

**Document Type:** Standard Operating Procedure

<b>Title:</b> Performance Standards	<b>SOP #:</b> SHOA 006	<b>Effective Date:</b> January 14, 2014
Corporate Office Approval:		Date:

**PURPOSE:**

The purpose of this procedure is to outline Sculpture Hospitality of Arizona (SHOA) Performance Standards and establish guidelines for supervisors to evaluate and document individual employee performance and address non-performance and termination procedures.

**EMPLOYEE EXPECTATIONS:**

**WORK PRODUCT**

1. You will be expected to perform work in a professional manner and complete assignments on time.
2. You will be expected to accept job assignments willingly and perform them in a satisfactory manner.
3. You are expected to familiarize yourself with the all audit procedures and to be able to answer routine questions regarding the same.
4. You will be expected to use your experience and training to complete your assignments in a satisfactory manner.
5. You will be expected to pay attention to detail when completing assignments.
6. You will be expected to work at a rate that is similar to teammates so teamwork goes smoothly.
7. You will be expected to observe all SHOA policies.

**DEPENDABILITY**

1. You will be expected to notify your supervisor two (2) hours or more prior to the start of an assignment if you cannot come to work.
2. You will be expected to report to work on time. Habitual late arrival will result in disciplinary action.
3. You will be expected to dress for work according to SHOA Dress Code SOP 003.
4. You will be expected to remain drug free per SHOA Drug Free Workplace Policy 005.
5. You will be expected to refrain from conducting personal business on SHOA time.
6. You will be expected to request leave in advance at times that do not hinder SHOA operation.
7. You will be expected to secure dependable transportation to and from work assignments.

### **COOPERATIVENESS**

1. You will be expected to be friendly and follow directions while performing your daily tasks.
2. You will be expected to assist other areas of an audit when your work has been completed.
3. You will be expected to accept the tasks you are assigned without complaining.
4. You will be expected to observe the no smoking policy while on client premises.
5. You will be expected to work as a team member.
6. You will be expected to contribute to the work group's overall productivity as appropriate, helping coworkers when possible.
7. You will be expected to be courteous and show respect to fellow employees and clients.

### **ADAPTABILITY**

1. You will be expected to look for ways to streamline audit procedures without jeopardizing the accuracy of the overall procedure.
2. You will be expected to accept and be responsive to constructive criticism without taking it personally.
3. You will be expected to attend training to learn SHOA reporting, paperwork, and business processes.
4. You will be expected to be sure your actions are consistent with SHOA goals.
5. You will be expected to willingly accept input from others regarding ideas for improvement.

### **COMMUNICATION**

1. You will be expected to communicate clearly when speaking or writing.
2. You will be expected to keep your supervisor informed of problems as they develop.
3. You will be expected to listen carefully and ask questions when needed to clarify requests.
4. You will be expected to speak to people clearly and with an appropriate tone of voice, and listen to what they have to say to you.
5. You will be expected to report all accidents or incidents within one (1) hour of occurrence.
6. You will be expected to maintain confidentiality of client information.

### **DAILY DECISION MAKING/PROBLEM SOLVING**

1. You will be expected to refer all questions you cannot answer to the appropriate person.
2. When bringing a problem to your supervisor's attention, be prepared to recommend a possible solution.

3. You will be expected to work independently to solve problems or seek needed information.
4. You will be expected to consult with your supervisor regarding situations outside the scope of your authority.
5. You will be expected to act promptly to resolve or report rule violations or threats to workplace safety and security.

#### **SERVICE TO CLIENTS/PUBLIC (If applicable)**

1. You will be expected to demonstrate politeness and respect in all interactions with clients.
2. You will be expected to follow the established SHOA dress code.
3. You will be expected to maintain client confidentiality.

#### **USE OF EQUIPMENT AND MATERIALS**

1. You are expected to learn and follow proper use and operation of the equipment to which you are assigned.
2. You will be expected to observe proper safety rules when operating equipment.
3. You will be expected to use the proper equipment or tools for completing assigned tasks.
4. You will be expected to use proper equipment and tools for heavy lifting tasks.
5. You will be expected to safely use equipment and materials for their intended purpose.
6. You will be expected to report any loss or damage of equipment to SHOA management according to SHOA SOP 002.
7. You will be expected to properly use and maintain all equipment.

#### **EVALUATIONS:**

Each employee shall receive an annual evaluation per the following guidelines:

- a. The evaluation will contain all pertinent information regarding the employee's performance during the performance cycle. Only information relevant to the current performance cycle will be considered.
- b. Information from previous cycles will not be included (Incidents of continued pattern / negative behavior, violations of policy, or failure to meet performance expectations set forth in a corrective/disciplinary action that continue from the previous evaluation cycle thru to the current cycle will be considered).
- c. The supervisor will meet with the employee and review the completed evaluation with him/her.
- d. After reviewing the evaluation, the employee will sign acknowledging that s/he has reviewed the evaluation.
- e. The employee will have the opportunity to respond to the evaluation in writing on the evaluation form.

- f. This meeting will take place no later than 30 days after the end of the performance cycle.
- g. The original copy of the evaluation will be placed in the personnel file and the employee will receive a copy.

### **IMPROVEMENT PROCESS:**

At any time during an employee's employment, SHOA will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, SHOA may decide to end an employee's employment. Depending on the circumstances, an Employee Performance Action Plan (F-03) will be initiated and completed to document verbal or written warnings, counselling or retraining.

### **NON-PERFORMANCE DISCIPLINARY ACTIONS:**

SHOA requires a minimum standard of conduct and performance which will be made clear to all employees in this Standard Operating Procedure and subsequent Standard Operating Procedures. If an employee does not meet these performance standards, SHOA will take appropriate corrective action, such as training or verbal reprimand. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, SHOA may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. SHOA will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their supervisor. SHOA will only refuse such requests on reasonable business grounds.

Failure and/or continued failure to adhere to normal SHOA requirements, including property management, attendance, dress code, drug policy, harassment policy, job performance, general conduct, and confidentiality in relation to all of SHOA's affairs will result in an Employee being subject to the following procedures:

- The Employee will receive a **verbal** warning.
- The Employee will receive a **formal written** warning advising that continued failure to improve on the specific aspect of performance will lead to disciplinary action up to and including termination.

- The Employee will be **dismissed** in the event of it becoming absolutely clear that no, or insufficient, improvement on the aspect of performance is forthcoming.

#### **DETAILED NON-PERFORMANCE PROCEDURES:**

1. SHOA will advise the employee of any shortfall in their performance, and give them an opportunity to respond.
2. Once they respond, the supervisor will consider their response and decide if performance improvement action should be taken.
3. SHOA will provide support and training where appropriate.
4. The supervisor will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they will use specific examples, and refer to the correct policy or procedure.
5. The supervisor will allow the employee to respond before making a decision and consider the employee's responses.
6. The supervisor will decide if more action is needed.
7. Any time an employee is given a verbal warning, the supervisor will document an Employee Performance Action Plan - Form F-03 and file it in the employee's HR file. A copy is to be made available to the employee.
8. If a written warning is to follow, the supervisor is to:
  - document Form F-03 prior to discussion with the employee
  - discuss with the employee and give them the opportunity to make comment and sign the warning
  - Discuss solutions, provide counsel and devise training plan if necessary
  - keep a copy in the HR file
  - give the employee a copy
9. The warning must clearly define:
  - the deficiency
  - a clear explanation of the expected standard
  - by when the employee needs to achieve it
  - how the business will help the employee achieve the improvement required
  - consequences of failing to improve
10. The supervisor will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy in the employee's personnel file. This should include date, location and time of discussion.
11. They will continue to support the employee and note the support they give, for example, training or counselling.
12. If the employee's performance or conduct doesn't improve, the supervisor may opt to give the employee a final written warning and follow steps 7–10 above. This document needs to warn the employee in clear terms that SHOA will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

**Note:** Some circumstances justify going straight to written warning or immediate termination.

## **GROSS OR SERIOUS NON-PERFORMANCE PROCEDURES:**

1. The supervisor is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The supervisor should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The supervisor should also have a witness present. The supervisor shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the supervisor can terminate/dismiss the employee.
4. The supervisor should keep a file of all evidence collected and action taken in these circumstances.
5. SHOA will send the employee a letter of termination noting brief details.

## **TERMINATION PROCESS:**

People terminate their employment for various reasons, voluntary or involuntary. The steps to follow for a complete termination process are essentially the same for both conditions and are listed in this S.O.P.

### **Voluntary Resignation**

Employees should submit written letters of resignation to their supervisor. All resignations should be signed by the employee. Letters of resignation will be retained in the employee's personnel file. Terminating employees are reminded that the Nondisclosure Agreement they signed upon commencement of employment governs their actions.

To ensure an orderly work transition, employees are requested to give at least two (2) weeks' notice. The resignation date will be the last date the employee actually works.

1. Upon receipt of an employee's voluntary resignation, the supervisor should respond to the employee with an acknowledgement.
2. The supervisor will collect all SHOA equipment, property, and clothing issued to the employee and will complete the previously signed Property Acknowledgement SOP to ensure all company property is accounted for.
3. The supervisor will update and document the personnel file to include all signed SOPs.

### **Involuntary Terminations**

Except in cases of gross misconduct, the employee must be provided with verbal and/or written notice when there is a problem with performance and/or attendance. If a written

notice of warning of unacceptable performance, unprofessional behavior, or attendance is provided it should be on SHOA Form F-03 from the supervisor to the employee.

A performance review is also an acceptable form of notification of termination. The personnel file must contain copies of all such documentation. If performance does not improve to a level that meets SHOA standards, the employee will receive notice of termination.

1. The supervisor will collect all SHOA equipment, property, and clothing issued to the employee and will complete the previously signed Property Acknowledgement SOP to ensure all company property is accounted for.
2. The supervisor will update and document the personnel file to include all signed SOPs.

At all times the Employer will abide by procedural fairness under current employment legislation when dealing with dismissals from the Company. All disciplinary actions will be documented and retained in the employee's personnel file.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Management Signature: \_\_\_\_\_ Date: \_\_\_\_\_