EHG - HR Procedures:

**HIRING**

When a position is vacant, or you need to hire to address changing needs, you should follow this process:

* Reflect on the position you are filling and the qualities you are looking for in an employee.
* Recruit for the position via: job posting and/or word of mouth
* Save applications received in a file folder
* Save notes from you interview process (see templates for scoring matrix)
* Conduct reference checks whenever possible and keep a record of your reference checks
* When you are ready to make a verbal offer, discuss with the employee the major duties of the position, the hours and expectations around attendance, and let them know about the screening process (drug test and background test). You can let them know testing positive for marijuana won’t result in a disqualification for hire.
* Let them know that when they accept the verbal offer, they will be contacted by someone at Tokola to complete the hiring process and it is important for them to respond quickly so they can start work as soon as possible.
* Once they accept, send an email to [Heather@tokoloaproperties.com](mailto:Heather@tokoloaproperties.com) and [nicole@tokolaproperties.com](mailto:nicole@tokolaproperties.com) with the following information:

**New Hire Email to Tokola:**

**Name:**

**Position title:**

**Rate of Pay:**

**Status (part time/full time)**

**General time of day (mornings/swing/evenings):**

**Anticipated start date (Indicate if expedited/conditional)**

**Supervisor:**

**Duties: (Very brief):**

For example (for line cook): Setting up and stocking stations in the kitchen with all necessary supplies. Preparing food for service (e.g. chopping vegetables, butchering meat, or preparing sauces). Cooking menu items in cooperation with the rest of the kitchen staff.

**Contact info:**

* **Email:**
* **Phone number:**
* **Address:**

**Expedited/Conditional vs. Traditional**

Generally, when we make an offer, Tokola will send an offer letter and the new employee is required to respond with signed forms, etc. Once they’ve returned those forms and have completed the drug test and other screenings, they are cleared for hire and will be sent a link to ADP where they will submit their I9 and fill out additional information. Once that is complete, they are ready to start.

This process takes 1 – 1.5 weeks and is appropriate for somebody who is giving a substantial notice, or whose position is not in urgent need of filling.

Expedited/Conditional Hire

If you need to hire someone quickly, you can do an expedited/conditional hire and they can generally start in 1-2 days. These employees will be allowed to start conditionally before their drug test results and background screenings are processed. If there is a problem with their screening, they may be let go and paid for the days they worked.

In the case of a conditional hire, once you’ve made a verbal offer, send the New Hire Email to Tokola and indicate that it is an expedited/conditional hire. It is helpful to emphasize to the new employee the importance of responding quickly to Heather/Tokola’s requests.

The employee will still need to fill out all of their forms and return them to Heather to receive a link to ADP and they must complete the ADP session before reporting to work. **This is very important, because they are not covered by Worker’s Comp and insurance until they complete the ADP session.**

You may suggest to the onboarding employee that they come to work an hour early and do the paperwork and ADP while at work. In this case, you should arrange to have a manager be with them during that time to help them navigate.

**ONBOARDING:**

After a new employee has completed ADP the following steps should be taken for onboarding:

Meet with the employee, go over:

* New Employee Orientation Checklist
* Their job description and major duties
* Any position specific policies and procedures for their position
* Employee handbook

Gather:

* Their preferred contact
* Their emergency contact
* Employee Handbook signatures
* Signatures associated with New Employee Orientation Checklist

**DISCIPLINARY ACTION – COACHING**

When an employee violates policy, or is exhibiting problematic behavior it must be addressed to preserve a positive culture, provide the opportunity for the employee to make improvements and to protect the reputation and performance of the property.

***General Principals***

The Independence Hotel employs Progressive Discipline (see below)

Disciplinary meetings are an opportunity for coaching and allowing employees to learn and improve.

Disciplinary action in any form should be documented in the managers employees’ files and expectations documented in writing to the employee (email, or a signed memo). The documentation is important to provide clarity to the employee and for the manager to be able to refer back to. All formal disciplinary action should be forwarded to the General Manager for notification.

If several staff are making the same violations, for example with attendance, we encourage managers to ensure that expectations, as well as the consequences for not meeting expectations have been clearly communicated. A memo, team meeting, or one-on-one’s with staff may be needed to re-establish norms.

**Progressive Discipline:**

* Discipline means imposing a penalty or sanction on an employee for actions or conduct the employer finds inappropriate or deficient. Progressive discipline means imposing increasingly severe sanctions for repeated infractions.
* Progressive discipline is designed to put employees on notice that they must correct their behavior or face increasingly severe forms of discipline and ultimately, dismissal. Progressive discipline must be administered with genuine interest in helping the employee correct performance or behavior problem(s).
* Depending on the circumstances, formal discipline may be a written letter of expectation or reprimand or dismissal.
* If the problem is skill-or knowledge based. The employee should be given reasonable opportunity to each step of the process to correct the deficiency.
* If the problem is behavioral (for example consistent tardiness, sexual harassment rude treatment of the public, etc.) there is no need to give the employee time to improve. You may require the employee to immediately cease and desist from engaging the behavior. If the behavior is repeated, impose a more server sanction.

Step 1. Conversation with employee with expectations

* The conversation should be documented, including the date and response from the employee
* The employee should be sent an email and/or presented with a memo that outlines the expectations clearly.
* GM should be notified

Step 2. Conversation with employee and written expectations – GM notified

* The second disciplinary conversation should be accompanied by written expectations, a letter that includes clear expectations of required behavior change(s) and the consequence(s) if expectations aren’t met.
* The letter should be signed by the employee and their supervisor and emailed to the employee.

Step 3. Letter of reprimand – GM Involved

* If the expectations in the previous letter are not met and problematic behaviors continue, a letter of reprimand that includes any consequences prescribed in the previous letter (e.g. pay reduction, reduced hours, demotion, etc) and outlines expectations and consequences, including up to termination if problematic behaviors continue.
* The letter should be signed by the employee and their supervisor and emailed to the employee.

Step 4. Dismissal – GM Involved

* Employees terminated under progressive discipline should not be surprised as the consequences have been laid out for them.
* Any termination should be discussed prior to with the GM and/or Management Company
* In the case of termination, a final paycheck needs to be provided at the time of termination.

**Disciplinary Tips:**

* Keep molehills from becoming mountains. Address misconduct or deficiencies when first noted
* Be fair
* Get the facts, don’t rely on reports from co-workers
* Document, Document, Document
* Be consistent
* Consult with EHG
* Never discuss disciplinary information with anyone other than the affected employee, HR, other management

**TERMINATION**

In the case of an egregious violation of company policy, ongoing violations and non-responsiveness to coaching, or for other reasons, you may decide that an employee needs to be terminated.

The General Manager and the Management Company (Mark and Sondra) need to be notified before an employee is terminated.

In the case that an employee commits an egregious violation and it would be harmful or damaging to the staff or the customer for them to remain on the job, you may ask the employee to leave and let them know that they are suspended for five days and that we will contact them to follow up.

Two managers are always required to be present during a termination and the Management Company will provide support with the process.

See Termination Checklist in templates

**CHANGING POSITIONS/PROMOTION/CHANGING STATUS**

If you would like for an employee to either changing positions, change status (full time/part time) or receive a promotion, Notify the General Manager or Management Company for approval. Once approved, a brief memo should be prepared for the employee to sign. Once signed, provide a copy to the employee, keep one for their file, and email a picture or scan of the document to [Heather@tokolaproperties.com](mailto:Heather@tokolaproperties.com) and cc the General Manger.

The memo should include relevant details, including:

* The position they currently hold
* The position they are moving into (if relevant)
* The date they will start their new position/new status
* Any increase in pay or change in duties
* If this is a promotion, it is also helpful to provide a brief description of what in their work performance earned them the promotion.

See sample Memos

**PAY RAISE**

An employee may get a pay raise based on an annual review, an exceptional performance or increased duties, or because of external factors like minimum wage has increased and to remain competitive, we decide to raise wages.

In the case that the pay raise is based on merit and performance, notify the General Manger for approval of the raise. Then, a brief memo should be prepared to the employee to let them know that their pay will increase. Once signed, provide a copy to the employee, keep one for their file, and email a picture or scan of the document to [Heather@tokolaproperties.com](mailto:Heather@tokolaproperties.com) and cc the General Manger.

The memo should include:

* The employee’s current position and pay
* The date of the pay increase
* The new pay rate
* Brief summary of positive performance that contributed to the pay raise.

See sample Memos

**DISCIPLINARY ACTION - WHEN TO INVOLVE YOUR SUPERVISOR**

It can be helpful to get your supervisors opinion on any disciplinary issue and we encourage you to seek support and guidance often.

For the following situations, you are required to notify and consult with your supervisor:

1. If you feel you need to skip any of the disciplinary steps, for example going directly to a demotion or termination.
2. Prior to issuing a “letter of reprimand”
3. Prior to determining to terminate an employee
4. Any issue that involves claims of discrimination against a protected class, hostile work environment, criminal activity, or issues of life and safety.
5. Remember all disciplinary information is confidential and shouldn’t be shared with any employees outside of your supervisor and any other managers your supervisor deems necessary.