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Human Resources Toolkit for Supervisors



Delivering Quality, Service & Integrity

Jeffery's Greenhouses
Plant II Limited

Human Resources Tool Kit For Supervisors

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Introduction

As a supervisor you will oversee and guide the work of a team of people. But there's more to it than that. As a supervisor, you are now charged with knowing and following a number of policies, procedures and regulations that are Human Resources related, "HR" for short. But what do we mean? What is "HR" anyway?

HR refers to a collection of activities related to the people of a company or organization. It involves managing people and the workplace and typically includes: recruiting and hiring, administering compensation and benefits, training, complying with regulations, and managing job performance and behavior in the workplace. When properly attended to, good HR practices enable employees to contribute at their highest level to achieve the business's goals. Even though your company has a designated HR manager, "HR" is really a shared responsibility that relies heavily on informed front lined supervisors being aware of the key role they play in getting the work done effectively, safely, and to standards.

As a supervisor, you need to know that along with "best practices" in HR, there are also several federal and provincial laws that govern certain workplace actions. Jeffery's Greenhouses operates under the provincially regulated Employment Standards Act 2000. To help protect yourself and your company, you need to learn about employment laws and your responsibilities as a supervisor to comply with these laws.

You don't have to be an expert in the law to be successful as a supervisor. You need to know your employer's standards. Those must, at minimum, comply with the law — that's your employer's responsibility. As a supervisor you have responsibility to implement and uphold these standards. Supervisors fill an important role in every workplace. Employers rely on supervisors to mentor, monitor and help motivate their workers to uphold adopted standards. In order to do this you need to become very familiar with your employer's standards and policies. Alternatively, if you are unfamiliar with the standard, or unsure of what you are reading, than it is extremely essential that you ask before acting.

This HR toolkit is also designed to provide an overview of management topics to familiarize you with the responsibilities and challenges that face all supervisors. It is not meant to be comprehensive, but an introduction to basic management topics when it comes to Human Resources. It contains information, resources and tools which can be used as a starting point for successfully attracting, hiring and developing new employees. This HR toolkit is designed to help you understand your responsibility in accordance with Ontario's Employment Standards legislation and Jeffery's standards in order to be able to use these tools in your role as a supervisor.

HR Top Ten for Supervisors

The following offers a brief introduction to a top ten list of HR “rules” that all supervisors should know and heed.

10. Know Your Company Policies. Whether you are a new hire or seasoned supervisor; the beginning of the each season is an excellent time to review the employee handbook and safety policies. Even if you are an experienced, “star” supervisor, legislation and policies are constantly changing. Make sure to review and educate yourself regularly. How can you expect your employees to be aware and follow the rules if you are not an expert in them yourself? The watch word here is “consistency.” Company policies need to be applied consistently to all employees. If you let one employee get away with coming in late, but come down hard on another employee, you could find yourself defending a discrimination claim.

9. Personal Information is “PERSONAL.” As a supervisor you will have access to, and may become aware of, personal information about your team members. You have both a legal and ethical responsibility to safeguard and keep confidential all personal information from your team members. This includes information that may make your team members’ vulnerable to identity theft such as social insurance numbers, names and addresses, driver’s license numbers, and banking information. It also includes protecting a team member’s privacy by not discussing their family issues or health information regardless of whether it is volunteered by the employee or disclosed in some other fashion. Do not send any confidential information over by email. Utilize the new Pronto electronic submission process for all applicable forms and send everything else into the office by Adobe Scan. All records must be kept for three years after the employee has stopped working and then shredded. Interview documentation should be kept for a minimum of one year time frame and then destroyed appropriately as well.

8. There Are Legal and Illegal Questions. Since your role as supervisor includes interviewing candidates for employment, you need to know that there are certain questions and lines of inquiry that could give rise to a discrimination claim. No questions should be asked that would reveal a persons’ race, gender, religion, marital status, age, disabilities, ethnic background, country of origin, or age (“Are you married?”, “Any kids?”, “What do you do on the weekends?”). Stick to job related questions. You may think a question is just a friendly attempt to establish rapport but you may inadvertently solicit personal information that is not job-related. For example, what’s wrong with asking someone where they are from? Seems like a polite question; we ask people that all the time in our everyday lives. True enough, but by simply by asking, you have just set yourself up for a potential discrimination claim if you do not hire the candidate. They may think they were not hired because of their country of origin. More on this will be covered in “Interviewing 101”.

7. Employees Have Rights. All employees have certain rights, including those found in the Employment Standard Act as well as the basic three found in the Occupational

Health and Safety Act. You should be aware of these rights to be sure you do not violate them and expose your company and yourself to legal liabilities. The details of all the laws regarding employee rights are beyond the scope of this toolkit and presentation. They include the “Big 3” 1) the Right to Refuse 2) the Right to Know and 3) The Right to Participate (in the Health and Safety system). A good rule of thumb is if you are unsure of something make sure to ask before proceeding further.

6. Equal Employment is the Law of the Land. Equal employment laws apply to both applicants for jobs and current employees. As a supervisor you are prohibited from making employment decisions based on age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status (including single status), gender identity, gender expression, receipt of public assistance (in housing only), record of offences (in employment only), sex (including pregnancy and breastfeeding) and sexual orientation. These are considered “*protected grounds*” according to the Ontario Human Rights code. In practical terms, this means that if you only send your male employees for additional training or give the best work assignments to only one race, you could very quickly find yourself responding to a human rights inquiry the based on an employee’s complaint. The Code states that every person has a right to equal treatment with respect to employment without discrimination or harassment in consideration of one of these protected grounds.

5. It is Illegal to Hire “Illegals”. All employers, under federal law, are required to verify the identity and employment eligibility of all employees **prior to hiring**. As a supervisor, you are asked, on behalf of Jeffery’s, to examine the documents that must be presented by each new employee. This includes viewing their Social Insurance Number to verify if they have entered it correctly on their TD1 forms. If they have a Social Insurance Number starting with a “9” then you must also view their work permit. A copy of this needs to be sent in to head office. All work permits have an expiration date and as a supervisor you need to be aware of when these expire. Valid photo identification should also be viewed whether it’s a driver’s license or other form of official photo identification. These documents serve the purpose of verifying a person’s identity and eligibility to work in the Canada. If an employee is not able to present acceptable documentation **prior** to starting, then they are not eligible to be hired.

4. Employees Deserve Feedback. Whether positive or constructive, your employees deserve to know when they are meeting expectations or performing below par. Too many supervisors and managers fail to give their employees feedback or they only give one kind of feedback. But research has shown that feedback, both motivational and formative, is most effective when given separately. To do their best, employees need both.

3. Hire Right, Fire Right. In spite of strong hiring practices, you may still be faced with a decision to terminate an employee’s employment. The goal of all terminations is to have the employee leave the company with dignity and without filing an unjust termination claim. Your first obligation is to confer with your manager and human

resources to determine Jeffery's policies and practices regarding terminating employees. This will include showing evidence that you provided coaching, counseling, training and discipline in an attempt to address the issue before making the decision to terminate employment. This will be reviewed in "Discipline 101". *If the events and actions leading to a termination decision are not properly documented, they simply didn't happen.* Take the time to investigate and get all the facts. Make sure the facts support the decision to terminate. Never make this decision without consultation.

2. Employees Are People Too. Employees leave their jobs because of their supervisors more than any other reason. As you face the people challenges inherit in any workplace, remember, it's not just a tool box that comes to work every day – it's a whole person. "She doesn't respect me" is a phrase we hear all too often when an employee is asked about their supervisor. And no doubt, you want your employees to respect you also. Listen and value the ideas and opinions of each person; acknowledge any concerns and challenges they may be facing; and, ask for suggestions on how you can help to address issues.

Establishing respect in the workplace is not only common sense and courteous, there are laws that regulate certain workplace conduct that you need to understand. As a supervisor you take on the added responsibility to ensure that you and your colleagues behave appropriately toward one another. Creating or allowing a hostile, intimidating or harassing environment can subject you to personal liability if a claim is made. You must not look the other way if you know of or should have known that someone is being illegally harassed, intimidated or discriminated against. Use the proper reporting procedures so that situations can be addressed and remedied immediately.

1. You Are the Company. Perhaps the most significant thing to know as a supervisor is that you are the Company. Your staff will view you as management and the courts may view you as the Employer. This has significant implications. As a supervisor you may be held personally liable for what you do and what you fail to do on behalf of your employees. You may be held personally responsible for allowing an alleged discriminatory practice to occur, for contributing to it, or for ignoring it altogether.

This section of the HR toolkit was meant to introduce you to the "people" part of your job as a supervisor. You are encouraged to take the steps to learn more about the concepts, laws and strategies discussed in this Top Ten list. Learning more about and heeding these HR "rules" will go a long way toward making sure your experience as a supervisor is richly rewarding.

Job Description

A good job description provides a clear and concise summary of a position's duties and responsibilities. It outlines the essential qualifications and requirements a candidate or incumbent must have, and the work conditions an employee can expect to face.

Avoid recruitment and selection nightmares Having a thorough and accurate job description can ease the hiring process and ensure that you get the talent your company needs. Without a job description, you risk hiring unqualified individuals, or neglecting to ask questions relating to the duties and responsibilities of the position you are filling.

Performance management problems? A good job description can help! Having a job description that lays out an employee's job duties can offer tangible benefits during the performance management process by allowing you to compare the work the employee completes on a daily basis to the duties assigned to them on their job description. This reduces the potential for disputes where you and your employee don't see eye-to-eye on what is expected of them, including the scope of their duties and responsibilities.

Job descriptions are extremely useful, yet frequently overlooked employment documents. They can provide value in many diverse situations including recruitment and selection, managing employee performance, setting and achieving organizational goals.

Jeffery's In Store Merchandising Representative Job Description

- During the interview process use the job description to go over the expected responsibilities in detail. Ask them if they have any concerns in performing the duties as outlined.
- Make sure to highlight the physical demands of the job and ask them if there's anything preventing them from doing the job as described.
- Then during the orientation (Prior to starting) give the team member a copy of the job description reviewing the duties again.
- Go over it with them in detail asking if they have any questions.
- Explain specific responsibilities and ways they are going to be evaluated.
- Discuss your expectations. Explain in what ways they'll be expected to contribute.
- Once complete, ask them to sign and submit a copy for their employee file. Ensure that they have a copy as well.

Interviewing 101

1. Interviewing Best Practices- HR Downloads
2. HR Downloads Training Sessions- please complete the following two modules that have been assigned to you.
 - A) Interviewing Training (19 min)
 - Returning calls and handling telephone interviews
 - What to prepare for interviews, going into the interview, answering questions, concluding the interview and follow-up
 - Practical/employment tests
 - B) Interviewing Styles, Structures and Pre-Employment Testing Training (18 min)
 - Interview types and styles
 - Understanding the job description, key tasks and abilities and types of interview questions
 - Different stages and structures and pre-employment testing
3. Articles from HR Downloads
 - Sometimes the Best isn't the Brightest-Screen carefully and methodically
 - The Whole Truth and Nothing but the Truth
 - No Size Fits All: Exploring the Limits of 'Hiring for Fit'
 - Bad Hire, Bad Hire, Whatcha Gonna Do? The Impact of a Bad Hiring Choice
3. Interviewing Skills for Supervisors-presentation
4. Jeffery's standard interview procedures
4. Standardized Interview Form
5. What **NOT** to ask- Do It Right and Make It Legal
 - Prohibited questions from Ontario Human Rights Commission

Resources:

- Merchandiser Posting
- Recruitment Strategy
- Interview Questions: Legal vs. Illegal
Read more <http://www.canadahrcentre.com/base/interview-questions/>
- Interviewing Best Practices
- Interviewing 101-Do it right and make it legal

Orientation- 'Right' from the Start

Orientation— is a one-time event welcoming them to Jeffery's. Training is a separate ongoing process.

What's new employee orientation?

At orientation, new hires are formally introduced to the company. New employee orientation must be conducted on the first day **before** the team member starts working at their location!

A thorough and effective orientation program can provide the tools seasonal workers need to ensure a successful hire for the season. Even for seasonal employees, a detailed organizational plan is necessary. There should be overall goals that you want to accomplish with the orientation. Planning an employee's orientation should be as carefully planned and implemented as their training plan. There should be carefully chosen activities and materials used in the orientation to achieve the goals. Participants should produce certain tangible results that can be referenced to evaluate the success of the orientation both during and after.

It is an investment that starts with the right attitude - and pays off with a smoother season.

Training

Once a representative is hired they will need to be trained so that they are able to do all aspects the job. Representatives should be gathered at one location where a store orientation, health & safety and training procedure should be gone through with all of them so that they will know what to do once deliveries arrive. The length of this orientation training session should involve one full day with regular follow up. This is important to make sure representatives develop good habits from the beginning and to make yourself available for any questions they have.

Areas to focus on should include:

- Simulating a typical delivery day (Everyone should be given training during a shipment day or have some of our product in the store so that everyone can participate putting out product).
- Signing in/out procedure for vendor representatives.
- How to follow/interpret store related Planograms.
- Where to put particular product, sun/shade, hot spots.
- Home Depot Cart training for printing labels.
- Show them the shipment drop off location.

- Demonstrate what to do with empty racks pick ups and storage (review theft procedures).
- Introducing representatives to store staff.
- All representatives will be given two Jeffery's T shirts to wear for the season.

Basic Checklist to Orient Employees

Before the Employee Begins Employment, Send a Welcome Note-Verify the exact starting date, along with their schedule for the week. Provide a copy of the merchandising manual. Note that you'll dedicate time for them to review the manual later.

Provide a Job Description and Any Suggested Performance Goals- All employees deserve explanation of what is expected from them. A job description, which explains duties and responsibilities, often is not enough. Therefore, suggest some additional areas of focus, ideally in the context of performance goals for the employee to address. Make it clear that you will discuss these with the employee on an ongoing basis.

When the Employee Begins Employment, Meet with Them Right Away-Go through the orientation check list, safety policies, watch the videos, quizzes, AODA training, hazard training, accident reporting and ensure they have completed the MOL Worker awareness training. This MUST be done before or on the workers first day with the certificate emailed to Human Resources. This is a Ministry of Labour regulation. If it is not completed, they don't start.

Review their schedule, go over the training plan, introduce them to people they will be working with review the merchandising handbook ensuring that they have a thorough understanding of all applicable policies and procedures.

Introduce them to their work area- Show them the layout of the garden centre, bathrooms, storage areas, kitchen use, copy and fax systems, computer configuration and procedures, telephone usage and any other applicable areas they need to know. Review any applicable policies and/or procedures about use of Home Depot facilities.

Schedule Any Needed Computer Training- Include training about the most frequently used software applications. **Go over in detail** how to use the company website accessible on Home Depot computers. Show them where to access what they need to access. ALL employees should sign in each day and send you notification of their arrival at the store. They also need to sign OUT at the end of each day. This allows you to have accurate records of their times. Show them how to submit a time sheet. Explain the deadline and how to accurately complete.

Meet With them at the End of the Day- Take just a few minutes to ask if they have any questions or any needs they'd like to talk about. Remind them that you are available if they have any questions.

Meet Again with the New Employee during the First Few Days- Review the job description again. Remind them to review the employee manual and that they agreed to comply with its contents. Review any specific performance goals for the position.

Continue to touch base with the Employee for an ongoing basis during the season- One of the biggest mistakes of new supervisors is to meet with direct reports only when there are problems. That sends the message "I'm only here if you have a problem, and you better not have any problems." Instead, regularly touch base during the new employee's transition into their seasonal role, get status on work activities, hear any pending issues or needs, and establish a working relationship with the new employee.

Tips for Orientating New Employees to their New Role

The following are some tips that supervisors can use to orient new employees:

- ✓ Create a safe, welcoming environment.
- ✓ Be concrete about your expectations and what employees can expect from you.
- ✓ Make the orientation meeting interactive not passive. Engage the employee in a discussion rather than an "information dump".
- ✓ Start with the basics. Focus on the why, when, where and how of the position before expecting the new employee to handle assignments or big projects.
- ✓ Don't overwhelm new employees with too much information.
- ✓ Meet regularly to discuss issues and answer questions.
- ✓ Model the behaviours you want employees to follow.

Common Orientation Mistakes

In her publication "Your Guide to Human Resources" Susan M. Heathfield identifies the following mistakes that supervisors often make when orientating and welcoming new employees to their departments:

- The work area is not ready for the new employee. As a result you assign the employee to alternative work space until a space is ready.
- Schedule the new employee to start work while the supervisor is not available.
- Not being prepared to greet the employee on their first day. Leaving them standing.
- Giving new employees too many manuals and information to read.
- Show the new employee their work space and do not introduce him/her to those they are working with.
- Assigning a trainer who does not have the time to spend training.
- Assigning the new employee to the unhappiest and most negative person in the

department.

- Giving the employee “busy work”, because no one is available to train the new employee or the supervisor has a busy week.

When we make these common mistakes, new employees feel unwelcomed, their level of anxiety increases and they leave the first day with a negative image of the company and their supervisor.

Keep in mind that “first impressions are lasting impressions”.

“The Probation Period”

The new employee orientation does not end on the first day or the first week of employment. Even though these are seasonal positions, it is critical that throughout the season, the supervisor provide the employee with the required information and direction to allow the employee to be successful in their position.

This is accomplished with close supervision, monitoring and assessment of an employee’s work performance during the initial employment season.

Supervisors are responsible for ensuring that new employees are aware of the nature of their duties and the standard expected of them.

The seasonality of the position provides an opportunity to assess the employee’s ability to perform their role and responsibilities effectively. It also enables the supervisor and the employee to identify relevant strengths and weaknesses and to take any necessary remedial action. Regular feedback is critical. Without feedback the employee has no reasonable opportunity to rectify any performance problems or for the employee to receive any specific on-the-job training to enhance performance.

The supervisor needs to effectively address concerns in a timely manner.

The following are some suggestions for supervisors:

- Regularly observe the employee performing the essential duties of the job. Take notes of the strengths and the areas for improvement.
- Review the work of the employee. Identify areas that need improvement.
- Observe the employee’s interaction with co-workers and clients. Identify strengths and areas for improvement.

Meet regularly with the employee to:

- Discuss strengths and areas for improvement.
- Identify any additional supports including training.
- Agree on concrete goals and expectations.

Address major issues in a timely manner; do not wait until scheduled meetings.

- Keep detailed notes of your meetings
- Complete required “Two Week Review Report”
- When/if necessary, contact the Human Resources Manager to discuss issues and to identify appropriate steps to follow.

It is the supervisor’s responsibility to maintain documentation of the employee’s performance and working with the Merchandising Manager and Human Resources, use that documentation to make decisions regarding the employee’s eligibility for re-hire in future seasons.

Scheduling

Scheduling and on-call work.

Three Hour Rule

As a supervisor you should be familiar with the three hour rule as it is written in the Employment Standards Act.

“Three hour rule – s. 21.2(1)

21.2 (1) If an employee who regularly works more than three hours a day is required to present himself or herself for work but works less than three hours, despite being available to work longer, the employer shall pay the employee wages for three hours, equal to the greater of the following:

The sum of,

the amount the employee earned for the time worked, and

wages equal to the employee’s regular rate for the remainder of the time.

Wages equal to the employee’s regular rate for three hours of work”

This means as a supervisor, you must pay attention to;

- how much notice employers must provide before cancelling or altering a scheduled shift, and
- how much compensation employers must provide for scheduled shifts which are adjusted due shorter than three hours.

This doesn’t mean you can’t schedule them for less than three hours. If for example, you only need them for 1 hour, that’s fine. But you need to schedule them for that 1 hour.

This doesn’t mean they are forced to work the three hours. If they refuse it then document that the three hours was offered but refused. Have them confirm in writing with a text or email indicating they are choosing to go home. However, if a shift is cancelled or changed then they should have enough tasks to work the three hours before going home.

The other major change is for on-call employees. Employees who are on call must be paid for at least three hours, even if they aren’t called in at all. The exception to this is for employees who must provide essential public services, whether they’re public employees or not. What this means is you cannot put someone “on call” to wait for a delivery. You must give them a schedule.

What does this mean?

1) On Call in terms of Jeffery's business practices no longer exist.

2) Scheduling and Planning.

- Team members will need to be given a schedule for the week. Set a date so employees know they will be given their schedule by that day for the following week. For example, by Friday each employee is provided their schedule for the following week.
- If something changes and a delivery is delayed or changes, the employee must still work a minimum of three hours. No cancellations without a minimum of 96 hours notice. Come up with a task list of items they can do during this time. If they refuse than make sure that is clearly documented and signed off that they refused their three hour shift.
- "21.2 (2) Subsection (1) does not apply if the employer is unable to provide work for the employee because of fire, lightning, power failure, storms or similar causes beyond the employer's control that result in the stopping of work." Subsection 21.2(2) establishes that the three hour rule in s. 21.2(1) does not apply when certain types of circumstances that are beyond the control of the employer prevent it from providing work to an employee who reports for work.

3) Document, Document, Document! Document your conversations and interactions with each employee when it comes to scheduling. It may seem inconsequential now, but if/when you are facing a ministry of labour complaint it could mean the difference between winning or losing a case. Employers/Supervisors are deemed guilty until proven otherwise. The proof that is required is in the documentation. Start practicing this now.

What doesn't this mean?

- This doesn't mean an employee can't be called in last minute. They can be asked but they can also refuse, and they cannot be reprimanded for it.
- It also doesn't mean you can't schedule an employee for less than three hours. If you only need them for 1 or 2 hours than schedule them for that.

What now?

- Use weekly template, look at the delivery schedule and start working out what kind of schedule would be required. Even if you don't know the employees name you can still review the scheduling. Simply label them employee 1, employee 2 etc.
- Create a job list of things that an employee can do if they are coming in for three hours when the delivery is cancelled.

Key Points

Scheduling is the process by which you plan how to use the time allotted for your employees. Doing it well can maximize effectiveness and reduce chaos while easily complying with new legislation.

Follow this five-step process to prepare your schedules:

1. Identify the time you have available.
2. Block in the essential tasks you must carry out to succeed in the job.
3. Schedule high-priority urgent tasks and vital "housekeeping" activities.
4. Block in appropriate contingency time to handle unpredictable events and interruptions.
5. Schedule the activities that address priorities and goals in the time that remains.

It's important that the schedule makes time for all of the roles' essential tasks and goals. If you have little or no discretionary time left when you reach step five, revisit the tasks to see if you can do them differently – otherwise, the balance will suffer.

Time Sheets Processing and Payroll Procedures

Introduction

Ensure that time sheet and payroll procedures are part of the orientation process. If you do not take time to review this in the beginning and set clear expectations from day one then you will encounter difficulties throughout the season. All new and returning hires must view the following two new video tutorials found on the website;

- 1) Company Tour Video
- 2) Payroll Tutorial Video

Have them complete the provided record of training to show they understood what they watched. Then review how to

- a) Web Punch
- b) Complete a time sheet
- c) Enter Kilometers for reimbursement (if applicable).

Web Punch

Whenever possible all employees should be encouraged to web punch. Everyone's format for web punching is the same;

Log In: first ten characters of their name (starting with first name, then last) all lower case

Password: first name, last two digits of year of birth, all lower case. (same as payroll)

Example: janesmith
jane80

Use the below link

<https://time.jefferysgreenhouses.com:8443/tg/prewelcome.faces>

It can be added to their phones as a bookmark and/or short cut to their home pages.

Time Sheets

Time sheets are used during the following circumstances;

1. A rep forgets to web punch.
 2. Is unable to web punch (no smart phone).
- Time sheets are required to be completed on the Jeffery's Website WEEKLY!
 - These are due by Sunday evening so they can be processed properly on Monday morning.

If they are not submitted on time they will not get paid on time. Items to remember;

- Train the reps to log in and send you an email each day when they are at the store and when they leave. This way you have a time stamped record of their hours so you can review and approve the total at the end of the week.
- Show them how to submit a time sheet, don't just tell them.

- Store numbers must be entered in the proper spot.
- Carefully enter the time worked. Use either military time or make sure to use am/pm if not using military time.
- Be mindful of their total.
- If they didn't take a lunch, they must mark that in the communication section. Lunches are assumed to be taken and automatically deducted after a 5 consecutive hour shift. Any not taken must be pre-approved.
- Makes sure representatives provide an email address for communication purposes. If they don't have one help them create a free gmail account.

Standard Operating Procedures for Timecard Processing

Objective

The purpose of this SOP is to outline the timekeeping policies of Jeffery's Greenhouses. Accurately reporting time worked is the responsibility of every employee. Jeffery's Greenhouses must keep an accurate record of time worked to calculate employee pay accurately and in a timely manner. These records must be kept available for potential inquiries from employees as well as Canada Revenue Agency or ESA Compliance audits.

Time Worked

Time worked includes all time that an employee is required to be performing duties for the company. Time worked is used to determine overtime pay required for employees. The following provisions are included as time worked:

- Time spent by an employee in training that is required by the employer or by law is counted as work time.
- Work is considered performed when the employee is actually working
- Travel Time spent travelling between stores during the course of a workday is considered to be work time.

Note: All time worked must be paid in the pay period it is earned.

Time Not Worked

Per the Employment Standards Act (ESA), Jeffery's Greenhouses does not count the following provisions as time worked:

- Lunch or dinner periods. Uninterrupted time off for lunch or dinner is not counted as time worked.
- Commuting time is the time it takes an employee to get to work from home and vice-versa. This is not counted as work time for the purposes of the ESA.

Eating periods and breaks

Employers are required to provide eating periods to employees after 5 consecutive hours of work, but they are not required to provide other types of breaks.

Eating periods

An employee must not work for more than five hours in a row without getting a 30-minute eating period (meal break) free from work. However, if the employer and employee agree, the eating period can be split into two eating periods **within** every five consecutive hours. Together these must total at least 30 minutes. This agreement can be oral or in writing.

Meal breaks are unpaid unless the employee's employment contract requires payment. Even if the employer pays for meal breaks, the employee must be free from work for the time to be considered a meal break.

Note: Meal breaks, whether paid or unpaid, are not considered hours of work, and are not counted toward overtime.

Coffee breaks and breaks other than eating periods

Employers are required to provide employees with eating periods as described above. Employers do not have to give employees "coffee" breaks or any other kind of break.

Note: *Jeffery's Greenhouses policy is two paid 15-minute breaks for an 8-hour shift. If the employee is only working 6 hours or less than they are only entitled to one 15-minute break.*

Employees who are required to remain at the workplace during a coffee break or breaks other than eating periods must be paid at least the minimum wage for that time. If an employee is free to leave the workplace, the employer does not have to pay for the time.

Timekeeping

Employees must accurately record the time they begin and end their work. They must also record the beginning and ending time of any split shift or departure from work for personal reasons. This can be done by either of the following methods;

1. Using Web punch (both in and out) every day to document their hours.
2. Completing the fillable time sheet available on the company website to submit their time and/or km if applicable. This form must be submitted first before punches are manually entered by either the supervisor or human resources.

Whatever method used; all hours are due by Saturday midnight of the end of each pay period. Late hours submissions run the risk of not getting paid in a timely manner.

Supervisors

As stated previously, whenever something is manually entered there must be accompanying documentation. This includes supervisors. So, whenever you do not web punch then you must complete a time sheet in addition to entering your hours. When you complete a time sheet then Brian gets copied on it for approval.

Entering KM

Anyone (supervisor or rep) who is authorized to drive on behalf of the company is eligible for reimbursement. They must first complete a driver's authorization form and provide a copy of their license and insurance.

Supervisors send in their kilometers using the pronto forms available on their phones.

Reps submit their kilometers on their time sheets on a weekly basis. Only the total for the day needs to be entered. There does not need to be a separate line for each trip. Put the stores traveled to in the appropriate spot.

Those reps who are required to travel between stores by bus are eligible to have their monthly bus pass reimbursed. Proof of payment needs to be submitted to HR by the supervisor (on the rep's behalf) for processing.

Approvals

All supervisors must review and approve their employees' hours each week by Monday morning 8:00 am. These approvals must include reviewing both the time sheets submitted as well as their Time Guardian pay cards with web punches. If the supervisor is technology savvy, they may manually enter hours and km after the employee has submitted their time sheet, not before. If not, this will be entered by HR. Only time sheets must be used to enter hours, do not use texts, schedules, or other methods. These methods are good for checking what hours should have been entered by the employee on their time sheet or web punch, but NOT used to enter hours in Time Guardian. Once the weekly review is completed, an approval email is sent to HR summarizing those who are to be paid in that pay period and highlighting any discrepancies or non approved submissions.

Training

For further assistance in training employees on timecard submission, supervisors are referenced to the website and payroll tutorials or encouraged to ask questions for further clarity if needed.

Daily Activities

Beginning of each season:

- All supervisors are required to walk their garden centers at the beginning of each season. Ideally do this with a Home Depot Seasonal Manager and highlight potential concerns for safety issues. Look for cracks in the sidewalk, review the pathway from drop off to unloading, observe for things that stick out or could potentially be an issue.

Document using the garden center inspection form on prontoforms and copy your Home Depot contact person on it. Then follow up to ensure that priority attention is done for any repairs. Making time to do this at the beginning of each season will help reduce the risk of injuries for both yourself and your team!

Off Site Activities

- Train the reps to log in and send you an email each day when they are at the store and when they leave. This way you have a time stamped record of their hours so you can review and approve the total at the end of the week.
- ALL representatives should keep DAILY track of their hours as they go through the week. When they enter their timesheets at the end of the week, they should be doing so from their hard copy records. Not guessing. There are plenty of free apps that will track time or they can use a notebook to do so.
- Ongoing training; review website, time guardian, HD Computer and price label machine. Ensure they understand both Jeffery's and HD policies.

On Site Activities

If you are with the rep at the location you should;

- Ensure that you introduce your rep to the store each season. This includes who the contacts are and where to get assistance. Also show them where to access items they may need. Do this even with returning. If they are returning have them show you to demonstrate understanding.
- Walk the department with your rep, both front apron and inside garden center
- Determine any merchandising concerns (product placement or spacing issues)
- Ask if any other issues that may have occurred since last time supervisor was there.
- Review empty rack count and storage to ensure its all be reported.
- Work along side your rep, lead by example and show them your expectations.

Discipline 101

It probably comes as no surprise that supervisors do not always address all the inappropriate behaviours they encounter. Key reasons for this are that supervisors may feel constrained by legislation or simple need to better understand the process themselves. Supervisors may fear strong negative emotional reactions from the employee, if not also revenge and retaliation. As a result, many supervisors may turn the other way and simply do nothing when employees behave inappropriately. Although doing nothing may be easy in the short run, ignoring chronic problems is a way of informally approving them; it often leads to more serious problems in the future.

Let's discuss key principles supervisors should take to ensure progressive discipline is being applied successfully.

Deliver discipline immediately after the undesirable response occurs.

Supervisors should make sure that they take steps to curb problematic behaviour as soon as they can so that employees make an immediate connection between their behaviour and the consequences of that behaviour. When people make this association, the consequence is likely to reduce the probability of the unwanted behaviour. With this principle in mind, it is best for managers to talk to their subordinates about their undesirable behaviours immediately after committing them or as soon thereafter as may be practical. Expressing disapproval after several days or weeks have gone by will be less effective because the passage of time will weaken the association between behaviour and its consequences.

Provide moderate levels of discipline - nothing too high or too low. If the consequences for performing an undesirable action are not very severe (e.g., rolling one's eyes as a show of disapproval), then it is unlikely to operate as a reprimand. After all it is quite easy to live with such a mild response. In contrast, consequences that are overly severe might be perceived as unfair and heavy-handed. When this occurs, not only might the individual resign, but a strong signal will also be sent to others about the unwarranted severity of the company's actions. In either case, ineffective discipline procedures puts the company at risk of losing its most valuable asset - its human resources.

Address the undesirable behaviour, not the person. Effective progressive discipline is impersonal in nature and focuses on the individual's actions rather than his or her personality. So, for example, when addressing an employee who is repeatedly caught taking excessively long breaks it is unwise to say, "You're lazy and have a bad attitude." Instead, it would be better to say, "By not being at your desk when expected, you're making it more difficult for all of us to get our work done on time." Responding in this manner will be less humiliating for the individual, making the discussion far less unpleasant. Additionally, focusing on exactly what employees can do to avoid such disapproval (taking shorter breaks, in this case) increases the likelihood that they will attempt to alter their behaviour in the desired fashion. By contrast, the employee who feels personally attacked might not only tune out the message, but not know exactly how to improve.

Apply discipline consistently - all the time, for all employees. Sometimes, managers attempting to be lenient turn a blind eye to infractions of company rules. Doing this may cause more harm than good insofar as it inadvertently perpetuates the undesirable behaviour by demonstrating that one can get away with breaking the rules. As a result, it is considered most effective to administer discipline after each occurrence of an undesirable behaviour. Similarly, it is important to show consistency in the treatment of all employees. In other words, everyone who commits the same infraction should be disciplined the same way, regardless of the person administering the discipline. When this occurs, supervisors are unlikely to be accused of showing favouritism. Also, if one supervisor is perceived to be very lenient and another very harsh, subordinates may learn to avoid the harsh supervisor rather than the undesirable behaviour.

Clearly communicate the reasons for the discipline given. Making clear exactly what behaviour lead to what disciplinary actions greatly enhances the effectiveness of discipline. Clearly communicated expectations help strengthen the perceived connection between problematic behaviour and its consequences. Wise managers use these opportunities to communicate with subordinates to make clear that the discipline being given is not a malicious act, but an attempt to eliminate an unwanted behaviour. Communicating information about poor performance in a personal interview is a good idea, but doing so isn't easy. To make such interviews as effective as possible, managers should conduct them systematically.

Do not follow discipline with non-contingent rewards. Imagine that you are a supervisor who has just written a formal letter of discipline in reaction to a serious infraction of the rules by a particular subordinate. The disciplined employee is feeling very low, which makes you feel remorseful. Feeling bad, you alleviate your guilt by telling the employee that he can take the rest of the

day off with pay. Although this may make you feel better, it poses a serious problem: you inadvertently rewarded the person for the unwanted behaviour. The infraction was addressed by the letter but rewarded by the time off. Consequently, the effect of the discipline may be greatly diminished. More importantly, such an action sends the wrong message to the other employees. They too may come away with the idea that you will give them time off if they display remorse. The advice is clear: for discipline to be most effective, supervisors should refrain from inadvertently rewarding undesirable behaviours.

In summary, applying progressive discipline effectively is all about the intent to change behaviour. It is important to stay emotionally detached when administering discipline; instead, disciplinary measures should be systematic, consistent, and fair. When done properly, these measures can help problem employees get back on track in terms of their performance.

Available HR Downloads Training

Progressive Discipline Training

Progressive discipline as a formal approach to coaching and correcting unwanted behaviours rather than for punishment

How and when to use progressive discipline

The progressive discipline process (step by step) and the benefits of progressive discipline

Articles

Progressive Discipline is a Good Thing-Just Take it Step by Step

Employee Accountability and Discipline

Jeffery's Greenhouses promotes fair and constructive treatment of unacceptable conduct or work performance. Management and employees are committed to abide by all of the Company's policies, terms and conditions relating to behavioral conduct and employment. Breaches of this commitment will result in the onset of corrective progressive disciplinary procedures as outlined in this policy.

The purpose of this progressive discipline policy is:

- To provide employees with advance warning that certain actions or certain behavior is inappropriate and that a positive change is necessary;
- To ensure fair and consistent corrective action for all employees;
- To provide written documentation of behavioral or performance issues and the corresponding corrective action that was taken; and
- To inform employees of the consequences of unacceptable behavior before it happens.

The supervisor is responsible for promptly identifying and responding to any unsatisfactory conduct or performance. Before initiating a progressive disciplinary process, the supervisor communicates both verbal and written expectations to the employee and ensures that he or she knows the expected standard and that failure to comply could result in disciplinary action.

ACCEPTABLE WORKPLACE CONDUCT AND PERFORMANCE IS AN EXPECTATION OF JEFFERY'S GREENHOUSES THAT WILL NOT BE COMPROMISED. IF YOU ARE HAVING A PROBLEM TAKE RESPONSIBILITY. ASK FOR HELP AND CORRECT THE PROBLEM BEFORE A SEVERE CONSEQUENCE RESULTS.

Disciplinary Procedure

The progressive disciplinary process is initiated for serious situations in which policies, procedures or professional practices have been ignored or contravened or an employee's performance fails to meet acceptable standards.

Human Resources is available for consultation at any stage of the process and must be involved prior to a written warning. Human Resources and the President or General Manager must be involved prior to suspension or dismissal.

Informal Discipline

Informal verbal discussions will result when specific deficiencies in your work conduct occur. These incidents are logged in your file. You are expected to correct problems immediately and ensure that they do not recur.

Formal Discipline

1st Warning – Oral Discussion

If you fail to correct problems that were discussed with you informally, you will receive an Oral Warning. This involves a formal discussion with your supervisor to outline what the problems are, exactly what must be done to correct them and what assistance is available to you. A

record of your oral discussion will be drafted for you to sign. You will receive a copy and a copy will be inserted in your personnel file.

2nd Warning - Written Warning

If subsequent violations occur, not necessarily related to the oral warning already received, a formal written warning will be given to you with a copy to your file. Depending on the severity of the infraction, a one day work suspension without pay may also be in order. This warning is possibly the last chance to bring your performance within the acceptable limits of the Company standards before termination, so **DO NOT** take it lightly. After you receive the letter you will meet with your supervisor to set specific goals, deadlines and discuss available assistance for immediate improvement. A record of your discussion will be drafted which you will be required to sign. You will receive a copy and a copy will be inserted in your personnel file.

3rd Warning – Second Written Warning, Suspension or Dismissal

If subsequent violations occur, you should expect disciplinary action ranging from a second written warning, or a work suspension without pay of up to three (3) days, or dismissal depending on the severity of the infraction.

Examples of Conduct Warranting Disciplinary Action

The discipline imposed must be appropriate to the offence and surrounding circumstances. Circumstances may vary i.e. Was it a deliberate act, what was the motive behind the offence? This guide is not to be assumed to be a total list. Discipline may be imposed for offences not included. It is important that all employees accept and observe any rules set out by Jeffery's.

The Company's guidelines for discipline include, but are not limited to the following circumstances:

Minor Offences might include:

- Leaving work area without authorization or just cause
- Lateness
- Uncooperative Behaviour or Attitude
- Violation of the Company policies and procedures
- Unsatisfactory performance
- Restricting, interfering with or hindering work schedules or operations
- Non-compliance with dress code
- Failing to report injuries or accidents as soon as possible
- Smoking anywhere other than designated areas and/or other than designated times

Minor Offences are dealt with in this manner- verbal warning, two written warnings and then dismissal.

Moderate Offences might include:

- Absent without authorization / failure to report without notice
- Leaving work early without authorization
- Minor insubordination
- Unacceptable behavior (indecent conduct, threatening bodily harm)
- Disputes with coworkers
- Foul or abusive language

- Negligence
- Conflict of Interest
- Excessive Absenteeism
- Violation of Safety or Sanitation Rules
- Abuse of Company property (tools, ladders, tractors, machinery or other equipment)
- Making false, vicious or malicious statements about any employee or the Company
- Mistreatment of fellow employees, customers or sub-contractors of the company, through negative or confrontational communication or actions

Moderate Offences are dealt with in this manner- 2 written warnings and then dismissal.

Major Offences might include:

- Falsifying employment applications, hours worked, payroll information, insurance records/application or any other Company documents and records.
- Fighting, horseplay, practical jokes, or other disorderly conduct that could endanger the well being of any employee or Company operation.
- Falsifying time records
- Theft, unauthorized removal, falsification or alteration of company or fellow employee's property or records
- Abusing, misusing or destroying company property or the property of members or other employees
- Possessing dangerous or deadly weapons on company premises or while performing company duties
- Gambling, carrying weapons, or violating criminal laws while on Company premises.
- Supplying false or misleading information when applying for employment.
- Gross insubordination
- Reporting for or being at work under the influence of alcohol or non-prescription drugs
- use or possession of alcohol or non-prescription drugs while on company time or premises
- Harassment
- Willful disobedience, insubordination or repeated failure to comply with the instructions of a supervisor (Team Leader/Manager) or refusal to perform work assigned.
- Malicious damage to, or intentional neglect of Company, employee, customer or sub-contractors property
- Major Conflicts of Interest – where employees perform non-work related activities during working hours

Major Offences may lead to dismissal on first offences.

Freedom from Reprisals

An employee who in good faith seeks to claim or enforce his/her rights under the Occupational Health and Safety Act, the Workplace Safety and Insurance Act, the Ontario Human Rights Act, the Employment Standards Act and any other Act governing our workplace, or to give evidence in an enforcement proceeding against the company shall do so without fear of being penalized, disciplined, dismissed or coerced by the company.

Human Resources Documentation!

If it isn't documented, it didn't happen

Documentation is the written and retained record of employment events. Documentation is made up of government and legally mandated elements, documents required by company policy and practice, documents suggested by best Human Resources practices, and formal and informal recordkeeping about employment events.

Documentation is a written record of an employee's actions, discussion, incidents of performance coaching, witnessed policy violations, disciplinary action, positive contributions, reward and recognition, investigations, failure to accomplish requirements and goals, performance evaluation, and more.

Documentation allows the employer or employee to preserve a written record of the happenings and discussions that occurred around a specific event. Documentation of the employment relationship provides a written record that may be necessary to support such actions as employee promotion, employee pay raises, and disciplinary action including employment termination.

Documentation about employees is generally both positive and negative, when necessary. It is factual and not judgmental. It describes events as they occur not the beholder's opinions and thoughts about the event. The documentation also describes the actions that were taken in notable instances such as when you provide formal employee recognition or take disciplinary action.

Remember that you need to create documentation as close to when the incident occurs as possible so that the documentation is timely, detailed, and accurate.

In a legal proceeding, documentation about an employee's past performance is often critical to the outcome the employer experiences from the event.

Putting forth a fair picture of the employee's performance without focusing purely on the negative happenings is the goal.

Types of Documentation

Policies, procedures, the employee handbook, and performance development plans are also forms of documentation that record expected employee behavior and workplace requirements to maintain an orderly, fair workplace in which employees know what is expected from them.

Documentation is also the written record of the statements of the accused, the accuser, and witnesses to hostile workplace events that involve employee misconduct such as sexual harassment.

Documentation may be formal and retained in the employee's personnel file. Employees are expected to sign this documentation to acknowledge that they have received a copy and have reviewed the contents. (The signature does not signify agreement with the statements in the documentation.)

Documentation may also be informal as in a manager's record of his or her discussions with an employee over the course of a year. It is important that managers maintain this documentation on all of their reporting staff members; no employee should be singled out because of performance. (This could be construed as discrimination at a later date.)

Use of Documentation

Documentation of incidents, whether positive or negative, is strongly recommended so that managers have a record of employee performance spanning a period of time.

Performance Documentation Samples

Documentation about an employee's performance will allow you to discipline, terminate, or fairly promote, reward and recognize employees. Without documentation, making a case for any of these actions is difficult—and potentially risky for the employer.

The employer must avoid any potential accusation about discriminatory treatment of employees.

Legality aside, good employers want to create a work environment that is fair, consistent, and supportive of employee goals and career plans.

This environment is supported by the manager's professional documentation of employee performance—both laudatory behavior and actions in need of correction or improvement. Earlier, how to document was discussed in detail. These samples give you more examples of appropriate documentation.

Documentation Samples

Wrong:

Mark is usually late for work. Mark misses too much work.

Right:

April 1: Mark called in sick and missed 8 hours of work.

April 4: Mark arrived at work at 10 a.m., two hours late from his scheduled start time.

April 6: Mark scheduled a doctor's appointment and then, stayed home to have a new furnace installed.

April 12: Mark called in sick and missed 8 hours of work.

Wrong:

Mary is unreliable. She hardly ever does what she committed to do.

Right:

May 2: Mary promised the first draft of the product proposal would be available for review at today's weekly meeting. Mary did not produce a draft document as expected. Said she had been too busy and the people whose help she needed hadn't gotten back with her.

Manager responded: What help had you needed? Information? Who has not gotten back to you and what did you need from them?

Carl and Michael needed to update Mary about their progress.

What is making you so busy that you didn't have time to follow through on your commitment? Makes too many commitments with limited hours to fulfill them.

What can I do to help you?

When will you make the draft document available for review?

These samples provide an overview of what effective documentation looks like versus documentation that is written incorrectly. Follow this advice to effectively and legally document policies, performance, and events in your workplace.

Best practice is to use a journal whether hard or electronic copy and make regular updates whether they are daily or weekly.

Available HR Downloads Articles

Show Your Work – The Importance of Documenting Employee Training

In Store Service Representative Handbook-What's New

- **Paid Infectious Disease Emergency Leave**—ending as of March 31st, 2023. There are no further paid benefits available at this time if someone is off sick due to Covid. If someone is off longer than 7 days, they can request a Record of Employment and determine if they qualify for sick leave through Employment Insurance.
- **Unpaid infectious disease emergency leave**-- Employees have the right to take unpaid, job-protected infectious disease emergency leave if they are not performing the duties of their position because of specified reasons related to a designated infectious disease. This leave is available to all employees who are covered by the ESA. Employers cannot threaten, fire or penalize an employee in any other way because the employee took or plans on taking an infectious disease emergency leave. The only disease for which unpaid infectious disease emergency leave may be taken at this time is COVID-19. Although the ESA was amended to include unpaid infectious disease emergency leave on March 19, 2020, the leave entitlements for COVID-19 are retroactive to January 25, 2020 and have no end date. An employee is entitled to take this unpaid leave so long as the conditions set out in the legislation are met.

Lessons in Leadership

"Thorough preparation must lead to success. Neglect nothing."

- Sir Arthur Currie

Leadership is a lifelong learning process. Every great leader always looks for ways to improve. No one ever wakes up and says, "I know everything there is to know about leadership. I'm a perfect leader."

Below are 10 quotes from some of the very best business leaders.

1. Foster Teamwork

"The leaders who work most effectively, it seems to me, never say 'I.' And that's not because they have trained themselves not to say 'I.' They don't think 'I.' They think 'we'; they think 'team.' They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but 'we' gets the credit. This is what creates trust, what enables you to get the task done." Peter Drucker, Management Consultant

2. Encourage Growth in Others

"Great leaders love to see people grow. The day you are afraid of them being better than you is the day you fail as a leader." Jack Welch, Former Chairman and CEO of General Electric

3. Boost Employee Self-Esteem

"Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish." Sam Walton, Founder of Wal-Mart

4. Take Care of People

"Really in technology, it's about the people, getting the best people, retaining them, nurturing a creative environment and helping to find a way to innovate." Marissa Mayer, Former Google Executive and Current CEO of Yahoo!

5. Coordinate, Aim for a Goal

"Of all the things I've done, the most vital is coordinating those who work with me and aiming their efforts at a certain goal." Walt Disney, Co-Founder of The Walt Disney Company

6. Be Willing to be Misunderstood

"Inventing and pioneering requires a willingness to be misunderstood for long periods of time."

Jeff Bezos, Founder and CEO of Amazon

7. Get People to Follow You

“I think sometimes we forget that we’re not actually anointed leaders, we actually have to earn it and we have to have people that trust us and are willing to follow. I think that really is the differentiator between great leadership and average leadership.” Anne Mulcahy, Former Chairman and CEO of Xerox Corporation

8. Inspire People

“Leadership is getting people to work for you when they are not obligated.” Fred Smith, Founder and CEO of FedEx

9. Understand Reality and Give Hope

“The role of the leader is to define reality and give hope...”

“I’ve paraphrased that quote. I don’t want to wind up like Napoleon. But what is very hard when you’re in a leadership position is to get reality and to define it.

“You have so many competing forces, whether it’s the business issues you’re facing or people giving you different perspectives.

“And it takes a winner to say, here are the reasons why you should have hope, here are the pragmatic reasons, here are the aspirational reasons why you should have that hope.” Ken Chenault, CEO of American Express

10. Be a Good Listener

“To be a good leader you have to be a great listener. Brilliant ideas can spring from the most unlikely places, so you should always keep your ears open for some shrewd advice.” Richard Branson, Chairman of Virgin Group

Articles Available from HR Downloads

- Victory at Vimy – Lessons in Leadership from Sir Arthur Currie
- Think Like a Manager, Act Like a Leader

Training Available from HR Downloads

Lead by Example Training

- The importance of effective leadership and what this looks like
- How to embrace, understand and live the company's mission, vision and strategic goals
- How to make decisions and take actions that support these statements while also being meaningful to your team

Professional Communication

Saying What You Mean: How Poor Communication Hurts Your Business (HR Downloads)

FIND THE RIGHT TONE

Tone matters a lot in writing, because words can only convey so much. For one thing, it's extremely difficult to convey sarcasm in writing (and therefore best not to try). As best practice, start out a little more formal than you think you need to be, and revise downward later, when familiarity makes a more casual tone acceptable. It can be difficult to know how formal you should be, but our Mastering the Art of E-mail Writing – for Professionals training can help you match the right form and tone to your needs.

For example, if you're reaching out by e-mail—especially to customer or client—use a formal salutation (“Hello John” or “Good Morning Mary” are good choices) and a complimentary close (“Thank you” or “Regards” are usually appropriate). If you're replying to a reply, you can usually be more relaxed. Don't be rude, but the formal structure itself is less necessary. Instant messaging services encourage informal communication, but it's still wise to avoid slang, emoji, or social media abbreviations (like “LOL” or “SMH”), at least initially. At all times, business communication should be respectful: there is never an appropriate time for profanity or slurs—not even in an internal e-mail. A Respectful Communication in the Workplace Policy can help you clarify these expectations without imposing undue restraint on your employees. You may even want to have an Employee Communication Etiquette Policy to ensure expectations are clear.

CHOOSE THE RIGHT WORD

More than just choosing the word that actually means what you want it to mean, picking the right word helps people pay attention. Seeing the wrong word distracts; even if the customer or colleague reading your message can figure out your meaning from context, they must exert additional effort to work it out. Clear communication feels almost effortless to read.

If you send something to clients, or even just to a colleague, take a moment and have someone edit it. This isn't always possible or practical, but the more important a piece of communication is, the more important that you make time to revise. Bookmark a good online dictionary so you can determine whether you mean, for example, ‘affect’ (to change or alter) or ‘effect’ (a consequence or result). Not everyone has an advanced literature degree, so don't be embarrassed if you need a bit of a refresher on business writing. Consider taking our Mastering the Art of Business Writing Training. This simple course is designed for all skill levels and can have you writing like a pro.

WATCH OUT FOR CLICHÉS

A cliché is a well-known and widely used figure of speech. Common clichés in business includes phrases like “drill down,” “circle back,” and “bandwidth.” A cliché is not inherently bad, and good writing sometimes uses a cliché or two for a punch of vividness. There are two inherent dangers in clichés, though: first, their frequent use makes them less powerful and less attention-grabbing; second, they are often vague and seldom literal, and so can make writing confusing and unclear.

Reaching for clichés is easy and tempting, but avoiding them and using direct, specific, literal language instead strengthens your writing by clarifying your point. People tend to skip clichés anyway, barely reading them or dwelling on what they’re supposed to mean, so the more you use them, the less sense anyone is going to draw from what you write. When you are unsure of where to start with a communication, try downloading a template. HRdownloads has almost a thousand forms and letters, such as the Memorandum (Memo) Template, to help get you started.

DON'T OVERLOAD ON JARGON

An electrician deals with different situations than a retail worker, so they’ll use different words in their working life. Most jobs require at least a little jargon, the specialized vocabulary that develops in any group or occupation. For insiders, jargon actually improves the clarity of communication by condensing complex ideas into simple words and phrases. Jargon, though, can confuse novices or people who aren’t in the industry. If someone is unfamiliar with a particular domain of knowledge, its jargon can exclude, or even feel belittling. Given how much time most of us spend at work, our professional jargon can become part of our everyday speech to the point where we might not even notice we’re using it. When you communicate, be mindful of your audience: are they experts in this topic or not? Take the time to adjust your vocabulary or define unfamiliar terms accordingly.

FINAL THOUGHT

Key takeaways to remember.

Clichés, jargon, and vagueness all weaken and impoverish your writing by making it harder for people to understand what you mean. Be simple. Be direct. And while that obviously doesn’t mean being rude or vulgar, it does mean that you shouldn’t load up your communication with information your audience doesn’t need. With all the words we’re expected to read or hear in a day, everyone has very limited time and attention. By writing simpler, and clearer, you can be sure that you’ll make the best use of whatever time you get.

Types of Communication

After reading this guide, you will better understand the four main types of communication: Verbal, non-verbal, written, and visual.

You will be able to use this information to improve your own communication and make sure that you are promoting effective communication skills within your organisation.

Discover:

- Non-verbal communication
- Verbal communication
- Written communication
- Visual communication

4 Types of communication

While it is easy to think of communication as simply the verbal transmission of information from one person to another, it is so much more than that.

Communication ranges from non-verbal, such as a glance and raised eyebrows, to verbal, such as a change in pitch and tone. Let's take an in-depth look at all the ways that we communicate with each other.

1. Non-verbal communication

It is interesting to note that non-verbal communication is used both intentionally and unintentionally.

Most people do not have perfect control over their facial expressions – we all have heard an unprofessional comment and raised our eyebrows in response, regardless of whether or not it was wise to do so.

By learning more about how we use non-verbal communication, you will be better able to master yours and ensure that you are conveying your message exactly the way you wish to.

Facial expressions

We often use facial expressions as a way to communicate that we are listening and engaged with the person speaking.

A smile, furrowed eyebrows, or a quizzical expression all convey information to the speaker about how you are responding to their conversation.

They work to help grease the conversation, keeping it going without having to interject verbally to confirm your continued interest.

If you have ever spoken to a stone-faced person, you will know how important facial expressions are in a conversation.

Posture

How you position yourself during a conversation is important.

If you angle yourself towards the person, with a relaxed and open posture, you invite them to engage with you more fully.

Leaning back, crossing arms, or turning away from the speaker conveys a very different message – and not a positive one.

Just as no one wants to have a conversation with the back of someone's head, talking to someone with an extremely closed posture creates a more difficult and unpleasant conversation.

Gestures and physical touch

Depending on the person, and their country of origin, they may use gestures and physical touch a lot, or almost never. However, there is a lot of information conveyed in these actions.

A gentle touch on the arm can signal encouragement, while an overly strong handshake can be an act of dominance.

Someone fidgeting with their hands while talking to you about a problem can signal guilt or avoidance and using many grand gestures while presenting an idea could convey excitement or confidence.

Eye contact

We all know the importance of eye contact.

When someone is unable to maintain eye contact, we take this to mean that they are being untruthful, shifty, or not paying attention.

Being able to maintain eye contact while listening will ensure that the speaker knows that you are present and engaged.

While speaking, it shows that you are connecting with the listener, and in cases where you are delivering unpleasant news, is doubly important.

Being able to tell someone an unpleasant message while looking them directly in the eye shows that you respect them and are an honest and sincere person.

2. Verbal communication

When we speak, we are communicating much more than just the content of our words.

We are also using pitch and tone, as well as the level of formality we use to convey important subtext to the person we are speaking with.

By carefully choosing how we use each of these aspects, we can be sure that our message is received exactly as intended.

From greeting coworkers to leading a client pitch meeting to present in front of the entire company, verbal communication factors into our work lives in a massive way.

Pitch

When speaking, our emotions can often come into play.

If we are angry, upset, or frustrated, our pitch might raise, conveying to the listener that we are experiencing a strong emotion.

This is not necessarily a bad thing, but being able to control it allows you to make sure that you are effectively communicating.

Tone

We all encounter situations that are frustrating or upsetting.

Allowing that to change our tone from calm and professional to curt, short, or rude is always a mistake.

Tone conveys a lot of information to the listener about how the speaker views them.

To build positive interpersonal relationships in an office environment, we should all endeavour to speak in a professional and respectful tone.

Content

Of course, content is the most important part of verbal communication. What we say, and the words we choose to use, are crucial.

While most office communications tend to be more formal than, for example, meeting a friend for coffee, we should make sure that we leave space for personal chats and relationship building.

Think also about how technical your content is. If you are talking with developers about specific aspects of code, you should use different terms than when talking to the marketing team about new developments within the app.

3. Written communication

Effective communication by writing is a massively important skill, especially as more people are working remotely and keep in touch throughout the workday through Skype, Slack, or other digital mediums.

From a Slack message to an email to a customer to a new employee's training guide, we write every day and it is crucial that we understand how to do so effectively.

In fact, as we increasingly rely on written communication, we are all faced with just how easy it is to create misunderstandings when using this medium.

Unclear messages, the information gone missing, or an incorrect understanding of tone or content are all problems that happen with written communication every day.

Sometimes the reader will misread the tone of a message because they are having a bad day, or just had a run-in with an unpleasant person.

No matter what, one important skill to have when relying on written communication is knowing when you need to stop using it. A simple call, in almost all cases, can solve these communication problems.

If you sense that there is a miscommunication happening, or just starting, nip it in the bud with a quick verbal chat and you'll save a lot of time and frustration for all parties.

Structure

When writing, it is important to think about how you are presenting the information. Using paragraphs and line breaks are necessary.

Creating an impenetrable wall of text will disengage the reader – understanding and applying a proper structure will let the reader take in the information in digestible chunks.

Present your argument or thesis, take the time to back it up with clear proof, add in the relevant information to make sure that the reader understands the point fully, then close with a conclusion.

Clarity

It is a hard balance to strike between over or under explaining concepts. If you are writing instructions for a new employee, how detailed should you be?

Of course, this depends on the person, but over-explaining a little bit is much better than leaving the reader clueless.

Be thoughtful about your audience, what will they know and what do you need to explain in more detail?

Content

Written content tends to be a bit more formal than verbal.

Leave out the slang, use proper punctuation and spelling, and remember that anything written – especially in the digital age – will remain, even if you delete it.

Err on the side of professionalism every time you write something. Messages on Slack, for example, do not need to be written as formally as a cover letter, but they should be polite, professional, and well-written.

Be aware that written jokes can fall flat without the added context of tone or facial expressions.

4. Visual communication

Visual has become the most used type of communication, driven by social media, YouTube, and other platforms of the digital era.

As more and more people and organizations use these channels of communication, the more we are used to, and even dependent upon, using visual communication to stand out in a crowded platform.

Understanding that your visual communication must be in line with your brand and marketing, and knowing that there must be a developed and cohesive strategy for that, is crucial.

We rely heavily on visual communication.

There are many ways that visual communication, like charts, photographs, sketches, video, graphs, and even emojis and GIFs, can help improve the understanding of your message.

Think about how charts can bring data to life, making it much easier to understand than presenting a long stream of numbers, or how a sketch of a new UX is much more effective than a text description.

We rely on visuals to elevate our understanding of complex ideas.

Content

While it is tempting to include visuals to add a bit of diversity and interest, you should consider what they bring to the table.

Are they helpful?

Are they necessary?

Do they add to the overall message?

Not all communications need to have visuals added, and in some cases, they might detract from what you are trying to communicate.

You should endeavour to make sure that you are not adding fluff to your message, but rather strengthening your audience's understanding of it.

Tone

As with all communications, make sure that you are meeting your audience where they are.

If you are presenting complex data, include the relevant descriptions, at the right technical level, so that your audience can follow.

Don't use images that are graphic or could be upsetting, and remember the same rule applies to visual communication as does to writing: don't create anything that you wouldn't want to have associated with you in the future.

6 REASONS TO COMMUNICATE MORE EFFECTIVELY

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- 1 BETTER UNDERSTANDING**
Clear communication means fewer misunderstandings
- 2 FASTER SOLUTIONS**
Efficient meetings create an inspiring work environment
- 3 CONFLICT MANAGEMENT**
Making conflicts or disagreements more open to discussion.
- 4 CLEAR FOCUS**
More clarity on important goals and expectations
- 5 MORE JOB SATISFACTION**
Stronger relationships and increased trust between employees
- 6 BETTER RESULTS**
Clear communication leads to greater business success

A Supervisor's Guide to Work-Related Incidents/Accidents

Supervisors are responsible for reporting all work-related incidents/accidents that:

- Result in personal injury or lost time from work, including occupational illnesses.
- Receives first aid or medical care.
- Have the potential to result in personal injury or property damage even though no injury or damage occurred (including near misses).

Reporting of any work-related incident/accident to Health & Safety must be done within 24 hours of the occurrence in order for the Company to meet its reporting obligations under the OHSA and the WSIB.

In the event of a critical injury and/or fatality, reporting to Police, Jeffery's Health and Safety Coordinator, Home Depot Contacts, and must be done immediately following the occurrence.

The primary concern in the aftermath of a workplace incident/accident is the safety of the injured worker, if any, and the safety of others.

The following five (5) steps are intended to ensure that no other employee is injured, a root cause is identified to prevent re-occurrence and the Company meets its legal obligations:

1. Administer First Aid and/or Get Medical Attention.
2. Secure the Scene
3. Investigate and Document
4. Complete Accident/Incident Investigation Report (on pronto forms)
5. Follow-Up (With Allison, Team Member and Home Depot).

If you or a team member go to the doctor because of an injury at work, let Allison or Gina know first if you can. You will be given paperwork to give to your doctor to help determine what your abilities are. If you go without telling us let us know right away after the visit.

Remember:

- Employees are paid for day of accident if they go home early and are unable to complete their shift. Include the hours they would have worked in the reporting process.
- Modified duties should always be considered before an employee stays home and accrues lost time.

Due Diligence, Documentation and Communication are the keys to minimizing the effect of an Accident. Supervisors are encouraged to review the [D27-Early and Safe Return to Work Policy](#) as found on the company website.

Available Resources

1. Jeffery's Website

What can you do with Microsoft Online:

<https://jefferysgreenhouses.sharepoint.com/>

User name: Your Jeffery's email address

Password: Your Jeffery's email password

How to Access

How do I?

- What company documents are available?
- Tricks and Suggestions for efficiency.
- Questions?

2. HR Downloads

<https://www.hrdownloads.com/employee/login>

(Login: Your Jeffery's Email and assigned password)

3. Human Resources Forms

Use the new Pronto Form Submission System

Also available;

- a) Weekly Schedule Template
- b) Two Week Review Form
- c) Verbal Disciplinary Form (*only use with assistance from HR first*)

4. Employee Family Assistance Program

<https://www.workhealthlife.com>

Free services offered to both you AND your family members offering the following;

Professional Counselling
Financial Support
Legal Support
Nutrition Support

Family Support
Health Coaching
Naturopathic Services
Fitness Support

Shepell-fgi *Life* Happens. Let us *help.*

Employee and Family Assistance Program (EFAP)

1 800 387-4765 TTY:1 877 338-0275

workhealthlife.com