Hire and Separation Guidelines

Attention to Sustaining the Workforce

Maintaining an adequate workforce rests on the Project Manager. He must constantly be aware of order volume and customer expectations and staff/train accordingly. Operations is consistently involved in this process to hold Managers accountable to a qualified applicant pool and to give oversight as to the bigger picture of system production personnel. So any changes in workforce (technicians, Leads, or front office) requires the Project Manager to contact Morristown- including those times when:

- Someone is quitting or has gone AWOL
- Someone needs to be terminated or released
- Customer has indicated pending changes in work volume (up or down)

Managers should NOT assume that all vacated positions will automatically be replaced! Clearance to make ANY changes to workforce (technicians, Leads, and front office) needs to go through Operations for the logical reasons of . . .

(1) evaluating potential replacement hires or additional hires against actual invoicing;
(2) tracking employee issues leading to resignation or termination (i.e. Exit Interview);
(3) attention to legal/safety issues related to a termination;
(4) higher level discussions with customer as to reasons/projections in work volume;
(5) available transfer employees from other systems to fill the need;
(6) issues which might alter the composition of a potential hire (OTI or partner company);

A good manager can handle any of these matters so it is not a question of competence, but Operations must be in possession of all information to raise all the right questions and to bring information to bear that the PM may not be aware of. The first notification should go to the VP/Ops [**Mark**]. VP/Ops gathers initial information and consults with COO [**Monte**] to evaluate issues, raise questions, and come to a decision (further calls with the PM may be required). This process should move as quickly as possible to steer the PM to the best course of action.

Project Managers are NOT to begin interviews toward hire or process a termination unless authorized to do so by Operations. The VP/Ops will contact PMs to confirm whether or not a position is declared open and a search can begin.

Pitching a Candidate

Once the Project Manager receives approval to fill an open/new position, he is clear to pitch an applicant/candidate. However, at no time should the PM make promise of hire until the app documents have cleared through Morristown- this is true of production positions, hourly positions and salaried positions). Hopefully, the PM has maintained an ongoing pool of interested persons to contact and interview. If a pool of applicants is not readily available, then Operations will assist as necessary to aid with advertisement and promotion. ALL applicants for serious consideration MUST file with the PM the following completed paperwork:

1. a fully completed/signed standard OTI Application for Employment
2. a graded Basic Skills Test instrument
3. a fully completed Driver's Questionnaire form
4. photocopy of BOTH the Drivers License and SS card
5. WHR Background Check Authorization form

Approving the Offer

Once informed that app docs and background check come in clean and all internal approvals are completed, the VP/Ops contacts the PM that the candidate is approved for hire. This is also a good time to clarify any questions on pay/wage. The PM can then contact the candidate to formally offer the position, bring him/her in to complete a new hire packet, and assign a tentative start date.

Processing the New Hire Packet

If the employment offer is accepted, the candidate meets with the PM and/or office staff and complete all required Windsor Human Resources (WHR) forms which make up the New Hire Packet. After completing the required documents/forms in the packet, copies should be made to leave with the candidate for his/her own personal records. Then the forms are ready to submit to Corporate. **AT NO TIME SHOULD THE CANDIDATE SHOW UP FOR WORK UNTIL ALL NEW HIRE FORMS ARE COMPLETE AND SUBMITTED TO MORRISTOWN**. All New Hire Packet/forms should be scanned or faxed directly to the Exec. Dir. Project Managers MUST keep to a minimum of one week between sending the New Hire Packet to corporate and the first day of work for the new employee. The Exec. Dir. will review for any missing or confusing information and respond to the PM as needed (in most cases, there are no issues that come up with the New Hire Packet which restrict employment).

The New Hire Packet should be completed for the particular STATE where the system is located. The New Hire Packet (formerly called the Employee Orientation Kit) includes the following required forms:

- Employee Enrollment Information
- IRS Form W-2: Employee's Withholding Allowance Certificate
- USCIS Form I-9: Employment Eligibility Verification
- Employee Withholding Exemption Certificate (varied by state)
- Direct Deposit Authorization Agreement (+ photocopy of blank/voided bank check)

- EEO-1 Employment Data
- Fair Credit Reporting Act of 1970 Disclosure Statement
- Employee Conduct and Work Rules
- Employee Agreement and Consent to Submit to Drug and Alcohol Testing
- OTI Media Waiver

Standard 90-Day Probation Period

All OTI hires begin employment under a 90-Day Probation. The 90-Day period is designed to measure success and aptitude for the job tasks. Project Managers should know within this time frame whether the person hired IS succeeding and shows potential for FUTURE success. The 90-Day Probation is NOT a target for reward but a measurement for a successful hire. AT NO TIME should the 90-Day Probation be held out as a marker for change in pay scale or hours/status. A successful 90-Day Probation review results in the following:

1. Conclusion of "grace period" in training while learning the job
2. Clearance to receive holiday pay, provided all guidelines are followed
3. Opportunity of continued employment provide continued success

Project Managers should send a simple email to the VP/Ops and copy the Exec. Dir. noting that a hire has reached the 90-Day Probation Period and recommend continued employment. In MOST cases, should performance be suffering, a termination should occur BEFORE the conclusion of the probation period.

Technicians: Post Training

Upon recommendation of the PM, technicians are to conduct testing/evaluation toward OTI Certification at the conclusion of field training. Once a trainee scores sufficiently on the Certificate Test, the PM should complete the appropriate OTI Certificate of Achievement. The PM should then make two copies of the Certificate- one for the technician and one for his local system employee files. Then the ORIGINAL Certificate along with the test/answer document should be forwarded to the VP/Ops. These documents should also include the MQTR sheets fully completed and signed off.

Concerning Terminations and Resignations

Reminder…. Contact the VP/Ops in any situation where a termination is requested or recommended and discuss all details. Do not begin actual separation paperwork until approved from Operations. The VP/Ops consults with the COO on all terminations, and in certain cases the COO or VP/Ops will actually contact the employee and inform of the termination.

It is critical when dealing with terminations that all separation paperwork is completed and submitted. This includes the Notice of Employee Separation form (Windsor HR) and the state government (Labor Board) Separation Notice for TN, GA, and LA. These forms should be completed/signed jointly by the Project Manager and the terminated employee (where applicable) and submitted to the VP/Ops **IMMEDIATELY** for review and potential post-investigations.

In some cases, even when an employee presents a standard two-weeks notice of resignation, the better course of action is to process the separation SOONER rather than LATER. This is especially true with production technicians who may tend to compromise work quality as they count down days to quitting.

Change of Status

Unless a common administrative issue (name change, address/phone change), Change of Status issues should be discussed with Operations before any COS forms are submitted. ANY COS related to wage, job status, or title will require APPROVAL by the COO.

Project Managers should also be <u>timely</u> in completing and submitting any Change of Status form on OTI employees.   The standard turn-around to enact a Change of Status is SEVEN DAYS.

OTI uses the (WHR) Change of Status form to record critical information in situations where there is usually a change of:

- Name (legal change or marriage)
- Address (moving)
- Personal phone number (home)
- Pay rate
- Job type/title
- FT to PT or visa-versa
- Hourly to Salary or visa-versa

Reminder on Steering Openings to Partner Subcontractors

If a technician position is declared "open" and the direction on this particular position steers to a partner subcontractor, then the PM is to work directly with the partner subcontractor office/owner to evaluate together potential candidates. As written in the Subcontractor Agreements, PMs have right to critical evaluation of any potential worker engaged with an On Trac project.

When the partner subcontractor and the PM have agreed on a candidate, the PM need only notify Mark and Joseph as to the name, position, company, and start date of the partner technician. Notify Mark again upon successful certification of the partner technician along with the certification date.