HUMAN RESOURCES MODULE

Management Advancement Program
Management Advancement Program – Basics Course 3.0

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At the end of this Module, you should be able to:

1. List methods used for recruiting
2. Describe how to conduct an interview for an applicant
3. Describe how to conduct the Driving and Fitness test for pre-employment
4. List the items used during a New Hire Orientation
5. Discuss the importance of conducting an Orientation
6. Describe the process for administering the New Hire Paperwork
7. Discuss the uses of the Human Resource forms
8. List the methods to receive benefits
9. Describe the Workers Injury Reporting Procedures
10. Discuss the online hiring system (UltiPro – Recruitment and Onboarding)
11. Understand Time Keeping Requirements
Introduction

HUMAN RESOURCES- AMERIPARK REQUIRES ALL HUMAN RESOURCES PRACTICES TO BE FAIR, CONSISTENT, AND STANDARDIZED.

“People are our product”, many have heard or even uttered this statement but do they really mean it? If they do, then they most assuredly take the time and effort needed to ensure that only the best products go to market; again, that product is our people. This module, coupled with the Training and Team Building modules of the MAP program will assist AmeriPark leadership in selecting, producing, and retaining a great product. Each individual’s contribution to the team is necessary for success. If an associate is not contributing to the company’s goals, AmeriPark leadership needs to understand why and take steps to either correct this or move them on. AmeriPark’s commitment to its Human Resources begins with the leadership teams’ involvement at a personal level with each and every team member. This module should be used as a guide for common Human Resources issues.

THE PEOPLE PUZZLE

Putting this puzzle together can be a challenge for even the most seasoned leaders of AmeriPark. The first step in the people puzzle is the on-boarding process which is one of the, if not the most, important functions of an AmeriPark leader. It is during the on-boarding process that expectations are set and the different factors of the job are clearly explained and trained. It is the time when both the associate and the leadership lay out, clearly explain, and agree to all expectations. Failure to complete this cycle will most likely lead to poor performance, poor morale, dissatisfaction (from both parties), and eventually high turnover.

As an AmeriPark leader, you may not be required or permitted to actually hire the associates. However you should know exactly how the process works and understand all that the new associate went through to become a team member of AmeriPark. Even though a Captain is not permitted to hire an associate, they can still participate and in many cases will be required to do much of the administrative work in the entire on-boarding process. The interview process, the driving/fitness test and the Orientation are all objective duties; therefore anyone in an AmeriPark leadership role can participate. A Captain may only recommend to their superior that someone be hired after all the pre-employment screenings have taken place.

After the on-boarding process takes place and the newly hired associate is working on the lots, the leader’s role is to provide the necessary support, training, and tools that allow each team member to perform their assigned duties and contribute to their immediate team and the company.

HOW DO I FIND QUALIFIED PEOPLE?

This question is often asked. At AmeriPark, the first place to look is in the company’s online recruiting and application system known as UltiPro Recruitment or UPR throughout this text. **UPR is accessed through each employees personal UltiPro account and then selecting the Recruitment Icon, if you do not have the Icon present, you have not been set up for UPR. Prior to being assigned UPR access, the MAP candidate will need to schedule time with HR to view and understand the system.** UPR allows for the applicant to apply anytime of the day through the internet. These “warehoused” applications are kept...
in the system until they are moved forward or removed from active status. UPR is discussed in more detail later in the module.

However, in order for any applicants to be in the UPR system, something or someone must have prompted them to go there in the first place. Depending on a leader’s role in his specific market, getting people to UPR may depend on his efforts.

**RECRUITING: PLANNING AND SOURCES**

- Planning – all too often, recruiting takes place from a ‘re-active’ stance. Meaning the leader waits until the last minute to start looking for future staff members and often makes the wrong choice by acting on the first person they encounter. Active recruiting and the administering of the UPR system allows AmeriPark to have a ‘bench’ of pre-qualified applicants ready to go, so the leader does not have to hire the first person he sees when in need of a new associate. The benefits of UPR applicant screening and pooling ability are tremendous.

- Recruiting methods – there are many ways to reach a potential associate, below are some of the more common methods used at AmeriPark.
  - *Word of Mouth* – Over time this is probably your most effective avenue for recruitment. Although effective in bringing recruits to the company, do not assume that the applicants’ friend who referred him correctly informed him of AmeriPark’s practices or systems. A UPR application followed with an in-person interview should answer all questions for both parties (you and the applicant).
  - *Site inquiries* – Sometimes the most effective avenue for recruitment is through having applicants stop by your stand. Simply having a few AmeriPark recruitment cards handy will allow easy communication of the application process. Although you will not advertise for this, interested folks do stop by with common regularity at many locations. Granted this is a passive form of recruitment and would most likely not produce large numbers in a short amount of time but, over time, these applicants will fill your bench in UPR and thus will allow you deepen your pool. Recruitment cards are available from your Area Manager or the corporate office.
  - *Advertisements* – With the introduction of UPR and the ability to receive applications over the internet at any time of the day, placing ads either on the internet and or other publications has produced great results. With cost in mind, leaders should always place ads in the most effective medium. As of this writing, the most commonly used internet site for AmeriPark is Craigslist.com. Craigslist is often free for most markets and when there is a charge, it is usually a fraction of other major publications. Other places that are great for running ads include online newspapers, college career centers, and local publications that target a valet friendly audience. As you will read in the UPR section, applicants are screened during the application process so the chances of you getting a “bad applicant” are lessen greatly through UPR.
  - *Flyers* – When speed is the name of the game, flyers allow quick access to the public. Traditionally effective for AmeriPark, flyers generate a guerilla approach to applicants with relatively low cost and speed. For instance, when AmeriPark opened a new location in the
mid-west, flyers produced great results after other traditional searching did not produce enough applicants in this new market. Examples of places to distribute flyers are: colleges, fraternities, military bases, churches, and other high traffic areas. Please be aware that plastering flyers all over the place may come with some negative feedback so be prepared.

- **Job Fairs** – Often used when entering a new market or the existing market needs a large influx of people. With the introduction of UPR, true Job fairs are not as common as they once were. Instead, today’s job fairs would be more appropriately termed “interview fairs”; as only s pre-qualified candidate from UPR are invited. (UPR allows mass email ability to applicants in specific areas or jobs). If you are in need of a lot of people quickly and contemplating a Job Fair, contact AmeriPark corporate support center for assistance.
  - The key to a successful interview fair is to get the ad placed in whatever publication you choose approximately 10 to 14 days before interviews are to commence, this will allow enough folks to get through the UPR application as well as allow someone to contact them to schedule their interview period.
  - In some instances, you may be able to hitch-your-wagon to a larger recruiting event and participate with other employers. Beware of potential high costs associated and always confer with market leader or HR.

- **Takeover** – If you are introduced into a new market and/or are taking over from an existing company, look at current employers associates already in the field (provided this is allowed, ie; the previous company was not fired due to poor service). If these applicants seem to be of the right caliber, give them a “recruitment” card that has application instructions on it and encourage them to apply. Be very selective in this process, do not mistake experience for the ‘right fit’. Many prior employees will have difficulty adopting AmeriPark’s policies. However, there may a few ‘diamonds in the rough’ if you do your homework on them. However, if you miss something, chances are that UPR will pick out any defects in behavior for a potential associate.

If you wish to suggest or recommend an associate, they must still go through the defined hiring process. Just because they are family or friend does not exempt them from standard hiring procedures.

**INTERVIEWING AND SELECTION**

- As leader charged with recruitment, you ARE able to interview candidates from the UPR system. An Account Manager or above will have the ultimate decision making ability and the responsibility, but a Captain should work to find the best associate(s) available. This should not be taken lightly as anyone who “dresses out” in an AmeriPark uniform can have a positive or negative impact to you, your team, and the company. You should always keep the following in mind when interviewing an applicant: “Am I choosing someone who I am comfortable with placing my future in his hands?” If the answer is “no”, keep looking.

- Thankfully, UPR has saved the hiring teams a lot of time by allowing only “high potential” candidates to make it to the interview process. Although AmeriPark has a great deal of confidence in the UPR system (only 60% of higher applicants are even allowed to be viewed), the Account Managers and (or) Captains still need to interview the candidates to determine proper
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fit within his area of leadership responsibility. Once hired, they then become the leader’s responsibility for training and mentoring.

- As stated before, UPR should provide a “high potential” applicant but, only in a general sense as the application measures behavioral tendencies specific to the job. This leaves many more areas to explore in an interview including schedule requirements, pay requirements, etc. The interview should allow the hiring team access to at least the following information:
  - Schedule coordination (is the applicant available when needed?)
  - Monetary / wage alignment (is the standard wage / compensation at the account in line with the applicant’s expectations?)
  - Does the applicant present the correct demeanor for the account?
  - Can / will the applicant work under the physical conditions of the job.
    - Weather
    - Physical abilities (Driving and Fitness Test)
  - Etc...

- Interviewing should allow the applicant to ask questions as well. Both parties need to understand the entire scope of the job and what it entails. Failure to uncover these questions during the interview may lead to job dissatisfaction down the road from either or both parties.

- Interviews should be conducted in a professional manner. Interviewing a potential hire while working on the lot is totally ineffective and unprofessional—interviews need to be conducted in a relaxed climate and with full attention to the applicant. Always ask yourself, “WHY DO I WANT THIS PERSON WORKING WITH ME?” While keeping in mind that he is probably asking “WHY DO I WANT TO WORK HERE?” Do not give into the temptation of first available person because it is the easiest thing to do!

- At the end of an interview, the hiring team member must ensure that he is as close to 100% confident as possible about the decision to move to the next step of the hiring process. Anything less is unacceptable.

**POST INTERVIEW – SCREENING / POSITION TESTING**

- After the applicant has made it through the interview, she has a few more hurdles to cross before she is allowed to be part of the team. Conveniently, status or disposition is track-able through UPR and updating the results of screenings in UPR is part of the workflow for all applicants. The UPR system will produce the disposition workflow depending on which job the applicant applied for and the required screens will be administered. Required for all positions is the criminal background screen. All driving positions require meeting AmeriPark’s MVR specifications as well as the background screening.

- Due to the fact that both the criminal and driving records must be searched from many different repositories, immediate status results will not be possible. In the best case scenario, a record will be returned to the system in 1 or 2 days and sometimes it may take as long as 10 days (standard business days). Below is a list of common reasons for delay. **If you have the opportunity to speak to the applicant prior to his submittal of information, please stress the importance of accurate information.**
Common reasons for delay of record search:
  1. Incorrect data entry by applicant (misspelling of name, use of nicknames)
  2. Certain states have more restrictive search criteria and take longer than others
  3. Applicant spelled name different than on the DL or left a middle initial out
  4. Applicant accidentally input incorrect DL#
  5. More than one applicant using the same SS#

**BACKGROUND CHECKS** – PRIOR TO SUBMITTING BACKGROUND REQUEST FOR AN APPLICANT, MAKE SURE TO HAVE THEIR INTERVIEW COMPLETE AND HAVE DISCUSSED THE CRITERIA FOR PASSING OR FAILING. EACH BACKGROUND COSTS ON AVERAGE $40 DOLLARS SO DO NOT WASTE TIME, ENERGY OR FINANCIAL RESOURCES UNLESS THEY ARE ‘HIGH POTENTIAL’. BACKGROUND REQUESTS ARE SUBMITTED THROUGH THE UPR PORTAL.

- **CRIMINAL RECORD**
  - Due to the intimate setting of the work we do, particularly with regards to valet parking, AmeriPark will not hire an applicant with felony convictions involving theft, fraud, or violence. AmeriPark will not increase its liability by having convicted felons operating guest’s vehicles. Many valuables are left in vehicles and AmeriPark simply must limit its exposure. It is a very good idea to mention this to applicants during the interview process. We need to limit our expenses and making someone aware at interview of our constraints may keep us from wasting money and energy running a background that we know will come back unfavorable.
  - The applicant must agree to this background search during the application phase in UPR in order to be populated in the ‘Active Applicants’ section in UPR. If they do not agree to this, their application will automatically be purged.

- **DRIVING RECORD**
  - AmeriPark will not hire any driver applicants that do not pass the motor vehicle record search. All driver applicants must have a valid driver’s license to be considered for employment as well as possess the ability to operate a manual transmission effectively.
  - In extremely rare circumstances and with HR approval, the driving and criminal records are obtained after the applicant has been sent through Orientation and or filled out the necessary paperwork. If the new hire’s criminal and or driving record does not meet AmeriPark standards, the offer of employment must be withdrawn, all uniforms returned, etc.

Realizing that a great many of AmeriPark’s associates are valet parking attendants, the company has instituted two valet specific screening devices to further assess bona fide occupational qualifications.

- **FITNESS TEST** – Due to the physical nature of the position of valet, each valet must pass a fitness (run) test.
  - To set a fitness route, go to your parking lot; design a course that will take around 1:30 to 2:00 minutes to complete at a quick pace. To verify, run the course yourself at a good pace. Time yourself. Set the mark for pass/fail. **Before conducting the test, make sure that every applicant has signed the disclaimer at the bottom of the Driving / Fitness Test score sheet.**
This protects the company if the applicant is injured during the testing due to known or
unknown defects.

- The testing should be fair and consistent. ALL MUST COMPLETE. Even if the applicant has
prior experience, he still must undergo the test. Failure to perform this test for all valet
applicants could lead to a lawsuit for unfair and inconsistent hiring practices.

- **DRIVING TEST** - Driving vehicles is a major component of being a valet. In order to assess the
applicant’s skills, AmeriPark administers a driving test. It is based on a points system. **See actual
sheet for breakdown of points.**
  - The driving test is not the sole determining factor for employment; it is only an
    assessment tool. Part of the whole picture. Even if an applicant ‘aces’ the driver test, if
    he is not right for your team, don’t select him. On the other hand, don’t take those who
    marginally pass the driving test if possible.
  - The driving test must be standardized and consistent. When setting up a course. Set
test cones and do it yourself, make sure the test will allow you an opportunity to view
the driver in a precarious situation. The AmeriPark Driving Test Schematic should be
used as a template for this test. It is available online on the company intranet.
    - Applicants must show mastery of the vehicle, just barely passing does not
      constitute an offer of employment. Again, the driving test is only an assessment
      tool.

- **MATH TEST** – For all Cashier positions, AmeriPark requires that the applicant complete a basic
Math Test for screening. Fortunately this is done in the application assessment and you have
the ability to see the scoring.

**FORMER ASSOCIATES** – Former associates are allowed to be rehired provided they were not
terminated involuntarily. However, you must do the due diligence before placing the former
associate back on your schedule. When a former associate is requesting to start working again
and you are unfamiliar with them, you should always take their information and inform them you
will get back to them once you have checked their personnel record. Further, you should check
their record and search for any disciplinary notices or notes to file that were previously issued. No
matter what it says, good or bad, you should always check the Associate Files before you put
former associates back on your lots to work. When you have completed your due diligence and
confirmed this associate can come back, notify your supervisor and have a Personnel Action Form
generated to turn them back on in the system.

- Time away from AP – if when you check the former associates file, and discover that they have
been gone longer than one year, you must have the associate re-apply via UPR and a new
background request must be completed.
- If you discover that they have been gone for less than a year, and have no write-ups, they must
provide you with a new MVR and need to access their online account to update personnel
records for the corporate office.
After the application, interview, and screening are complete, now comes the Orientation process. This is your opportunity to instill in the new hire the expectations and realities of working at AmeriPark.

- Orientation is an introduction to AmeriPark and must be completed for every new associate, regardless of the position (attendants, cashier’s, valet’s, etc), or experience. In the past, hiring team members have all but skipped this process when they have someone with previous experience. What a mistake! These applicants need even more focus at Orientation to help rid themselves of their prior company’s processes, procedures and culture. If you are re-hiring a former associate, many things might have changed at AmeriPark and this is a great time to get them up-to-speed. This goes back to the hiring team member’s misconception about what Orientations goal is. Orientation is about culture, not necessarily technical skills, which for the most part are transferable. No top performing organization would put an associate in the field without a proper Orientation. Orientation, when properly administered should set the stage for a new hire’s experience at AmeriPark. Without a proper Orientation, we leave the associate with his own opinion of how the job is to be performed as well as what expectations he will follow. Formal Orientation material is available on the intranet at www.ameripark.com/orientation and should be used for all New Hires. This recorded orientation is interactive with a quiz. This online recording is part of the overall orientation, remember that people have questions and even though there is a quiz associated here, it would serve AP well to have you ask some direct questions to ensure comprehension.

- Materials to be presented and reviewed at Traditional Orientation
  - Review and ensure that new hire has completed new hire paperwork step in UltiPro Onboarding. (UltiPro Onboarding works with UPR to produce electronic documents for employee digital signature)
  - Printed Orientation Packet - downloadable from UltiPro / My Company
  - Basic Health Care (aka, Mini-Med) – www.ameripark.com/health
  - AmeriPark Videos – web based – www.ameripark.com/trvideo
  - Associate Handbook – current handbook always available on UltiPro.

- Prior to administering a Traditional Orientation, the facilitator must first know and completely understand the material to be discussed as well as the entire leadership team of AmeriPark who will be training the newly hired associates. We would hate for the New Hires to know more about AmeriPark than its leadership team! Trying to teach something that one does not know is pointless and ineffective. This knowledge can be attained through study of AmeriPark’s Orientation Packet (General Orientation, located on the intranet), the video series (Service, Safety, “THE MAN!” , and Exceptions), experience, and to tie it all together the facilitator should use the Orientation guide; which is also available on the intranet to assist him along the way. Please keep in mind that Orientation is not just explaining the technical / mechanical facets of the job, it should really explain the organization’s mission, values, and purpose as a whole. In addition, the newly oriented associate should understand how his efforts contribute to the company as well as his personal success.
An effective Traditional Orientation is performed in a professional setting which allows room for dialogue between the facilitator and the participant (the new hire). Today’s associates desire and expect more out of an Orientation than just sitting and listening to a lecture. To get the associate excited about AmeriPark, we need to engage them in conversation and discussion. In addition to finding the correct setting, the facilitator must have the necessary tools to present the Orientation effectively. These tools should include:

- a room that is reserved for the Orientation period
- a viewing device to allow the videos to be seen
- Other elements that will enhance the effectiveness of the Orientation such as flip charts, dry erase boards, etc.
- **NO** Associate should ever step foot on a lot without first going through the AmeriPark Orientation.
  - Running through the material while working on a lot and handing the associate a hand-held DVD player so he can watch it “when he gets a chance” does not produce a well oriented associate and is unacceptable.

Orientation is an introduction, the first thing the associate learns, not the entire extent of his training. Please see the **MAP Training** module for more about on-lot training that continues after Orientation.

It is not fair to the associate or the company if the New Hire does not understand his role. If an associate leaves Orientation and is not clear on what is expected of him, the facilitator is to blame as much as the associate. Facilitators who allow this to happen will be issued disciplinary action.

Depending on your role in your market, you may be required to setup Orientations and deliver them on a regular basis. In some of the larger markets, this activity may be handled by someone at the local operations office but as a leader of AmeriPark, you should be able to understand and conduct an Orientation when necessary.

**Two Phase / Self Service Orientation**

- In some areas where physical resources are limited and traditional orientations are impossible to conduct, the Two Phase Orientation should be utilized. The self service model can also be used when hiring one or two employees at a time. A traditional orientation works best with 3 or more participants. In this process, there is an employee self-service portion followed by a leader follow up.

**Self Service requirements to new employee**
- Have them access [www.ameripark.com/orientation](http://www.ameripark.com/orientation) and complete the orientation with quiz. **This is a general orientation that discusses general company practices. Specific location information should be addressed in person with the new hire.** (This is also available in UltiPro in the new hire section).
- Have them access and view the video series at [www.ameripark.com/trvideo](http://www.ameripark.com/trvideo)

**Leader Follow up**
- Ensure the new hire has completed the self service steps through questions and probing.
- Introduce the new hire to your account and run them through an ‘onsite’ orientation to the job and its requirements.
NEW HIRE FORM COMPLETION (E-FORMS / PAPERWORK)

- As of 2010, all employment forms were moved to digital signature completion by the employee through the UltiPro Onboarding system. This system generates an email that is sent to the new hire where he then completes the wizard. At the end of the wizard, the new hire is required to digitally sign employment documents. More information about UltiPro Recruitment and Onboarding is available on the intranet in the Administration Corner.

- Electronic form completion is required for all new hires prior to them being issued an employee ID number. Forms are completed in the Onboarding phase of the hiring process where an email is generated and forms are sent to the new hire. All active employees of AmeriPark must have an employee ID number in order to be paid.

- In order to receive an employee ID, the orientation leader should collect required identification and forward to their Asst. Regional Manager along with what RC the new hire will be assigned to along with rate or pay. Once that is done, an employee ID number will be assigned and the new hire then has access to his own UltiPro employee self service account.

  o Delayed forms may result in delay of payment for the associate. An associate should not perform work duties until the information above has been supplied.

- Required forms – the required forms for each state and position will be auto-loaded into the New Employee Wizard.

  o REQUIRED FOR ANY ASSOCIATE (SYSTEM DELIVERED)
    - APPLICATION – HANDLED THROUGH UPR AND HOUSED THERE
    - I-9 – ENTERED BY EMPLOYEE IN WIZARD, COUNTER SIGNED WITH ID FROM MANAGER
    - W-4 – FEDERAL TAX WITHHOLDING -
    - HANDBOOK ACKNOWLEDGEMENT (DIGITALLY SIGNED IN WIZARD)
    - STATE TAX FORM (WHERE APPLICABLE)
    - BENEFIT ACKNOWLEDGEMENT (DIGITALLY SIGNED IN WIZARD)

- Document Storage
  
  o Beginning in 2009, all documents are stored digitally online; AmeriPark no longer maintains a paper filing system. Completed e-form packets are housed in the UltiPro Onboarding solution and can be accessed on demand. Each employee has the option of printing their employment forms during the wizard completion section or can request copies from corporate office.

  o All disciplinary actions are to be forwarded to HR@ameripark.com or uploaded by a manager to the employee UltiPro document file. While a particular associate’s past behaviors may be apparent to you, if you leave the company or switch locations, the incoming leader needs to be aware of any previous write-ups. It is only the Account Managers responsibility to write-up associates. However, the Captains are able to recommend write-ups to their Managers.
CORRECTIVE ACTIONS – COUNSELING

- Corrective actions should follow the “hot stove” principle; if one person gets burned by it, so should everyone else. Playing favorites among associates is one of the quickest ways to render you an un-respected and ineffective leader. Consistency is the key to effective corrective actions.

- The purpose of a corrective action is to correct behavior that is deemed inappropriate – see Associate Handbook for general reasons for action. Formal documentation of any counseling activity should be recorded by the Account Managers and delivered to HR@ameripark.com or uploaded to employee file in UltiPro. Although unlikely, this written documentation of indiscretions will allow the company to defend its position should legal proceedings ensue. Failure to document these counseling sessions will render the defense ineffective when defending an AmeriPark leadership member / company’s position.

- There are 2 general types of counseling actions: (each form should be signed by both the Account Manager and the associate prior to sending it in to the corporate offices). Again, Account Captains can only recommend Corrective Actions for associates and execute manager decisions.

  1. Corrective Action Form – to be used when an associate’s behavior breaks a known rule or procedure as outlined in the Associate Handbook or other written correspondence that may more specific to a market or a location.

  2. Associate Incident Report (Notes to File) – to be used for documenting behavior that may not have been previously identified as ‘against the rules’ but shows poor or misguided judgment on behalf of the associate. These reports show that this issue has been brought to the attention of the associate and that we are attempting to correct the issue without a formal write-up. ALWAYS DOCUMENT!!! and store.
  
  o In some cases involving ‘common sense’ errors, the Account Manager must decide which action to take. Due to the vast geographic and cultural differences of AmeriPark’s associates, what is ‘common sense’ in one area may be ‘unknown’ in others. For clarity on such an issue, you are encouraged to contact the Human Resources Department for consultation.

- For effectiveness and ‘getting the message’ across for either type of counseling, the associate should be given ample opportunity to explain his actions. To allow this, a counseling session must occur. After all, we are not looking to terminate every individual that makes a mistake; we are looking to correct behaviors. Remember, people are our greatest asset. By interviewing the associate, we can better understand why these behaviors occurred and perhaps tweak our training to be more inclusive of some areas. In addition, such counseling sessions may uncover something of a greater magnitude that is present within the company or location.

- Disciplinary actions should focus on the BEHAVIOR, not the individual. After all, at some point the individual displayed behaviors that were consistent with AmeriPark’s values or he would not have been hired. Though AmeriPark is not a ‘one chance’ organization, in some instances the severity and impact of the infraction will leave little choice. That said; we want to counsel the associate to get their behaviors back in line when possible.
Disciplinary forms MUST be filled out and signed. Copies of Corrective Action forms are available on UltiPro.

Associate must sign the action form, if they refuse, the Account Manager should have another manager or Captain witness this and sign it. Never do a formal write-up with an associate alone. HR should also be notified when a Refusal to Sign occurs.

Please contact HR if you need any additional assistance in completing a Corrective Action form.

For any incidents involving suspicion of theft, harassment, or violence – You must schedule a phone appointment with HR or Area Managers for a counseling session prior to taking action.

TERMINATIONS / RESIGNATIONS

Unfortunately, terminations are a part of every company. At AmeriPark, there are two types of termination. One is the involuntary termination which in effect means that the associate is being let go by the company or ‘fired’. The other is the voluntary termination and this occurs when the associate chooses to leave the organization or ‘resigns’ or “No-calls, No-shows. (Job abandonment)” Both of these terminations require written documentation. Failure to provide this documentation will limit the company’s ability to defend any legal proceedings. Yes, even resignations without proper documentation can become troublesome if an ex-associate files unemployment. The rule is, if someone leaves, be it through our choice or theirs, we need to document it and record it in UltiPro.

AmeriPark has copies of each of these termination forms available for download on the intranet in the Administration Corner section under the My Company Icon.

A written resignation must be provided for voluntary terminations, failure to do so will result in associate not being eligible for re-hire status. This could be a Resignation form or a Two week notice (typed or emailed with signatures). A Termination form must accompany these documentations.

Involuntary terminations must also have supporting documentation to accompany the Termination form. These are usually Corrective Action forms.

Involuntary and Voluntary termination reports MUST be sent to HR immediately upon employment being terminated.

Only Account Managers or above are permitted to terminate an associates employment. The Account Captains can provide detailed information for decision making.

If you need assistance in determining whether or not an associate should be terminated, please contact your superior or the Human Resources department. Be prepared to answer the following questions:
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- What are the grounds for termination?
  - Is the decision to terminate just, fair, and consistent with policy and procedure. Has there been a precedent set under this scenario in the past.

- How many prior corrective actions has this associate received?
  - If this is the first infraction, the severity must warrant termination. If this associate has a documented history, we have a better chance of defending the decision.

- Do we have documentation of these actions?
  - If the answer is no, we must make a business decision based on the ramifications of the termination. In some cases, the HR department will strongly encourage additional corrective discipline with documentation. In other cases, the decision to terminate may put the company at risk of litigation and such a decision should come from a senior manager or the HR department.

- What have you done to save this associate?
  - If the answer is nothing, you may need to reexamine your management ability.

**BENEFITS – HEALTH AND 401(K)**

As mentioned throughout the entire *Basics course*, our associates are extremely valuable to the company. To show appreciation for their hard work, AmeriPark provides several benefits to its associates. These benefits are all ‘opt-in’ and participation is not required. However, participation is encouraged. In the competition for talent in today’s marketplace, associate’s have many choices in where to work and though AmeriPark’s benefits are limited, they do exist and each associate should be made aware of them at the proper time during the interview and during the Orientation.

**HEALTH**

- All AmeriPark hourly, non-contracted associates are eligible for basic health care coverage – aka. Mini-Med. Enrollment information is discussed in the Orientation and acknowledgement is recorded during the new hire wizard. As a leader, always direct questions to [www.ameripark.com/health](http://www.ameripark.com/health) or [hr@ameripark.com](mailto:hr@ameripark.com). This is a benefit, present it as such.

- Initial Eligibility for coverage begins at the first of the month, after 30 days while maintaining an average of 20 hours per week and last through the 60th day. If the associate decides not to enroll during this initial period, they may enroll at the company’s annual ‘Open Enrollment’ which is held once per year in the spring.

- Benefit options and enrollment forms can be viewed and completed by the associate by visiting [www.ameripark.com/health](http://www.ameripark.com/health) and it is up to her to contact the issuing company during his eligibility period. However, it is recommended that every leader know the
eligibility periods as well as be familiar with the plans while encouraging employees to at
least review the benefits available.
- The bi-weekly premiums will be automatically deducted from the associates’ pay-checks.

401K
- AmeriPark does offer tax deferred retirement savings options through a 401(k). Participation in
the plan is available for those associates who meet the following requirements as well:
  - Work at least one year, AND
  - Work at least 1000 hours during the previous year
  - Age 21 or older
  - Enrollment periods – January and July

WORKERS COMPENSATION PROCEDURES

Another unfortunate occurrence at most businesses is a workplace injury. Though AmeriPark
traditionally has a very low incident rate, they do occur. AmeriPark’s screening process
attempts to weed out those who have a pre-existing injury and thus this provides another
reason for compliance with the fitness testing. Even with diligent training and screening,
sometimes workplace accidents do occur.

- In-Depth and Printable Work Comp procedures are available on the UltiPro intranet
  (Administration Corner). Calling in the claim in timely basis is critical. It is advised to go ahead
and print a copy of this document to have it handy in case of injury. You must follow the
directions laid out in the document to file accurate and timely reports. Slip-ups in processing
the claim (particularly waiting) can cost the company huge sums of money.

- Any supervisory level employee is able to report Workers Injury claims because they are merely
  reporting procedures. But, they must be reported correctly to the corporate office
  (hr@ameripark.com) as well as your immediate supervisor.

- Each market has a designated facility for treatment of injuries. All levels of leadership must
  know where to take an injured associate before the need arises. This can save time and the
costly error of taking an injured associate to the wrong facility. These facilities are available in
UltiPro on the Human Resources Home Page.

- All associates are covered if they are injured on the lot by W.C. while performing their assigned
duties however; it is not your role to decide whether or not the injury is valid. Report the claim
and the adjuster will make that determination.

- If an associate is injured on the lot, whether they need medical attention or not, you must:
  - Notify Carrier and HR immediately by phone call – all injuries must be reported to HR Dept.
  - Failure to do so can lead to termination.
  - Fill out ‘1st Report of Injury’ for that state
  - Fill out the Accident Investigation form
  - Fill out the Declination for Medical Treatment form if they refuse medical attention
All forms must be turned in within 24 hours

- For those requiring immediate medical attention, call your Area Manager immediately or report to supervisor. Obviously call 911 when necessary. Reporting of these claims is critical to your position, failure to do so will result in disciplinary action.

### Ultipro – Recruiting and Onboarding

The behavioral application system was initiated in 2006 in an effort to find a better fit of associate for AmeriPark based on the applicant’s innate desire to provide hospitality while acting in a safe manner. The system uses a battery of over 120 questions to predict the correctness of fit with the organization. UltiPro - Recruitment itself is a widely used application selection process that has produced outstanding results for company’s that use hourly labor and service the public’s needs.

The UltiPro system has two separate but integrated modules that assist AmeriPark in the hiring process. The UltiPro Recruitment (UPR) module is the application and pre-hire system that warehouses every application whether an applicant was selected or not. The UltiPro Onboarding module comes into play once an offer is created out of the UPR system. There is in depth training material on these systems and access is granted only after specific training has been completed. Training material is available on the UltiPro intranet in the Administration Corner and will need to be reviewed to complete Applied Knowledge for this module. There are both written and recorded materials to view.

Since the only positions that are allowed to hire candidates are those that do not participate in tip pooling, Captains and Supervisors may only be allowed access to the UPR and not the Onboarding platform. Onboarding is where the actual hiring decision is made but the UPR allows Captains where assigned to work through AmeriPark pre-screen process.

- In addition to providing an associate whose natural tendencies are in line with AmeriPark’s expectations (service and safety), the system allows for storage and separation of applicants. This added benefit is something that prior to UPR, AmeriPark did very poorly. It was an often occurrence to lose applications less than a week after they were submitted without the system. With UPR, the paper application is no longer used and the applicant’s information if housed on the system forever.

- UPR allows customized job postings for a region or a particular account. For example, some markets only have valet positions while others have valet, attendant, shuttle driver, etc. The value of this is it allows AmeriPark to hone in on the specific qualifications and behaviors for many different positions. Prior to UPR, all who applied were scrutinized under the abilities and requirements of a valet.

- Another added benefit to the UPR system is the release of handling paperwork for a New Hire. As the candidate proceeds through the aforementioned processes; a detailed record of the events are captured in the system. Additionally, the end result produces automated electronic forms which are completed by the new hire at their own computer or an AmeriPark computer where available. The electronic forms that every associate must sign are already pre-filled with applicant information and the only required action of the applicant is the digital signature.
Though this may not sound like a huge benefit but compared to the previous method, the accuracy of paperwork has increased tremendously. And as can be assumed, accurate paperwork produces accurate records and the chances of illegible information being input into the system is greatly reduced.

- The AmeriPark Human Resources Department has put together a simple to use guide that spells out the basic functions and allows you to move an applicant through the entire process online. The UPR Guide is available for download on the the company intranet.

- Basic working knowledge of the system can be attained fairly shortly through practice and the use of the UPR Guide. Working knowledge in this instance is represented by the ability to perform the following functions:
  - Schedule, perform, and record interviews
  - Schedule, conduct, and record Driving and Fitness tests
  - Submit and receive results for both criminal background and MVR searches
  - Schedule, perform, and record the Orientation
  - Generate offer and send to Onboarding module
  - Submit the entire applicant record for transition from applicant to associate (where ID number is created)

- System maintenance is necessary to keep accurate and up to date information. Each applicant’s record should be updated after completion of every action. There are several status and disposition levels in the system where an applicant may be placed and found, they are:

  **Status’**
  1. 1 – Active Applicant – A person who is actively being worked with in the system. Anyone assigned this status should also have the ‘For Review’ column checked so they populate to the ‘Applications for Review’ section of the Dashboard
  2. 2 - Not Reviewed –system assigned to ALL NEW APPLICATIONS that have not been reviewed.
  3. 3 – Not Qualified – system assigned to new applicants that do not meet minimum qualifications for the job which they are applying for. For example, if someone answers they have ‘never driven stick’ for a valet position, they would automatically go to the NQ status
  4. 4 – Hired – Hiring Manager assigned once an applicant has been hired. Once this is done, the applicant should be removed from the ‘Working List’ by un-checking the ‘For Review’ button.
  5. 5 – Incomplete Application – will be system assigned to anyone not completing the application fully.
  6. 6 – Purged – Hiring Manager assigned to applicants who are no longer active in the hiring process, disposition should reflect why they were purged.

**Dispositions**
Disposition is a sub category of status and informs the hiring manager where the applicant is in the hiring process. There are basically two types of dispositions, favorable and unfavorable. Generally speaking, when working with an 'Active Applicant' and they progress as planned; the
顶部分（有利）的处理字段将被使用。如果出于某种原因它们变成‘不利的’并退出，底部的处理将被选择并状态更改至‘已删除’。

处理步骤非常类似于UniCru。ALL处理设置需要您发布经理更新并保存。这些都是说明性的描述符。
有利的处理方式：
- 申请中审查
- 面试 – 有利
- 测试完成 – 通过
- 背景提交
- 背景清除
- 安排参加入职
- 招聘过程完成

不利的处理方式：
- 面试 – 不利
- 测试完成 – 失败
- 失败的背景
- 未参加入职
- 申请人已删除 – 活动

- 除了背景检查外，申请人可以不受阻碍地在系统中前进。但是，搜索背景记录的过程需要时间，而在此期间，申请人的记录将被记录为‘待定’状态，这也是所有申请人的默认状态。一旦申请人的记录返回，系统将会更新状态。如果状态变化为‘清晰’，继续让申请人在申请。

时间记录
- 必须使用单独的考勤卡/表。示例提供于UltiPro中的电文档。

Management Advancement Program – Basics Course 3.0

- Signature for each day worked
- Follow break and rest laws as detailed on top of timesheet
  - Many states have more defined laws that are explained on the sheet.
- Time records are legal documents and can be subpoenaed. Send in collected time cards quarterly to corporate office in Atlanta.

**Time Processing**
- Translate info from timesheet to AmeriTime or online system as it appears. Do not just put hours and do not leave out reported tips.
- Update information for week ending, change file name for correct week ending
- Send to your manager or upload into system weekly
- Quarterly, send all collected, physical time sheets to Atlanta office

**In addition to the MAP Module, every leader within AmeriPark should view and understand the online training presentation at** [www.ameripark.com/HR](http://www.ameripark.com/HR)

**The Next Step**

Congratulations! You are now complete with the reading portion of this module. You should now complete the Applied Knowledge exercises and then go to the UltiPro intranet to update your training page. Once complete, you are free to select any other module to work on. **Remember, you will be tested on all material located in both the Foundation Document and the Applied Knowledge’s. Be prepared to show your understanding of both.**

If you have never been to the AmeriPark intranet (UltiPro), please visit [www.ameripark.com/login](http://www.ameripark.com/login) for instructions.