (\$52,712.80 a year) in 2022 if classified as professional, administrative or executive salaried employee & adjusted annually; different requirements for certain IT professionals
- **WAGE DEDUCTION**  
Must be authorized and to the benefit of the employee; no deductions beyond taxes or benefit premiums may be taken on final checks without agreement between employee and employer

## **DISCLAIMER**

This is to acknowledge that the information contained within this document are based on Inspiring HR, LLC’s experience and trained expertise and are provided “as is” and is not guaranteed to its full accuracy in the future.