

HUMAN RESOURCES
Advice & Guidance

MANAGER TOOLKIT



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A manager plays one of the most important roles within the Compass Group family. We know that managers have a lot on their plates; this toolkit is meant to be a resource to help minimize confusion for managers when considering how to handle common employee relations events, and who to contact for HR assistance.

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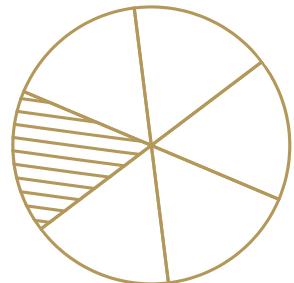
Keep an eye out for the checkmark throughout the document to know when to submit an HR Advice & Guidance ticket

With the exception of the ADA Accommodation process, the policy information contained in this Toolkit applies to non-union accounts only. Managers at union locations should consult their CBA or Labor Relations partner for additional support.



UNDERSTANDING HR AT COMPASS GROUP

At Compass Group, Human Resources (HR) is a community of people working together to make the associate experience great. A big part of that means empowering managers through tools, resources, and one-on-one support.



Pieces of a pie

Each HR team is one important piece of the Compass Group pie. Keep reading to learn the different functions of the HR teams at Compass Group.

HR Advice & Guidance

Escalation support for complex or challenging workplace situations.

- Harassment/discrimination allegations
- Terminations
- Employee relations escalations
- Associate appeals
- ADA accommodation support

Field HR

Various levels of HR Business Partners who develop, implement, and maintain systems/procedures that support the field.

- Talent management & planning
- Position eliminations
- Climate surveys
- Business retention

Other teams

There are some HR-related items that are handled by other teams.

PeopleHub

- HR data
- Position management

Payroll

- MySTAFF
- Pay-related inquiries
- PTO accruals/balance

Talent Acquisition

- Background checks
- Onboarding

Leave of Absence

- Initiating a leave for an associate
- Checking the status of a leave



Onsite HR

Some larger units have Field HR professionals with offices onsite. If available, they're a great and convenient resource for quick policy questions as well as assistance with onsite investigation activities.

Have a policy or procedure question?

They can be answered on [MyCompass](#) or by reading your handbook.

Note: Some items handled by HR Advice & Guidance can also be handled by Field or Onsite HR.

USING YOUR HANDBOOK

The handbook is an all-encompassing resource that guides associates and managers through the employment journey. It houses policies, procedures, conduct expectations, and more.

Each sector has at least **two handbooks**, one for hourly associates and one for salaried associates. Some sectors also have division handbooks.

What's inside

Each handbook is comprised of the same core sections and subsections: Introduction, Employment Policies (i.e., Section 2.6: Fair Treatment Policy), Compensation (i.e., Section 3.5: Overtime Pay), Benefits (i.e., Section 4.1: FMLA), and Associate Conduct (i.e., Section 5.8: Work Rules Policy).

In addition, each handbook has a Handbook Supplement that includes any sector-specific information and any variations from the standard handbook policies.



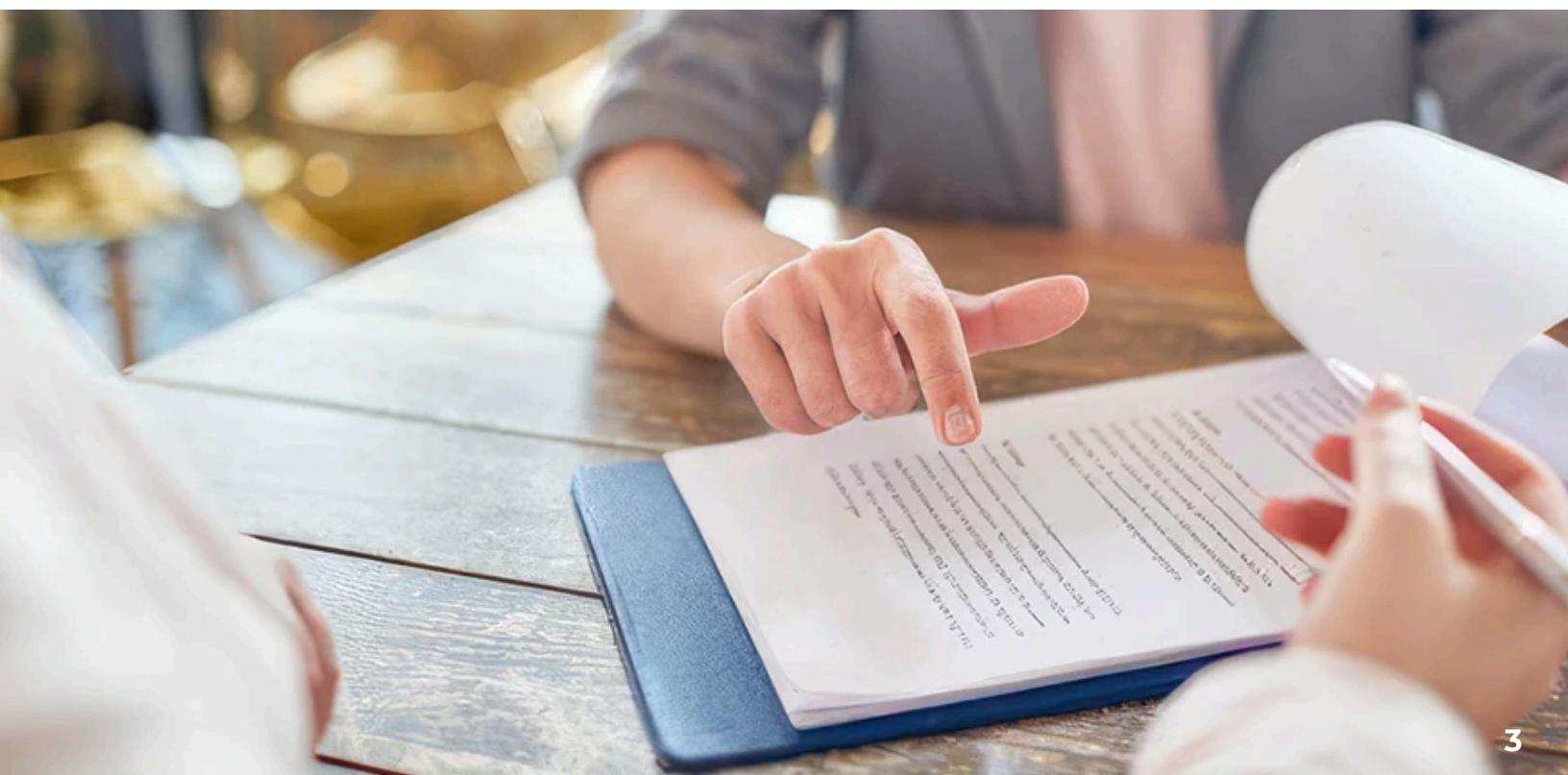
Table of contents

- 1. Introduction
- 2. Employment Policies
- 3. Compensation
- 4. Benefits
- 5. Associate Conduct
- Handbook Supplement



Finding your handbook

A complete list of sector handbooks can be found on MyCompass. Scan the QR code or click [here](#) to get started.



HR ADVICE & GUIDANCE

We're here to be an extension of you! Specialized by super-sector, our advisors are trained to help you navigate complex or challenging workplace situations.

Self-service tools

There are many knowledge articles to help managers with HR activities. Keep reading or visit the People & Payroll Support Center for step-by-step guides before submitting a ticket.

Contact us

If the issue has escalated and can no longer be handled internally, submit a ticket through the People & Payroll Support Center.

Urgent support

For items that require immediate phone support, contact HR Advice & Guidance by phone at 877-311-4747. Support available Monday – Friday, 8AM – 7PM EST.

How to submit a ticket

1. Login to PeopleHub through OMS or CAP and select the People & Payroll Support tile on the homepage.
2. Select the HR Advice & Guidance tile and follow the prompts to submit a ticket.

**PEOPLE &
PAYROLL
SUPPORT**

ASSOCIATE & MANAGER
SUPPORT PORTAL



HR ADVICE &
GUIDANCE



ATTENDANCE

Managers are responsible for tracking associates' time away from work – both excused and unexcused.

The [Attendance Tracker](#), located on MyCompass, is a great way to keep all time away organized.

When does an absence become a leave?

If an associate is absent for more than three consecutive days due to health-related reasons, managers should initiate a medical leave of absence via PeopleHub.

Terms to know

- **Paid sick time:** generally available to all full-time associates. However, if an associate lives in a city or state that offers paid sick leave, they are not eligible for additional paid sick time through Compass Group.
- **Excused time away:** does not result in any penalty to the associate. A complete list of reasons for an excused time away can be found in your associate handbook.
- **No Call, No Show:** when an associate fails to report their absence at any time before or within the first two hours of the associate's scheduled shift. This is treated separately from other types of unexcused absences. See the "No Call, No Show" section on page 6.
- **Meal Period:** given after 5 consecutive hours worked. Associates should receive 30 minutes when they are unpaid and not working.
- **Rest Break:** given for every 4 consecutive hours worked. Associates should receive 10 minutes (generally in the middle of the 4 hour period) when they are paid and not working.

Types of unexcused time away

- **Unexcused absence:** when an associate misses their scheduled shift for a reason that does not fall into one of the categories listed in the "excused time away" section of the associate handbook.
- **Lateness:** clocking in or signing in past the scheduled shift's start time and defined Meal Period or Grace Period.
- **Early-out:** leaving before the end of a scheduled shift without managerial approval.
- **Failure to follow Meal Period or Rest Break protocols:** failing to take Meal Periods and/or Rest Breaks on time (as scheduled by management); taking short or extended Meal Periods and/or Rest Breaks; skipping Meal Periods and/or Rest Breaks without manager consent; and not properly recording unpaid Meal Periods on time records.



Look for the check mark for when to submit an HR Advice & Guidance ticket

Tracking unexcused time away

At Compass Group, a point system is used to track unexcused time away from work. When an associate has an unexcused time away from work (or an “occurrence”), they are given a point (or an “Occurrence Point”) towards their Progressive Counseling. Occurrence Points for No Call, No Shows and other unexcused time away are treated separately and are tracked over a rolling 12-month period.

- **Occurrence Point:** given when an associate has an unexcused reason for being away from work.
- **Progressive Counseling:** the process taken to provide clear direction for improving an associate’s behavior.

Occurrence Points for No Call, No Shows

A No Call, No Show is when an associate fails to report their absence at any time before or within the first two hours of the associate’s scheduled shift. This is treated separately from other types of unexcused absences.

Associates in their introductory period (90 days or less of employment)*

1 Occurrence Point → Discharge/termination

Associates employed for more than 90 days

1 Occurrence Point → Final warning (Final Progressive Counseling)

2 Occurrence Point → Discharge/termination

→ Submit an HR Advice & Guidance ticket

***All healthcare sectors:** the introductory period is not followed for No Call, No Shows. See page 7 for more details.

Standard Occurrence Points for unexcused time away

Associates in their introductory period (90 days or less of employment)

1 Occurrence Point → Final warning (Final Progressive Counseling)

2 Occurrence Points → Discharge/termination

→ Submit an HR Advice & Guidance ticket

Associates employed for more than 90 days

1-4 Occurrence Points → Speak with associate

5 Occurrence Points → Written warning (2nd Progressive Counseling)

6 Occurrence Points → Final warning (Final Progressive Counseling)

7 Occurrence Points → Discharge/termination

→ Submit an HR Advice & Guidance ticket

Flik, Chartwells/SSC, and all Healthcare sectors: Occurrence Point structure varies from the standard policy. See page 7 for more details.



Variations in Occurrence Points

Associates in Flik, Chartwells/SSC, and all Healthcare sectors follow a different Occurrence Point structure for unexcused time away from work and/or No Call, No Shows.

For Flik associates (unexcused time away)

Associates in their introductory period (90 days or less of employment)

1 Occurrence Point → Final warning (Final Progressive Counseling)

2 Occurrence Points → Discharge/termination

Same as Standard Occurrence Points



Associates employed for more than 90 days

1-2 Occurrence Points → Speak with associate

3 Occurrence Points → Written warning (2nd Progressive Counseling)

4 Occurrence Points → Final warning (Final Progressive Counseling)

5 Occurrence Points → Discharge/termination

→ Submit an HR Advice & Guidance ticket



For Chartwells/SSC associates (unexcused time away)

Associates in their introductory period (90 days or less of employment)

1 Occurrence Point → Written warning

2 Occurrence Point → Final warning (Final Progressive Counseling)

3 Occurrence Points → Discharge/termination

→ Submit an HR Advice & Guidance ticket



Associates employed for more than 90 days

1-4 Occurrence Points → Speak with associate

5 Occurrence Points → Written warning (2nd Progressive Counseling)

6 Occurrence Points → Final warning (Final Progressive Counseling)

7 Occurrence Points → Discharge/termination

Same as Standard Occurrence Points



For all Healthcare sectors (unexcused time away & No Call, No Show)

All associates (unexcused time away)

1-4 Occurrence Points → Speak with associate

5 Occurrence Points → Written warning (2nd Progressive Counseling)

6 Occurrence Points → Final warning (Final Progressive Counseling)

7 Occurrence Points → Discharge/termination

→ Submit an HR Advice & Guidance ticket



All associates (No Call, No Show)

1 Occurrence Point → Final warning (Final Progressive Counseling)

2 Occurrence Points → Discharge/termination

→ Submit an HR Advice & Guidance ticket



PERFORMANCE/CONDUCT VIOLATIONS

When an associate violates an expected standard of conduct, Progressive Counseling should be issued by their manager.

- The process is based on offenses in a rolling 12-month period (unless the behavior is severe and repetitive in nature).
- The process is fully separate from any Progressive Counseling due to attendance.

What is Progressive Counseling?

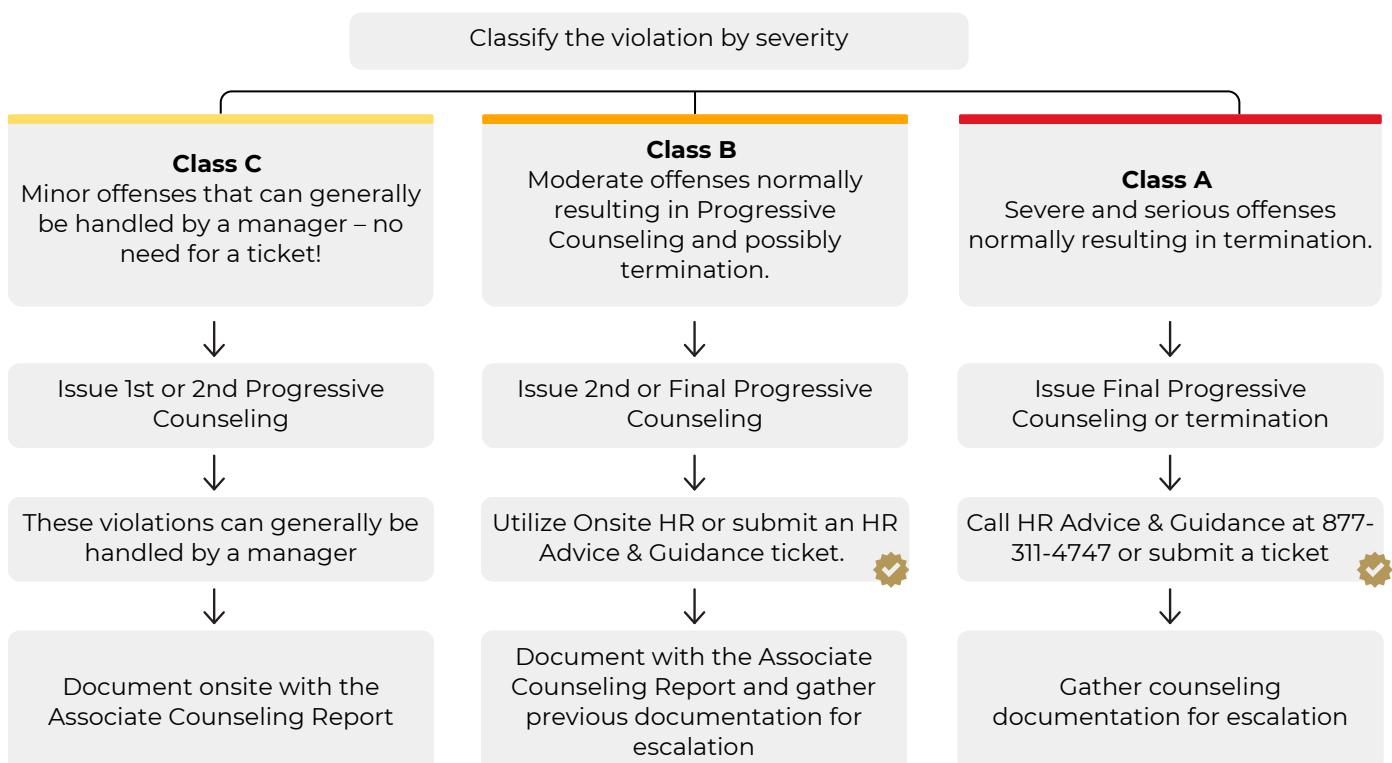
Corrective action taken to improve an associate's performance or adherence to expected standards of conduct. There are four levels: first, second, final, and discharge/termination.

There are a few instances when managers **must** contact the HR Advice & Guidance team, including:

- **Involuntary Terminations:** You are required to submit your termination case to HR Advice & Guidance for a risk evaluation and approval. You do not need to report voluntary terminations/resignations to HR Advice & Guidance.
- **High-risk cases:** harassment, discrimination, retaliation, workplace violence, threats, theft/fraud, media exposure, social media concerns, and/or impact to the client.

Escalation flow chart

Use the below chart to help determine when matter can be handled by an associate's manager, Onsite HR (if available), or HR Advice & Guidance.



For more information, please read section 5.8 of your sector's Associate Handbook. Managers are responsible for ensuring that all associates conduct themselves appropriately and adhere to company policies, procedures, and practices. Managers are responsible for administering progressive counseling consistent with the terms of this policy and maintaining a professional work environment conducive to appropriate associate behavior and conduct.

AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act (ADA) requires employers to provide reasonable accommodations (through the ADA Interactive Process) to qualified applicants and associates. Compass Group complies with the ADA and similar state and local laws.

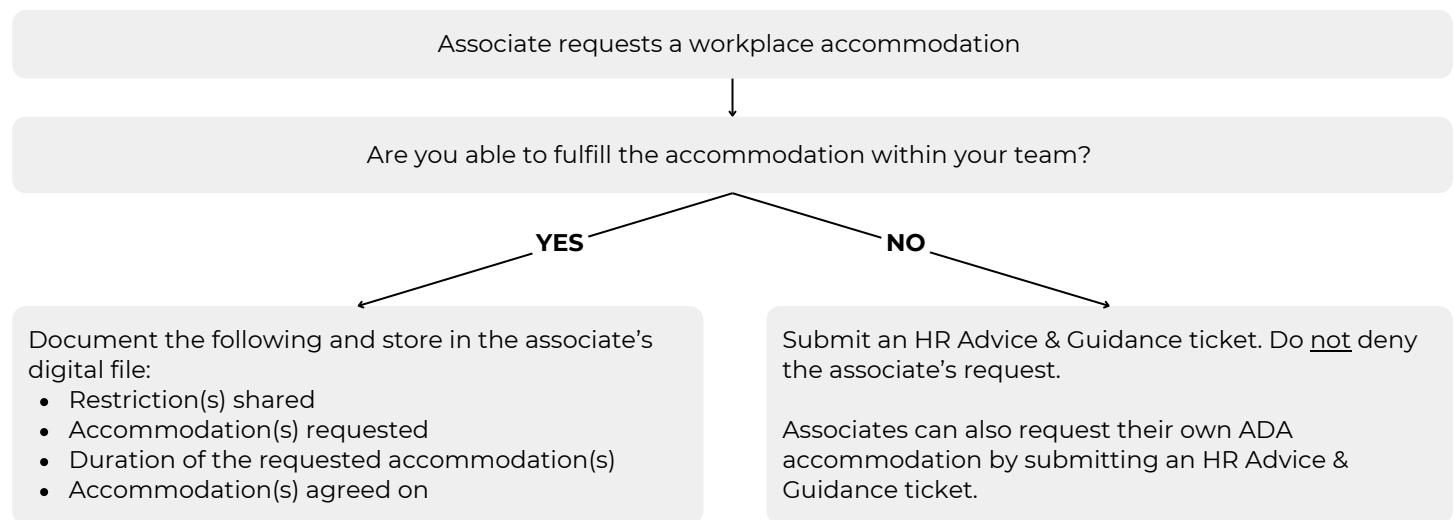
- **ADA Interactive Process:** when Compass Group and the associate (who is requesting an accommodation) work together to come up with an accommodation solution.
- **Reasonable accommodation:** a modification or an adjustment to a job or the work environment that enables a qualified applicant or associate with a disability to participate in the application process or to perform essential job functions.

What is the ADA?

A federal law that prohibits disability discrimination in all employment practices, including recruitment, hiring, promotion, and compensation.

Escalation flow chart

Use the below chart to help determine when the ADA process can be handled by an associate's manager, and when to escalate to Onsite HR (if available) or HR Advice & Guidance.



Important reminder

Managers should NEVER request medical documentation from the associate to ensure that the associate's privacy and/or confidentiality is not violated.