

HR Basics for Principals and Supervisors

Four Questions Before You Act

1. **Safety first:** Is anyone in immediate danger?
2. **Facts only:** What did I actually see or hear?
3. **Document:** Have I written down the facts?
4. **Who owns the next step?** Who needs to know or act next?

Recognize and Route

- **FMLA:** hospitalization, surgery, recurring treatment, pregnancy, caregiving, or military-family needs.
- **Accommodation:** a requested workplace change connected to a medical condition, injury, treatment, or limitation.
- **Attendance:** screen for protected reasons before discipline.
- **Wage and hour:** record and pay all time worked; address authorization separately.
- **Retaliation:** watch for changed treatment after a complaint or protected activity.

Document Facts

- **Include:** observable conduct, the expectation, the employee's response, next steps, dates, witnesses, and direct quotes.
- **Avoid:** assumptions, diagnoses, legal conclusions, emotional language, hearsay without attribution, and vague labels.

Write every record as though the employee, a hearing officer, or a jury may eventually read it.

Before a High-Risk Decision

- Check current policy, contracts, law, and assigned roles.
- Compare similar situations and document legitimate differences.
- Consult HR or legal counsel before formal discipline, termination, nonrenewal, demotion, suspension, or another significant adverse action.

Report First - Do Not Investigate First

- **Child maltreatment:** listen without leading questions, report immediately, document direct quotes, and follow district protocol.
- **Immediate danger:** call law enforcement first, then the hotline.
- **Arkansas Standard 1:** supervisors must file an ethics complaint within 24 hours when they observe, reasonably suspect, or receive a substantiated allegation of a Standard 1 violation.

Telling a supervisor, counselor, SRO, or superintendent does not replace a mandated reporter's legal duty.

Three Habits to Remember

1. Pause before making a promise.
2. Report the concern before conducting your own investigation.
3. Consult before making a high-risk decision.

My District's Contacts

Title IX:

FMLA / ADA Accommodations:

Payroll / Attendance:

Ethics / Licensure:

Child Maltreatment Protocol:

General educational guidance only. Consult current law, district policy, assigned HR personnel, and legal counsel.