

Flyers Manager FAQ (updated 5/2021)

Health/Safety

I have a Team Member who reported mild cold symptoms. When can they return to work?

If a Team Member calls out for any reason, please submit a Team Member Callout Form by visiting the following link: <https://forms.gle/8LGtinxqgnb4ZvAw6>. HR will evaluate your responses on the form and respond with the appropriate course of action, including self-quarantine timelines and return to work dates, if applicable.

How do I respond to Safety Violations?

Ask yourself who, what, where, when, and why. Did this person have training? What's the corrective action to prevent it from happening again? Refer to compliance section of IIPP, or refer to Hazard reporting checklist.

How should my team report unsafe equipment, tools, etc.?

TMs should report on a hazard reporting form, via email, in-person, etc. If you receive a report, you should immediately review & eliminate the hazard, or correct it if possible.

1. Eliminate/Restrict access to the hazard/tool/unsafe device/etc.
2. Fix it, or replace it.
3. If you can't replace/fix it - train everyone on how to avoid injury/damage when using it (This is only acceptable if the temporary work around is safe and adequate, with minimal risk of injury).

Time & Labor

Can I end a TMs shift early if there is a lack of work to do?

YES; but you must pay them a minimum of two hours up to half their scheduled shift - whichever is more; and you must be careful not to work them on average less than 30 hours/week. Working a team member fewer than 30 hours/week can result in a change to Part-Time status which can impact their medical/dental/vision benefits.

Can a team member waive their lunch break so they can leave earlier?

Depending on the state of employment, it is possible for a team member to waive their entitled meal periods in certain circumstances. However, this is generally discouraged. If a Team Member has exceptional circumstances and would like to do this, please contact HR for further information.

Recruiting

I would like to create a new position. What is the process?

In order to assist you better in the recruiting, hiring and onboarding processes, we ask that you please submit a confidential Requisition Request Form by visiting <https://forms.gle/WiGFiqU8ejsfvMW57>.

Once this request has been submitted to HR, a member of the HR Talent Acquisition & Development team will be contacting you with 1 business day to discuss next steps and collect any additional information.

How can I ensure that my job posting is attracting the right candidates?

Review the job posting online for accuracy, readability and depth. A job posting should be only the summary of what a position entails, outlining the most substantial responsibilities and the education/skills/experience/knowledge/qualities/character required. Provide direct feedback to our Talent Acquisition & Development TMs for updates or revisions.

Are there any things that I cannot ask during a job interview?

The Equal Employment Opportunity Commission prohibits employers from asking questions that might lead to discrimination, or the appearance of discrimination. Questions relating to the following topics should NEVER be asked during the interview process:

- Age
- Race
- Ethnicity
- Color
- Gender
- Sex
- Sexual orientation or gender identity
- Country of origin
- Birthplace
- Religion
- Disability
- Marital status
- Family status
- Pregnancy
- Salary history (in some states)

This sounds easy, but can be hard, especially if you develop an easy rapport with the candidate during the interview. It is natural when getting to know someone to ask about family, friends, education or other off-limits topics, but that can get you into trouble during an interview. When determining what questions to ask your candidates, consider what you need to know to make an educated hiring decision.

-from *Business News Daily*, "Illegal Job Interview Questions to Avoid"

Team Member Relations

Performance Development

How can I help retain good team players?

The best way to retain good team players is to encourage their growth. Be there to facilitate their development. Some basic principles that go a long way:

For example:

- Deliver on your promises
- Be responsive
- Listen!
- Be realistic in your vision/team goals
- Communicate!
- Admit when you are wrong
- Drive to the finish line
- Be authentic & honest all the time
- Lead by example - work hard and continue to learn

Are there any training resources available to help me grow in my role as a manager?

The following books from the Flyers library are all highly recommended for our leadership team :

- Leadership & Self-Deception (The Arbringer Institute, 2015)
- Good to Great (Jim Collins, 2001)
- Great by Choice (Jim Collins, 2011)
- The Ideal Team Player (Patrick Lencioni, 2016)
- Five Dysfunctions of a Team (Patrick Lencioni, 2002)

Furthermore, Flyers culture is outlined in detail in the following resources:

The 3 Circles are meant to help in decision making and filtering important decisions.

The Flyers Constitution is meant to help leadership behaviors and characteristics.

Performance Improvement Plan (PIP)

I have a team member whose performance is not meeting company standards. What course of action should I take?

The Performance Improvement Plan (PIP) is available in the Manger Resources section of the Human Resources page on the Intranet. This document can help define expectations for a Team Member, as well as give them concrete actions to take to ensure that they are meeting performance expectations. A PIP should be delivered and completed with a witness (another manager or a member of HR).

Terminations and High-risk situations

I have decided that someone on my team is no longer a good fit and wish to terminate our relationship. What steps do I need to take?

Before proceeding with any termination, please reach out to the HR Manager to talk through potential risk and to allow HR and Payroll the necessary time to complete any steps necessary to process the termination. Follow up to communicate reasons and examples in written form with HR. Wait for FINAL PAY instructions from HR. Depending on the state, stiff penalties can be assessed to the company if we fail to comply with certain policies.

How should I deal with a disgruntled team member?

The following steps can help defuse a tense situation:

1. Listen to their complaint/concern
2. Acknowledge by saying "I understand what you are saying.
3. De-escalate by saying "It's okay to let me know when you feel _____; it's not okay to _____ (yell/threaten/etc)"
4. Send them home if they do not quickly regain their composure.
5. Send any written complaints, emails, threats of retaliation or legal action directly to HR for intervention.
6. *Do not specifically request that the disgruntled TM document their concerns*, unless their complaint is related to Safety Violations, Unlawful Discrimination, or Workplace Harassment.

Leaves of Absence

Someone on my team has informed me that they will need a Leave of Absence. What do I need to do?

Please inform HR as soon as possible by completing the Leave of Absence (LOA) Notification Form by visiting the following link: <https://forms.gle/M6Jwe5wpT1omRAsv5>.

Once the form has been submitted, please inform your TM that HR will reach out to him/her directly regarding this LoA, and that they must remain engaged in communication with the HR team.

What laws do I need to consider when handling a team member's Leave of Absence?

Depending on the reason the Team Member is citing for their LOA, a number of laws may come into play, including: ADA accommodation, FMLA, Workers' Compensation, Paid Family Leave, Pregnancy Disability Leave, as well as various state-level laws/programs. Please complete the LOA notification form with as much information as necessary to help HR navigate these various considerations.