



Lead Trainer Manual

Lead Trainer Manual

Table of Contents

06/01/2020 - Brian Nilles

Position Agreement

1. Lead Trainer Position Agreement (#HR 01-01)

Recruiting, Hiring, and Orientation

1. Lead Trainer Recruiting and Hiring Guide
2. HRF 25-17 Technician Scorecard
3. In Person Interview - procedure from WWD
4. Orientation - procedure from WWD

Classroom Training

1. Classroom Training - procedure from WWD

Coaching

1. Lead Trainer Coaching Guide

Copy of Team Trainer Manual

Copy of Technician Manual



Green Frog Cleaning

"More time for what's most important"

Position Agreement

Position Title: Lead Trainer

Manager's Position: CEO

Result Statement

Keep technician capacity over 110%.

Work Listing

Strategic Work:

Work with CEO to determine when to hire new Employees

Monitor and recommend improvements of information flow, action plans, and technology

Analyze and recommend cost reductions

Tactical Work:

Recruit and Hire new technicians

Maintain high quality Initial Training program

Execute Ongoing Training Plan for techs (Lead Tech does quality written warnings coaching)

In Person Interviews

Monitor voxxer and handle daily technician issues (on call after hours on working days)

Onboarding - (Starts Process)

Orientation - (Assistant Helps)

In Person Coaching

Communicate tech schedule to FSR Supervisor (Set Days Off)

Manage technicians and operations staff. (15-25 direct reports)

Support both customer service, and sales & marketing by contacting and responding to customer needs as needed

Data entry and quality assurance

Sort Mail from UPS

Manage Candidate Ad (Weekly spend, posting, etc)(This is for the Marketing Manager)

Compile and distributes reports

Discipline and Termination of Direct Reports

Order and monitor supplies

Standards

Position Specific

Deal with all Employees in a just and understanding manner

Financial, employee, customer and all other pertinent company data is entered and managed accurately

Questions from direct reports will be answered within one business day.

Attend Business Development meetings as requested by CEO

Recommendations for changes within current systems will be made directly to CEO

Companywide

All work will be performed in accordance with all government laws, regulations, ordinances and court rulings in those jurisdictions in which the company operates.

All routine work systems will be documented in an operations manual. The information included in the operations manual is proprietary.

All work will be performed according to company policies and standards inherent in all position agreements, system action plans, employee handbook, operations manual, ongoing policy memorandum and dress codes.
Client and company information will be held as strictly confidential outside the company.
All telephone calls, both internal and external, will be returned within one business day and within two hours whenever possible.
All emails, both internal and external, will be returned within one business day and within two hours whenever possible.
Manager will be notified in an exception report of any issues to be resolved or deadlines that cannot be met by reporting person, prior to the due date.
All innovation will be quantified, tested and improved, then documented for routine implementation (i.e. well orchestrated once proven).
Problems with any system must be brought to the attention of manager in an exception report so the system can be improved, within the structure of the operations manual.
Employees are encouraged to recommend ideas for the improvement of their department and position that are consistent with the company's Strategic Objective.
All policy memorandum indicating changes in policy and / or procedure will be stored in each employee's operations manual, until the time an updated procedure is provided.
Employees will provide staff assistance as requested; each employee may be asked from time to time to cover other areas of accountability and / or departments.
All business communications, whether verbal, visual or written, whether for internal or external use, will be professional in tone and content and in accordance with applicable and existing company policies and standards.
Employees will respect each others time, space and need for concentration. Socializing and interruptions must not impede work-flow.
Employees will have regularly scheduled meetings with their managers.
Employees will be honest as they deal with everyone they come in contact with at work.
Employees will communicate with others in a respectful tone that is audible to the person(s) with whom he or she is speaking.
Employees will use positive, uplifting language and never use profane, vulgar or crude language.
Employees will exhibit a positive attitude toward and about their co-workers, supervisors, residents, guests, vendors and others with whom they come in contact.
Employees will be punctual in clock-in/check-in and out for their assigned shifts as well as breaks.
All emails will contain a Green Frog approved signature.

LEAD TRAINER RECRUITING AND HIRING GUIDE

The 3Rs of Employee Development..... Page 2

Recruit to Win.....Page 6

The Application and Interview Page 17

Reference & Background Checks Page 19

The Hiring Decision.....Page 24

Orientation for the New HirePage 27

The 3Rs of Employee Development Employee Recruiting, Relations and Retention

The 3Rs Model - The Secret to Successful Human Resource Management

The Need for a Success Strategy

- The American labor pool is more diverse, more transient, more educated, and more demanding than ever. A business cannot be built, sustain growth, and be profitable without a proficient, dedicated labor force. As the labor pool changes and employee expectations change, business owners must have a success strategy for managing the turbulence of employee **Recruitment, Relations and Retention (3Rs)**.
- A service business like house cleaning is especially dependent on its employees. As a provider of home cleaning services, you really have only one commodity for sale C your employees. If your associates cannot do things right, do the right things, and win client satisfaction, then there is no business to run or grow.

The Labor Force Playing Field

- Do you want to hire competent people who will become great employees and stay with you for a decade or more? Sounds great, but the first key in your 3Rs analysis is to be realistic. Here's the situation in our work force today. The average employee changes careers three times and changes jobs 11 times during their lifetime. The average employee tenure in America today is 4.6 years.
- The average employee turnover rate in the house cleaning business is between 300% and 400% annually. This means the average employee's tenure is between 3 and 4 months. But the "average" house cleaning company does not use a "system" for employee recruitment, relations and retention.

The Biggest Challenge

- Most new house cleaning entrepreneurs think that getting and keeping clients will be their greatest challenge. But in reality, your biggest challenge will be recruiting, managing and retaining good employees.
- Regardless of how well you have selected your people, you will still lose good employees. The tragedy of losing good employees is that you may retain marginal performers. The absolute necessity for you becomes the need to develop the systems and procedures that will

allow you to continually succeed in finding, hiring, and retaining good employees as long as possible.

- Successful companies have learned that the 3Rs are not a soft science. Those who have not succeeded tend to believe that human resource issues are "common sense," or based on "personalities," or something good managers just have a "knack for." The fact is that the employee side of the business requires learning, skill development, analysis, practice, and a whole lot of work.

Two Critical Ingredients

- There are two critical ingredients found in companies who are successful in the 3Rs.
 1. First, there has to be a **SYSTEM**. A system is a series of concrete practices or steps that, when taken together, create a "closed circuit" for employee relations success. You will find the **SYSTEM** explained in this course.
 1. Secondly, there has to be **QUALITY** in the way the system is used. You, as the Lead Trainer, put the quality in the system. By following these steps carefully and thoughtfully, adding your own experience and expertise, you make the system work.

Requires Continuous Refinement

A key tenet of quality is continuous improvement. Every step in this program is a well designed and thought out approach to human resource management. It was developed based on decades of experience in recruiting and managing employees. And the discussions throughout this course will be dealing **specifically** with how to apply the 3Rs Model to your house cleaning business.

The 3Rs are not a one-time business event. The challenge in employee recruitment, relations and retention will never go away.

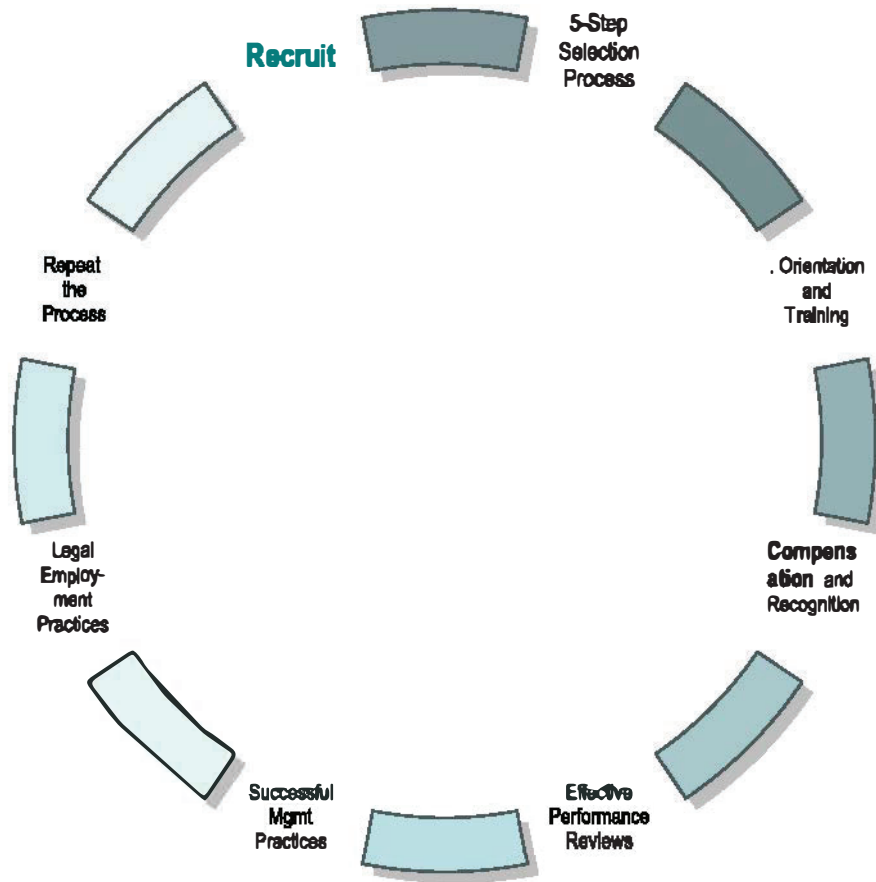
The Sequential Steps in the 3Rs Model

The purpose of this course is to provide you with the guidelines, forms and planning tools to manage the 3Rs Model in the following systematic manner.

The 3Rs Model consists of a series of sequential and intertwined steps. Each step is a critical element in the Employee Development System

STEP ONE -- RECRUIT:

The first step is to Identify your best candidate "profile" and then recruit to reach these potential employees.



STEP TWO – IMPLEMENT THE FIVE STEP SELECTION PROCESS

Once you've defined your target profile and launched your recruiting activities to attract potential candidates to the job, now begins the 5-step selection process using objective screening processes to find the best fit candidates for the job.

1. **The Phone Interview --** The first of the 5 steps is the telephone screen when candidates respond to your recruitment activities, such as Help Wanted advertisements in the newspaper.
2. **Application --** Once candidate has passed the telephone screen, you'll invite her in for a personal interview at which time you'll use the application form to collect information and evaluate the applicant.
3. **Personal Interview --** Step three is to conduct an interview that explores the potential match between the candidate and the job.
4. **Reference Checks --** The fourth step is following up on employment and personal references to get an indicator of past job success,

confirm what the candidate told you, and validate your own positive impressions. We can also search social media like Facebook for background info

5. **Background Checks** -- The fifth and final step in the selection process is where you'll conduct criminal history and driver's license background checks, two very important screens in qualifying the applicant for the job. Sometimes this is done after hiring

STEP THREE – ORIENTATION AND TRAINING

Once you've completed the selection process, you'll now take the action required to orient and train your new employee for job success.

STEP FOUR – COMPENSATION AND RECOGNITION

Part and parcel of the 3Rs model is offering a compensation package that attracts and satisfies the caliber of the people you want to hire and retain. You'll also provide encouragement and recognition to bolster self esteem and help to extend tenure on the job.

STEP FIVE -- EFFECTIVE PERFORMANCE REVIEWS

During this course we're going to be discussing how to use Performance Reviews to improve employee retention — and how to use Exit Interviews to understand and deal with retention challenges.

STEP SIX – SUCCESSFUL MANAGEMENT PRACTICES and COACHING

The model involves Implementing important policies and procedures necessary

STEP SEVEN – LEGAL EMPLOYMENT PRACTICES

Compliance with state and federal employment laws are necessary for successful human resource management — and for your business.

STEP EIGHT – REPEAT THE ENTIRE PROCESS

And the final step in the sequence is to REPEAT THE PROCESS ALL OVER AGAIN. To be successful at this game requires constant and ongoing recruiting, selection, orientation and training, constant review of compensation and employee recognition, conducting effective performance reviews, maintaining successful management practices and, of course, keeping pace with legal employment practices. This is the 3Rs Model. And the 3Rs Model is what can lead to better and better employee development and retention.

.

Recruit to Win

A crucial element in your hiring and retention strategy is to have a clear picture in your mind of the type of employee who will have the highest probability for success on the job — your success and the success of your employee. Recruiting and hiring must be seen as a game. A game where the successful outcome is a win-win relationship between the employer and the employee.

You can hire people for the wrong reason (I just need a "body" to fill out this team), and people can take the job for the wrong reason (I just need any "job" to meet some expenses), and it may work out for awhile. But eventually, and sooner than later, problems will arise which reveal the nature of the lose-lose relationship that has been established.

Use our Technician Scorecard as a **"Profile"**

- You may not know "whom" by name you want to hire, but it is important to have in mind a "profile" of the most probable candidates. The best way to improve your predictions of which employee will succeed in the future, is to think about employee success factors that have been identified in the past. We have developed a "Technician Scorecard" that helps us to hire for attitude. We can train people who have the right attitude. But without it they will not be successful.

Ask yourself questions such as:

- What ad or recruiting tactic worked to attract our best employees? Why?
- What impressed you when you first met them?
- What is it about their personality that made for a good match to the job?
- What was their motivation to work for you?
- Where were they working before they took the job with you?

Employee Survey

- In order to analyze employee retention, a survey was sent to house cleaning employees from across the country who had been identified by owners as "good hires" and successful workers. Each of the employees who responded to the survey had been employed on the job for more than three months.

- By collecting and analyzing the survey responses, it was possible to create a profile of the successful employee. While it's obvious that there is no one set "mold" for success, it is also wise to keep an eye out for common factors and conditions that seem to be part of the overall ingredients for a good hire.

Work History

The survey showed several common characteristics that the best house cleaning employees have in common.

- 30% left another job to take a house cleaning job, with half of those leaving full-time jobs.
- 52% of those who left a job to accept a house cleaning job were at that job for more than one year.

With respect to the type of work they had done in the past, the most common responses were:

- Cleaning (46%)
- Sales (43%)
- Homemaker (37%)
- Fast food (36%)

Least common jobs were:

- Janitorial (16%)
- Manufacturing (10%)

Recruiting

Heard about the job from:

- Online ad (60%)
- Friend or relative (21%)
- Another employee (9%)

Of those recruited through an ad, they were attracted by the following:

- The hours described (43%)
- The work described (33%)
- The money offered (33%)

During the interview, the two main attractions were:

- The hours of work offered (78%)
- The type of working environment described (48%)

Other things that attracted them to the job during the interview (rating from 37% to 43% of respondents) included:

- The type of work
- The chance to work on a team
- The chance to make extra money
- The opportunity to be a team trainer

Job Satisfaction

- The survey also gathered information about employee job satisfaction. The results are important as you talk with and consider new employees. Are they likely to find the same type of job satisfaction as these successful employees? You may also use this information to highlight the important job satisfiers that previous employees have experienced:
- Here are the results of the Job Satisfaction Survey, ranked in order of what employees like most about their house cleaning jobs:
 1. Friendly relationship with other team members 29.9%
 2. The support and encouragement received from the manager 26.9%
 3. The hours of work and Monday through Friday (no nights and only some weekends) 25.4%
 4. The respect they get from their manager 23.9%
 5. The money they earn 22.4%
 6. The praise and recognition from their manager 16.4%
 7. The respect from fellow team members 13.4%

 8. The chance to earn more money based on performance 11.9%
 9. The chance to work part time 10.4%
 10. A chance to do work that makes them feel helpful 10.4%

Education

- 93% had a high school education or higher

Other Survey Information

- 46% regard their house cleaning wage as either required to meet monthly expenses or as a helpful addition to household income (49%),

rather than as extra income beyond what is necessary to pay household expenses (5%).

- 88% reported being with the job four months or longer, and 69% stated that they intended to stay with their present house cleaning employer for more than a year.

Summary Observations & Conclusions

- With only 9% of employees being referred by other employees, offering an incentive to staff members for referring new employees needed to be a strong consideration.
- We subsequently learned that offering a finder's fee to current employees, ranging from \$50 to \$300 (depending on the condition of the economy and the available labor pool in the marketplace at any given time), can be a worthwhile strategy. This gives the employee something immediately for her efforts, but the bigger reward comes if the new hire stays on the job. We currently do offer a bonus

Continue to work closely with the Sales and Marketing Manager to create ads that will attract high quality technicians.

- Only 30% of employees left another job to accept a house cleaning job, and only half of those left another "full time" job to accept a house cleaning job. This suggested that a new or different approach, recruiting vehicle, or message be developed and used to attract the current work force population in other less satisfying and/or lower-paying jobs.
- Consider a **HELP WANTED** brochure that can be distributed as a door hanger, handed out to people you (or your employees) meet on a daily basis, or left in display racks at Laundromats, Churches, Convenience Stores and almost anywhere that "take one" flyers or brochures are displayed.
- As is usually the case in most jobs, money was not the primary factor in job satisfaction. What most respondents found most satisfying about their house cleaning job was the friendly relationship between team members. Also high on the list was the support and respect they receive from the supervisors and owners.
- While a good hourly wage may attract candidates to the job, they won't stay with you unless they are happy with their work environment. It's important to develop a "family atmosphere" among your employees.
- Most respondents (93%) had an education of high school or better, which is an indicator of employees who should have adequate intellectual skills for grasping and applying the system taught on our Classroom and In Home Training Program.
- You may be surprised at some of the people who hired on as house cleaners. Their backgrounds have included air traffic controllers,

bartenders, professionals, store clerks, hair dressers, waiters and waitresses, bank tellers, and people from just about every white collar and blue collar background you can imagine.

- It's important to keep in mind that hiring over-qualified people just because they are desperate for a job or you're desperate for an employee can turn into a major disappointment and short job tenure. You need to explore the reasons why they're applying for a house cleaning job.
- Very few people (5%) were working to earn money over and above what is needed to pay household expenses. It is a primary source of income to 46%, and a helpful additional income to 49%.
- Although they can earn a good hourly wage, their total work week may amount to between 25 and 35 hours (and less if they don't have a full schedule, such as will be the case when you're first starting the business or starting a new team).
- Hiring someone who really needs more income to sustain their living expenses than the job is likely to earn them can result in a frustrated and unhappy employee. Poor morale is a formula for short tenure on the job.

**A Recruitment Strategy:
Always be Looking for Good Employees**

"The only GOOD time to LOOK for employees is when you already have enough employees."

- There is a wise old saying in career counseling that goes like this: "The only good time to LOOK for a job is when you have a job." This statement can be well applied to recruiting, also. "The only GOOD time to LOOK for employees is when you already have enough employees."

The Value of a Good Employee

- **Which is more valuable? A good client or a good employee? The value of a client can be quantified by the potential revenues you generate over the period you serve them. If they represent \$156 every other week, that's about \$4,056 a year in revenues, and, depending on your bottom line profit margin, between \$350 and \$450 per year in bottom-line profit. Individually, that's not a whole lot of money — but,**

collectively, 300 of them works out to \$121,680 in net profit annually.

- If an employee generates \$55 to \$65 per hour in revenues and puts in an average of 30 hours per week, this equates to \$1,650 to \$1,950 in revenues per week, or up to \$101,400 annually. Again, depending on your profit margin, we're looking at \$10,000 in profit to your company.
- So, in quantifiable dollars and cents, which is more valuable? Obviously, a **good** employee. In terms of annual revenues and profits, one good employee can be equal to 15 good biweekly clients (based on the aforementioned assumptions).

Realistic Recruitment Budget Cost Expectations

- If we're willing to invest \$50 to \$100 in advertising to get a new client (*who may or may not stay with us for a year*), how much should we be willing to invest in advertising to get a good employee? If the employee represents 15 times the value, should we expect to invest \$750 to \$1,500 to get a new employee? Mathematically, it makes sense doesn't it?
- In reality, it is probably realistic to expect to incur an investment of \$100 to \$300 in recruitment advertising for every good hire we make. But even if the cost works out to \$500 per **good** hire (meaning an employee who not only does a great job, but who also stays with you for a long time), the return on investment justifies the expense. If the total recruitment advertising investment to maintain a three-person team at capacity (*that is, original team member recruitment cost, PLUS the cost of replacing team members who leave during the year*) over a one year period is \$1,500 for the entire team (*not per person*), this works out to a recruitment advertising budget of 1.5% for a team generating \$100,000 per year in revenues.
- The point is, you need to budget a realistic amount for employee recruitment advertising, just as you do for advertising for new clients. When the labor pool is tight, such as in a good economy with high employment, your budget should be higher than in a slow economy when the available labor pool is greater.
- In addition to the common elements among existing successful employees that we've already discussed at the beginning of this chapter, the survey also revealed certain demographic information about those who were attracted to house cleaning:
 - 85% are female, which indicates that women tend to be more attracted to the job than men are.

- Almost two-thirds are married, most of those with children still living at home.
 - The vast majority of employees attracted to this type of work are between 25 and 40 years of age, with an average age of 31.
- By looking at the demographics of employees we have attracted, along with the other common characteristics revealed in the study, you can better select targeted advertising vehicles and messages to attract candidates with a similar profile.

The 5-Step Selection Process

- The following chapters are going to provide procedures and a scoring system for making the hiring decision on an "objective" basis. You're going to evaluate the candidate five times as part of your selection process. These five evaluation steps are:
 1. The Phone Interview Screen
 2. The Application Screen

3. The Personal Interview Screen
 4. The Reference (Employment History and Personal) Checks
 5. Background (Criminal History and Driver's License) Reports
- These five steps are not designed to be CUMULATIVE. That is, you're not going to wait until the end of your reference or background checks to "tally points" on all five steps and make a hire/no-hire choice. You need to make a decision at each step to GO forward with the selection investigation or STOP the process. Only on rare occasions will you reach the end of the steps and still not be sure of the right decision. In these instances you can review your scores at each step in a cumulative manner, and judge the candidate's overall profile on all of the steps. This should be rare, however.
 - It is in the best interest of both you and the candidate to STOP the process after a step when you see there is likely not a good fit between the job and the candidate. At each step you should be looking for factors and conditions that make the candidate fit a "blow out" where you bring the process to a screeching halt, or where you see a "green light" and you want to encourage the candidate to proceed in the selection process. Your general criteria during evaluation is whether or not this candidate fits the job and will stay with you long enough to improve the length of tenure on the job.
 - You may want to keep in mind the time- and money-wasting possibilities that can come out of a selection process that is not handled objectively and carefully. These bad outcomes are:
 - ❖ You hire a person with the wrong fit who causes problems with your clients and the team and stays with you a long time until you finally terminate her employment.
 - ❖ You hire a person with the wrong fit who leaves within days.
 - ❖ You hire a person with the right fit, but who only stays a few weeks.
 - ❖ At the end of the steps, you offer the job to a person with a likely good fit, and they decline the job.
 - You can avoid these bad endings by careful judgment and using the ratings scales that will be provided for each of the five steps. Keep in mind what you want and need for the long term growth and profitability of your business as you make the hiring decision.

- By using each step consistently, you will show the applicant through your questions, your planned approach, and your thoroughness, just how important it should be to the applicant.
- You will find that you are using all of your best communication skills during the selection process. Your ability to listen, respond, empathize, explain, and evaluate will be crucial. Throughout the steps, you will find that you need to balance two types of communication skills.
- First, as a good listener and observer, you will try to "screen out" the candidates with a low probability of success. **As you become more inclined to believe the applicant might be a good fit, you will begin to "sell-in" the job and your company as a good fit for this person. The important thing is to minimize this "selling" until you are beginning to be "sold" on the applicant**
- Your first step in evaluation begins with the Phone Interview. This will generally be handled by the Field Support Rep Team as they have much better access to incoming and outgoing messages to/from candidates.

The Application and Interview

The Second and Third Screens

You may have conducted many successful interviews in the past and have your “own way” of doing things. By putting a common structure in place for each interview you can begin to quantify these events and become more consistent and “scientific” in your approach. You have begun this more structured style in the way you conducted and scored the phone interview.

Now in Steps 2 and 3 you’ll use the APPLICATION, your INTERVIEW GUIDE and the evaluation scale on each step to evaluate the candidate.

Interview Preparation

- You should have set the interview for a time when you can devote your total time and attention to the candidate. Holding an interview at 8 AM when teams are assembling and you’re trying to get them out the door is not a good setting for the interview.
- Make sure you have set aside an hour of time to devote exclusively to the candidate. Keep interruptions to a minimum.
- This is not the time to be ranting and raving about the employee who didn’t show up. Of course, no time is a good time for ranting and raving in the presence of anyone. It’s as important that the candidate get a good impression of you as you want to get of her.
- NEVER try to hold an interview at a job site. It’s not fair to the candidate, to you, or to the client in whose home you’re working. You and the candidate will need one another’s undivided attention in order for the interview to be successful

Interview Preparation Checklist

- Good preparation for the interview, the setting, and materials you will need, is the first step in conducting a good interview. The following Interview Preparation Checklist will help you organize your pre-planning.

Setting

- Think about the following items in the setting for the interview. Do you have prepared:
 - ✓ Two comfortable and similar chairs
 - ✓ Lighting that is comfortable (neither too bright or too dark)
 - ✓ No desk or other items placed between you and the interviewee

- ✓ Place to write and make notes for you and the interviewee
- ✓ Paper and pencil available
- ✓ Quiet/isolated room/area
- ✓ Place where needed materials are easily reached

The exact steps in conducting the in person interview can be found on the Way We Do Procedure.

Reference & Background Checks

The Fourth and Fifth Steps In the Selection Process

We're now entering steps 4 and 5 of the 5-step selection process. By now you and the candidate should be at the stage where you both think that she and the job are a good fit.

Employment Reference Checks

- In general, you are looking for three things during the Employment Reference Check Step:
 1. Indication of past success in job performance.
 2. Confirmation of the things the candidate said and the conclusions you have drawn about the candidate.
- You may encounter employment references who are reluctant to give any information about the employee. Just try your best. It is becoming increasingly unlikely that anyone will divulge opinions about former employees.
- Some employers will only confirm that the candidate did or did not work there, the position held on the job, and the time that she worked there. For this reason, you will evaluate the scoring a little differently during this procedure.

* You may also want to search facebook for their profile. Be on the watch for mention of illegal activity or any comments that praise illegal activity or violence. Do they have friends that praise illegal activity? Does the music they like praise illegal activity? Do they use foul language in their comments? These are all red flags.

Employment Reference Checklist

Item	Question	Response Evaluation Consideration
1.	Could you verify that Mary Summers was employed by your company between the dates of _____?	Do the dates of employment match those on the candidate's application? If not, how great is the discrepancy? Does the discrepancy raise a red flag?
2.	Was Mary working for your company on a part-time or full-time basis?	<p>Does the answer to this question indicate a good fit (green flag) or a poor fit (red flag) based on the workweek hourly schedule the employee would have with you?</p> <p>You also need to consider current factors in the candidate's present situation which she may have told you about that may indicate a good fit with the job you're offering compared to this prior employer.</p>
3.	For what job position was she originally hired with your company?	Does the employment experience indicate a chance for success on the job you're offering?
4.	What was her position with your company at the time of her departure?	<p>Did the employee change positions during her time with this employer?</p> <p>A negative answer could well be a green flag in this instance. For example, reasonable tenure on a prior fast food or retail job would indicate ""steadiness"" - a requirement for success on the job you're offering.</p>

5. What was her rate of pay at the time of her departure? If the rate of pay was equal to or lower than the income the candidate will earn working for you, this is an indication of satisfaction with what he/she can earn house cleaning.
- If the rate of pay was more than the candidate's potential with you, this is a red flag indicating tenure might be short if she accepts the job.
6. How would you evaluate how well she performed her job? While the answer you get from some employers (if they answer the question at all) might be subjective, you should still get an indication of how well the candidate may perform for you from the response to this question.
7. How was her attendance record? Did she miss many work days? (if yes, explain) Does the attendance record wave a Green or a Red Flag?
8. Was she punctual for work? Same as the last question. Does the answer raise a red flag or a green flag?
9. How did she get along with coworkers and supervisors? If there was a conflict or problem getting along with coworkers, this might be a Red Flag issue. If the response indicates that she was well-liked, it is an indication she would get along well working with others on a cleaning team.
10. What was the reason that she left her employment with your company? Does the answer compare with what the candidate told you with respect to the reason for leaving the job? Does the answer send up a Green Flag

or a Red Flag?

11. If she left on own accord, did she give notice and, if so, how much notice?

If the candidate has a history of giving responsible termination notice to past employers, it's a Green Flag that she will do the same for you.

But if you learn that the candidate "just didn't show up for work one day," this should raise a BIG Red Flag.

12. Would you rehire her if the opportunity presented itself?

The answer to this question may be the most important one of all. If you get a positive response to this question, this employer obviously thinks highly of the candidate.

A "no" is usually a Red Flag. However, if you get a "no" from one employer and not from the other job references, the reason could be that the person reporting on the candidate didn't like her personally, or that the candidate may indeed not have been a "good fit" for that job or for that particular employer.

- Follow the same line of questioning with all three employers listed on the Application. This will provide you with a consistent overview of the candidate's work history because you're comparing "apples to apples" between the references provided by each of the candidate's last three employers.
- As we said earlier, you may not -- and probably will not -- get answers to all of the questions on the checklist. But by following this line of questioning you will learn as much from the candidate's employment references as possible.
-

Criminal History Background Check

- At the time of your Personal Interview with the candidate you will have had her complete and sign the **Authorization for Release of Information Form HR 33-95**.
- By signing this authorization, the employee is authorizing you to conduct a Federal, state or county criminal history and a search of her State Driving Records, as well as other background information you may wish to obtain.

The Finance and HR Administrator will perform the Background check.

The Hiring Decision

Moving forward in workforce development

If You Have to Choose . . .

- Most often, by the time you reach this stage, you will have made your decision to make a job offer to the applicant. However, you may have been evaluating more than this one candidate for the position, and all have proceeded successfully through all five steps in the Selection Process for the one opening you may be trying to fill.
- When you find yourself in a position of having to choose between two or more good candidates, you might find it helpful to evaluate each of them using Technician Scorecard.

WE ONLY HIRE "A" PLAYERS. NO "B" or "C".

CONFIRM THE CANDIDATE WANTS TO PROCEED

- The candidate should be told at the conclusion of the Personal Interview that, assuming she is interested in considering the position, it could take a few days to complete the necessary background and reference checks. You should probably explain to the applicant that she should tell you "right now" if she doesn't think the job would make a good fit so that you can save the time and expense of checking references and compiling background reports.
- The candidate may not feel comfortable telling you that she really isn't interested in the job you've explained. However, if you hear a response like, "Let me think it over and I'll let you know," that's a good indication that the applicant doesn't see the job as a good "fit" for her. That is a signal not to proceed with the reference and background checks unless and until the candidate advises you that there is an interest on their part in accepting the job if an offer is made.

- If you don't get a positive signal from the candidate at the end of the Personal Interview, advise the candidate to "think it over" and give them a specific day/time to call and let you know whether or not they're still interested in being considered for the position. But don't hold your breath. Chances are you won't hear from this individual again.
- If the candidate does indicate at the end of the Personal Interview that they really do want to be considered for the job, set a date and time that you expect to be able to call them to advise them of the status of their application (assuming *you're* still interested in proceeding at the end of your Personal Interview).
- Also, ask where and when you might contact them by telephone in the next day or so in case you have anymore questions. Invite the candidate to call you if she has any additional questions in the meantime.

Preparing the Applicant for Acceptance or Rejection

Others "In the Running," Too

- You should explain to every candidate at the end of the Personal Interview that you have other applicants scheduled for meetings and that you have already received applications from some other qualified applicants. There are two reasons for this:
- People tend to want things more when they think or know others want them, too. If you tell an applicant she's the only one under consideration for the position, she's likely to wonder "what's wrong with this job or this company?"
- In the event you don't hire this person, when they know in advance there was strong competition for the job, they won't feel so let down. You can say, "Mary, I must tell you that your qualifications looked good, but we had several good applicants and have chosen someone who we thought was a better fit for the position we're offering."

Making the Offer

When you have decided to proceed with the job offer:

- ✓ Call and "congratulate" the applicant for "making the team."

- ✓ Confirm the applicant's continued interest in the job.
- ✓ Confirm the starting wage.
- ✓ Establish the start date of employment.
- ✓ Explain that the first day will consist of orientation to the company and the job.
- ✓ Advise how to dress for the job; about any uniforms, T-shirts and apron to be issued on her first day of employment.
- ✓ Welcome the applicant "aboard."

Orientation for the New Hire

Getting Started Right

Now the real work of getting your new employee ready for success on the job begins. Proper orientation will set the stage for getting your new hire in the right frame of mind for wanting to succeed at her new job.

Starting Off Right

Do you remember that “first day” on a new job? Remember those “mixed emotions”? You were excited about this new career adventure, but you were also a little apprehensive, right? There were questions running through your mind as you made your way to your new job that morning:

- ✓ How quickly am I going to adapt to this new environment?
 - ✓ What will my new boss be like to work for?
 - ✓ How am I going to get along with other employees?
 - ✓ How readily will my new coworkers accept me?
 - ✓ Am I going to like the people I will be working with?
 - ✓ Am I going to adapt easily to the type of work I was hired to do?
 - ✓ Am I going to like the job and the work?
 - ✓ How long will I stay at this job?
- Well, your new employee is asking herself those same questions. You must be aware of your new hire’s probable anxiety when she reports to work that first morning.
 - That’s why, ***no matter what else is going on in your life on your new hire’s first day, you must act like your new employee is the most important thing on your mind.***
 - We know that this is far easier said than done, given the crisis situations we often find ourselves in at the start of any given workday (although, since most crisis situations are human-resource-related in our type of business, by applying all of the Human Resource precepts we’ll be discussing in this series — from Recruiting right on through to Management Principles and Practices, your human resource crisis situations should be minimal and will be manageable).
 - Your goal for this important first day must be to have your new employee finish the day feeling good about her new job, the boss, the workplace, and the decision she made to accept a job with your company.
 - Your new employee should have had an orientation experience that makes her feel comfortable and competent in her new job

environment. And, of course, you will also want that first day to be a productive beginning of the learning experience for your new hire.

First Day Arrival Time Schedule

- Schedule your new hire to arrive *after* your teams have already headed out for the day. It's difficult to give your new employee (let's call her Mary) the time and attention she needs when employees are coming into your office and getting organized for the day.
- You may have to discuss certain issues with the Team Trainers or other employees. You may have some rescheduling of clients to look after. You may have some reshuffling of teams or team members. And if any time of the day is bound to be hectic, it's first thing in the morning.
- You don't want Mary's first impression on her first day to be, "Gee, I wonder if it's this chaotic every day?", especially if it does turn out to be one of those "crisis mornings". You simply can't look after getting your regular work day going and look after Mary at the same time.
- When you advised Mary she was accepted and set the employment start date with her, you will have discussed normal working hours and start times. However, you should also explain that on her first day she should report for work at 9:30 AM, instead of 8 AM (or whatever time frame you establish).
- Explain that you want to be able to give her your full time and attention, and that you want to make sure everything else that needs to be done in the morning gets looked after before her arrival. Explaining this will, in fact, make her feel more confident and perhaps give comfort to some of those first-day apprehensions we spoke of at the outset of this discussion.
- Whatever time you have arranged for Mary to show up for work on this very important first day, be absolutely sure you're free to give her your full concentration. Once she shows up, everything else must now take a back seat for the rest of the time you've scheduled to spend with her.

Orientation Outline, Materials & Procedures

- Just as in your preparation for the Personal Interview, you need to be fully prepared and professional with respect to Mary's first-day orientation. Know *specifically* what you are going to cover, in what order you're going to cover each item, approximately how much time you will need for each topic, and what materials you will need to have handy. You will use the Orientation Syllabus and Orientation Procedure on WWD for this.

Cleaning Technician Scorecard

Mission:

Our mission is to give people more time to focus on what is most important to them. Each Cleaning Technician is responsible for developing and maintaining 20-25 maturing clients by providing **Quality, Friendly, On-time service** every visit.

Applicant Name: _____

<p>Outcomes based on Past Job Performance:</p>	<p>Rating (A-C) and Comments (more space on back) (To be completed after the interview) . Do not use +/-</p>
<p>1. COACHABILITY: Learn and master the PMC training program in one week And get an “A” week 1 Training Report.</p> <p>ASK THE FOLLOWING QUESTIONS “EXACTLY” and “IN ORDER””</p> <ol style="list-style-type: none"> 1. What was your boss's name? Please spell the full name for me _____ 2. Tell me about (boss) <ol style="list-style-type: none"> a. What’s something you wish your boss did more of? b. What’s something you with your boss had done less of? 3. What’s something you could have done differently to enhance your working relationship with your boss? 4. When I talk to your boss what will he or she tell me your strengths are? 5. Now all people have areas where they can improve, so when I talk to your boss what will he or she tell me your weaknesses are? 	
<p>2. Get the job done under pressure with less than ideal circumstances and little direction/training/hand holding.</p> <ul style="list-style-type: none"> • Tell me about a time when you were given a job but you didn’t receive enough training? • What do you think companies need to do for their employees? 	
<p>3. Become a strong Team Lead within one month. Guiding new technicians in proper cleaning techniques, customer service, and GF procedures.</p> <ul style="list-style-type: none"> • Tell me about a time when you were on a team and someone just wasn’t pulling their weight. 	
<p>4. Develop and maintain a close personal relationship with 20-25 Maturing Clients. Develop at least 10 Maturing Clients in the first 6 mo.</p> <ul style="list-style-type: none"> • Tell me about a time when you volunteered to help someone. Why did you do that? (if they’ve never volunteered automatic “C”) 	

<p>5. Maintain Good Organization of Material. Consistently report time and notes to office as required. Maintain Clean Supplies</p> <ul style="list-style-type: none"> • Tell me about a time when things were totally disorganized at work or in your life. 	
<p>6. Pass quality checks with a score of 85% or above.</p> <ul style="list-style-type: none"> • Tell me about the quality of the training program for your last job.. How was it? 	
<p>Cultural Competencies based their Values and Life Experience</p>	<p>Rating (A-C)</p>
<p>Honest</p> <ol style="list-style-type: none"> 1. In most jobs, there are occasions when the policies are just not easy to follow or don't seem necessary. Tell me about a time you've found a policy like this. 2. Do you feel most people in general are honest or do you think most people would lie for an advantage if they could get away with it? 	
<p>Cooperative; -client relations, -helpful</p> <ol style="list-style-type: none"> 1. Tell me about a time when you were in the middle of a job and you were told to change and do something different. 	
<p>Conscientious, -Hard work, -Extra Mile, -Quality work</p> <ol style="list-style-type: none"> 1. Sometimes companies ask employees to do something they are not ready for or not comfortable with. Can you tell me about a time that happened to you? 	
<p>Positive Attitude; -resilience, -takes criticism well</p> <ol style="list-style-type: none"> 1. Can you tell me about a difficult customer or person that you encountered. 	
<p>Humble</p> <ol style="list-style-type: none"> 1. Sometimes we will accomplish something and people don't notice it. Can you tell me about a time that happened to you. 	

Outcomes from hiring/interview process:	
<p>Good Communicator</p> <ul style="list-style-type: none"> -oral/written -body lang/clothing <ul style="list-style-type: none"> • This is an interview for a job. If they don't respect it enough to dress up in their best they won't respect our clients or managers 	
<p>Quick Learner</p> <ul style="list-style-type: none"> -ability to learn quickly and retain -follow direction -takes initiative <ul style="list-style-type: none"> • Did they look up our website? Do they have any questions for us? Did they fill out all items on the application? 	
<p>Responsible</p> <ul style="list-style-type: none"> -attendance -deals with stress (of interview) <ul style="list-style-type: none"> • Some nervousness is normal. But they should be comfortable. • Were they early • Did they bring their own pen and insurance info? 	
<p>Organized</p> <ul style="list-style-type: none"> -Efficient -Goals <ul style="list-style-type: none"> • Why do they want this job? • What do they want to do with the money? • If I took a look at your car how would you grade they cleanliness? inside? outside? (maybe go look at a few cars) 	

Extra Notes:

In Person Interview

Primary Responsibility

Lead Trainer

Objective

To hire excellent "A Player" Team Members who create fanatic clients. Get the new hire ready for the next step - Orientation

Standards

Hire for attitude, train for aptitude. Screen candidates using the Team Member Job Description Score Card

Must have vehicle

Must live withing 15 miles

Must have a smart phone

Must meet our scheduling requirements

Must have a high level mastery over the English language

Must have a professional and personable demeanor

Step by Step Instructions

ROLE RESPONSIBLE	STEP
Lead Trainer	Kindly greet the candidate, offer them a place to sit and some water and a business card
	Ask for a copy of the application that was emailed to them. If they didn't bring it mark down a negative remark on their scorecard and ask them for an explanation (Watch for excuses)
	Ask the candidate to tell you a bit about themselves

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

ROLE RESPONSIBLE	STEP
	Review the application and ask them about availability
	Explain the Position: <ul style="list-style-type: none">• Give them a copy of "Job Description". Tell them a little about what they can expect from the Company and what the Company expects from them. We are not the cheapest we are the best. It's all about quality.• There are 3 challenges about the job. Give them the 3 challenges brochure and explain.
	Fill out the "Technician Scorecard" form by asking the questions on the scorecard in a relaxed friendly manner.
	Explain Compensation Policy: Our compensation policy is performance based. A lot of jobs you show up and you get paid for showing up. We pay minimum wage for showing up. To get a higher wage you have to perform your job well and go the extra mile. Have you ever had a job like that? For example the more you work the more you get paid per hour. Techs who are working full time around 30 cleaning hours a week. Get minimum wage plus a bonus of 140 each week, so between the two they are averaging about 16 or 17 per hour. We also give bonuses for sales, reviews, perfect attendance and on top of that you get tips from clients. The first week is a training week that is paid at minimum wage. Normally the first couple weeks your bonuses may be a little low since you are new and are not performing very well yet. Usually after the first months techs are well established and getting the bonuses that they want.
	Ask if they have any questions
	Ask them when they would be able to start if we were to offer them employment
	Move the person from In Person Interview to the appropriate Infusionsoft Opportunity stage.

Time Expectations

Interviews should take anywhere from 30 minutes to an hour

Additional Requirements

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

Green Frog Cleaning

Must read "Hiring for Attitude"

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

Orientation

Primary Responsibility

Lead Trainer

Objective

Prepare the new technician for life here at Green Frog. Introduce them to our culture and set expectations for their work here.

Outcomes

Sign all documents in the Orientation Documents Packet and read through the Technician Manual through to the Orientation Section.

Step by Step Instructions

ROLE RESPONSIBLE	STEP
Lead Trainer	Print an "orientation checklist". Orientation Checklist Link
Lead Trainer	Print the following (to be given to trainee): <ul style="list-style-type: none">• Orientation document packet "HR 007 Orientation Docs Packet" (See attached MP4 video instructions on how to created this PDF packet using PDF Architect.) Have them initial (or Sign where appropriate) each page of the Orientation Docs Packet. This should include all of the documents on the Orientation Checklist that need to be signed• "Visual Training Schedule". (Explain each day)
Lead Trainer	Collect one of each of the following: <ol style="list-style-type: none">1. "13 Rules" postcard.2. Cleaning Checklist/Lexicon Postcard3. PMC manual4. Technician Manual for the Orientation Conductor and one for each Technician5. Welcome gift package (gas card 25, lunch bag, car charger,wate rbottle, hand sanitizer, lotion)

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

ROLE RESPONSIBLE	STEP
	<p>Welcome the new trainee, offer them some water ask how they are doing. Ask them about their family and show personal interest.</p> <ol style="list-style-type: none">1. Give them a copy of the Technician Manual2. Open to Page 1 "Orientation Syllabus". They will already have received a copy in the "Welcome to the team" email. Explain that you'll be going over each of the points in order.3. Go through each page of Technician Manual (see notes below)4. Fill out and sign appropriate paperwork (see notes below)5. Before the end of the day make sure all the items on the Orientation Checklist are checked off.
	<p>Go over each page in the "Orientation" Section of the Technician Manual (You will go over the training section during classroom). Here are some notes that can help you with each document:</p> <ul style="list-style-type: none">• Three Challenges Document/Brochure<ul style="list-style-type: none">◊ This should be reviewed as a pass/fail conversation. Don't continue the orientation if they don't "pass".• I-9, W-4, and Auto Insurance Proof.<ul style="list-style-type: none">◊ As they are filling out the I-9 and W-4 ask if you can make a copy of their drivers license, proof of ability to work in USA, and Auto Insurance.• Technician Position Agreement "Job Description" (HR 24-95)<ul style="list-style-type: none">◊ They will sign this and must agree to do all these things.• #.02 Green Frog Company Story (Also a video one TEAM page)<ul style="list-style-type: none">◊ This may be redundant, should we remove?• Orientation Video and Quiz. Have them watch these and take the online quiz.• Accountability Chart<ul style="list-style-type: none">◊ Explain to them that our "Boss" is the client. We get paid from our "Boss". However the Lead Trainer will hold you accountable for how well you do keeping your "boss happy". And the Tech Trainers will help each tech to stay focused on our "boss"'s happiness.• Get to know your coach - Technicians<ul style="list-style-type: none">◊ This will help you get to know the trainee and them to know you. It includes the Lead Trainer position overview, personal histories exercise, and personality profile of the Lead Trainer.• #HRF 01-01 Employee Handbook<ul style="list-style-type: none">◊ Review each subheading spending more time on the ones that techs usually struggle with or that the new tech has questions about. They will sign a copy of this as well.• Compensation & Attendance Policy<ul style="list-style-type: none">◊ Explain how they get paid.• Confidentiality Agreement<ul style="list-style-type: none">◊ Explain that client security and privacy is very important to the client. AND that we have spent a lot of money getting the clients information and developing a relationship with them. That information and relationship

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

ROLE RESPONSIBLE	STEP
	<p>belong to Green Frog and they are not allowed to use it outside of work or after they leave GF.</p> <ul style="list-style-type: none">• Safety Handbook/MSDS (HRF 01-07)<ul style="list-style-type: none">◦ They need to be aware of basic safety before we let them enter any client homes. They will sign a safety training acknowledgement in the docs packet.• How to read an SDS sheet• #1 Green Frog Tools and Supplies<ul style="list-style-type: none">◦ You will show them each tool/supply and how/where to refill them.• Jobber Training Document (TBC)<ul style="list-style-type: none">◦ Hands on training with the new tech on how to find jobs and read client details.• Visual Training Schedule (HRF 01-45)<ul style="list-style-type: none">◦ Make sure they understand that they will be grading the Tech Trainer at the end of the week on how well the Trainer did Training them and sticking to the Visual Training Schedule.• HRF 01-12 Introduction to the PMC (Receive PMC book and watch Video "Speed Cleaning")<ul style="list-style-type: none">◦ Make sure they know why. Why, is it important to follow the PMC.
	<p>Final Step (Parting Gift):</p> <ol style="list-style-type: none">1. Encourage them to read the PMC manual because they will be focusing on it in classroom training (tomorrow) and there will be a quiz.2. ENTHUSIASTICALLY welcome them to the team and give them a welcome gift pack including a gas card and some various practical gifts. Tell them how happy you are to have them as part of the team and express your confidence in them that they will be successful here.
	<p>Make sure each box on the "orientation checklist" is filled out. Orientation Checklist Link</p>

Prerequisite Knowledge and Skills

Trained by Owner or Lead Trainer on how to conduct Orientation. Read the excerpt on Orientation in the book "Exceptional Service/Exceptional Profit" (See attached)

You should also understand each step in the "Easy Hiring" Campaign in infusionsoft and how it relates to Orientation and Training.

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

Safety Issues and Precautions

NA

Equipment, Supplies or Parts Needed

Lean/Basic Cleaning Kit, GF uniform shirt.

Time Expectations

Orientation should be completed in 4 - 5 hours.

Advice

Relax, be friendly make them feel welcomed and excited about their new job!

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

Classroom Training

Primary Responsibility

Lead Trainer

Objective

Prepare the technicians with the basic knowledge they will need to be a Tier 1 Technician in the next 3-4 weeks.

Outcomes

Understand the reasons why we follow the PMC and how important it is. Understand how we view and interact with clients including sales and pricing/billing, Understand how to use and interact with our schedule office communication, Understand how we act when we make a mistake.

Step by Step Instructions

ROLE RESPONSIBLE	STEP
Lead Trainer	<p>The day after Orientation Conduct Classroom Training:</p> <ul style="list-style-type: none">• Discuss each section of the Technician Manual following the Classroom Training Syllabus.• Ask questions to make sure they understand each section. Read through sections that they are struggling to understand and ask more questions. For example: "What are some things we do when..." "Why do we do ..." "What are some challenges to following this rule" "Why is it important?" "How would the client feel if (how would you feel if)..." "What could happen if..."• This should take about 5-8 hours
	<p>After In Home Training but before Solo Week., Conduct Solo Week Training:</p> <ul style="list-style-type: none">• Discuss each section of the Technician Manual following the Solo Week Training Syllabus. <p>Print for each trainee (see attached):</p> <ol style="list-style-type: none">1. "Initial Training Exam" (was handbook highlights)

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

ROLE RESPONSIBLE	STEP
	Make sure you completed all sections of the New Employee Training Checklist (See attached). Reassign training as necessary.
	Have trainees take the final exam and then check for wrong answers, discuss how they can find the right answer in the Technician Manual. DON'T TELL THEM THE ANSWER.
	After the trainees first month conduct Lead Technician Training Using the Lead Technician Training Syllabus in the Technician Manual

Prerequisite Knowledge and Skills

Mastery of the PMC method. In depth knowledge of Green Frog procedures taught during training.

Safety Issues and Precautions

They may get tire and bored. Use questions to wake them up. And coffee.

Equipment, Supplies or Parts Needed

All printed materials and DVDs. Syllabus for each type of classroom training

Time Expectations

This should take between 6 and 8 hours. Training should be conducted every 1st and 3rd week.

Advice

Don't assume they understand just because they know the right answer. It's important they understand "Why?".

** This document is uncontrolled when printed. It is the responsibility of the reader to access the latest copy of this document from greenfrogcleaning.waywedo.com.*

LEAD TRAINER COACHING GUIDE GREEN FROG CLEANING

Practical Training for Developing Supervisory Skills

Table of Contents

MANAGING CLEANING TECHNICIANS	
Cleaning Technician Discipline	3
Dealing with Cleaning Technician Personal Problems.....	7
Dealing with Complaints	8
Resolving Conflicts	9
Introducing Change	11

Cleaning Technician Discipline

As the Lead Trainer you must be well aware of company policies, as it is your job to enforce these policies. It is also your job to make sure each cleaning technician is aware of company policies and the consequences of breaking the rules. Although it may seem like an unpleasant part of your job, enforcing the rules will keep your cleaning technicians safe and happy. It will also reduce the chances of being sued because of unfair practices.

Following are tips for enforcing company policies:

- ◇ Get the facts before taking action. Don't discipline an employee based on hearsay.
- ◇ Once you have the facts, act quickly. Don't avoid dealing with the cleaning technician because you're hoping the problem will disappear. It won't, and in fact the situation may get worse or more complicated. And other cleaning technicians will lose respect for you if you ignore problems.
- ◇ Don't play favorites when it comes to the rules. Allowing one person to "slide" and another to face the consequences is not acceptable.
- ◇ Document everything. Written counseling reports must be filled out whenever you talk to an employee about a company policy violation. If a policy was broken, make a copy of the policy from the employee handbook and attach it to the write-up.

Never discipline a cleaning technician in front of others. Do it in private. The only exception to this is if you feel the cleaning technician is unstable or could become violent. In that case, ask another Lead Trainer or manager to be a witness.

- ◇ Do not take disciplinary action when you are angry or upset. And don't confront the cleaning technician and make harsh accusations. Take some time to calm down, write up the report, and then talk to the employee.
- ◇ Explain your observations as to what is unacceptable about their job performance. Then explain what improvements you expect them to make.
- ◇ Let the cleaning technician know what the next step is and then follow up and monitor progress. Watch for improvement and compliment them when you notice it.

- ◇ If it is a serious violation that must result in suspension or immediate termination, refer to the employee handbook for the proper procedures.

Disciplinary Discussion Examples

When it's time to have a disciplinary discussion with a cleaning technician, get to the point quickly.

"I asked you here to discuss a problem that I've noticed. You are spending less time than the budgeted amount allowed at the Hanson and Peterson homes, and it's starting to show in the cleanliness of the homes."

"I wanted to spend some time discussing how you are cleaning the bathrooms at the Hanson and Peterson homes.

Next, state why you are having the conversation.

"I'm concerned about the dusting. Since you are spending less time in the home, I noticed some of the dusting isn't getting done."

"I'm concerned that you are not cleaning certain items because you are not following our bathroom cleaning system.

Next, describe what you know.

"When this was brought to my attention, I visited the home and noticed that many areas hadn't been dusted in quite some time, such as the book cases in the home office, window sills and fireplace mantle.

"I saw you start with cleaning the toilets, then go to the countertops and sinks, then dust towel bars, and then back to the toilets. In the meantime, you forgot to clean the mirrors. This is not our bathroom cleaning system."

Next, explain the consequences of the continued behavior.

"When I look at this from the customer's perspective, I would assume I'm paying for a service that I'm not receiving."

"What I'm going to do is re-train you on cleaning bathrooms. But " if this continues after the re-training, then I'll have to put you on probation."

Next, describe how you feel about what you know.

"I'm concerned that you are in too much of a hurry to finish your job, and are skipping tasks that are important to the customer."

"I am upset that this is the second time we've discussed this and you continue to reassure me that you'll follow our systems, but then don't keep your word."

Next, ask the cleaning technician to share her side of the story.

"This is how I see it. Can you tell me why you are not spending the budgeted amount of time at these two homes?"

"Now, that is what I know about the situation, but I'd like to hear your view of what is going on."

Based on the response from the cleaning technician, ask questions to further understand the situation from his or her perspective.

"How do you know that the customer doesn't want you to dust those items?"

"If you followed the system, then why did you miss cleaning the mirrors? And why did you go back and forth between the toilets and countertops?"

And finally, decide the disciplinary action, how much time they have to improve, and when you'll next speak to them about the problem.

"I'll give you two weeks to get the dusting back to the level it should be. I'll check in on you during that time and in two weeks I'll let you know if your performance is up to standard."

"I believe you need to go through bathroom training one more time, and then I'll give you 30 days to get the system down. I'll check in on you to see if you have any questions during that time. If improvement is not made at the end of 30 days I'll have to put you on probation."

5 Step Disciplinary Actions

1. Documented verbal warning. Talk to the cleaning technician to make sure they understand that their performance is unacceptable. Then explain that if it continues, a written
-

warning will be given. Be sure to document the discussion. Generally a text message, email, or vox is sufficient documentation for this.

2. Written warning. Document the situation on an incident report and then review it with the cleaning technician. Have the cleaning technician sign the form and place it in their employee file. If they refuse to sign, have a **Team Trainer** or **Leadership Team Member** sign as a witness.
3. Probation. Give the cleaning technician 30 to 60 days to improve their performance. Be sure to give feedback during this period. When probation is over, either remove them from probation if performance has improved, or terminate their employment. Termination should not be a surprise to the cleaning technician at this point if you've given appropriate feedback during the probationary period.
4. Suspension. If a policy violation needs to be investigated, you may choose to suspend an employee for 2 or 3 days. For example, if you suspect a cleaning technician of drinking on the job, you may want to have her undergo a drug test and then suspend her until the results are back. At that point you'll need to decide whether to allow her back to work or to terminate her.
5. Termination. If you've followed the recommended steps, termination will not and should not be a surprise. Document the reasons for the termination, attach additional supporting documents and have the cleaning technician sign the termination papers. Escort the cleaning technician off the premises immediately.

Dealing with Cleaning Technician Personal Problems

Although we all have personal problems, we don't all deal with them in the same way. Some people are able to leave their personal problems at home without it affecting their work. But not everyone is able to do this, so it may show up as poor work performance, poor attendance or tardiness.

The first step is to talk to the person to let them know you've observed a slip in their work performance and it needs to improve. See if they open up to you about what is really going on. It could just be carelessness, preoccupation, or it could be a personal problem that is causing the slip in work performance.

If it is a personal problem, there is not a lot you can do to help them. Listening, being empathetic to their situation and letting them blow off steam may help the cleaning technician feel better for the moment, but it is not a long term solution. Don't let the cleaning technician feel as if they deserve special treatment because they have a personal problem.

In some situations it may be appropriate to offer some time off to deal with the problem, especially if it concerns health problems or a death in the family. But if the cleaning technician has an ongoing pattern of letting personal problems affect her work, you don't want her to get the impression that she has temporary permission to slack off or take it easy when it comes to her job. A better approach is to ask how she plans to keep the stress at home from interfering with work. She needs to understand that her current level of performance is not acceptable and that improvements need to be made.

Remember that as a **Lead Trainer**, you are responsible for the performance of ALL cleaning technicians that work for you. If you find yourself spending most of your time dealing with the personal problems of one or two employees, then it's taking time away from nurturing and developing your star cleaning technicians.

If you find yourself in this situation, don't spend your time offering advice to the cleaning technician. Instead, ask what ideas she has about solving the problems, what she's tried, and what resources she needs. The key is to get her to find the solution instead of just offering a shoulder to cry on. If you continually do that, she'll start taking advantage of you at every opportunity. When you encourage employees to solve their own problems it will help them mature, and will give you more time and energy to do your own job.

Dealing With Complaints

No one likes to receive customer complaints about their work, and the Lead Trainer is no exception – especially when they have to talk to the cleaning technician responsible. But the way you deal with the employee(s) who are responsible for the complaint can go a long way towards reducing the number of complaints you receive.

Following are tips for handling customer complaints with your cleaning technicians:

1. Don't approach the cleaning technician and start yelling about the complaint. First compliment her on the work she does well, and then discuss the complaint calmly.
2. Make sure the cleaning technician understands exactly how to please the customer and why it is so important to keep the customer happy (e.g. complaints can result in loss of account, which could lead to loss of jobs).
3. Find out the cleaning technician's point of view and then help her find a solution. Perhaps there is something the employer can do to make it their job easier. For example, if the customer called to complain that the bathroom mirror wasn't cleaned again; ask the cleaning technician, "how can we keep this from happening again?" This gives the employee the opportunity to come up with her own solution.

When you handle it in this way, the cleaning technician feels as if she helped solve a problem, even if you already had the answer. It also makes her feel more ownership towards her job and more a part of the team. It can also make it a much more pleasant experience than it could have been if you'd simply approached her and said; "Sally, you forgot to clean the bathroom mirror again!"

4. When hiring new cleaning technicians, take this approach. Ask this question; "If a customer isn't happy with your work, would you want me to let you know?" Naturally she will say yes. Then say, "Ok, what I'd like to do is make an agreement with you, that I will let you know if there is ever a complaint or an improvement needed, and you will make sure to take care of it immediately."

Taking this approach will make it easier for you to communicate complaints to the cleaning technician later when

Resolving Conflicts

The Lead Trainer needs to realize that conflicts at work are inevitable and it's your job to resolve the conflict. When you do it effectively, it can lead to personal and professional growth.

Examples of workplace conflict:

- ◇ A cleaning technician is upset because she feels a less qualified person got the promotion she wanted.
- ◇ A cleaning technician doesn't get along with a co-worker.
- ◇ A cleaning technician regularly has to work overtime and doesn't want to.
- ◇ A cleaning technician didn't get the pay raise she expected.
- ◇ A fellow cleaning technician is making harassing comments.
- ◇ A cleaning technician feels the company is ignoring an accommodation request such as a schedule change.

How big is the problem?

Is it a serious problem? How often does the conflict occur? Is it big enough that you need to step in?

Identify the easiest way to solve the conflict

Do you need to have a conversation with the people involved? Is an apology in order? Keep the solution as simple as possible. There are three steps you can use to keep it simple:

1. State the problem
2. State the facts related to the problem
3. State your recommendation for resolving the conflict

Many conflicts can be resolved with the Company Policy Manual so be prepared with the manual and state the policy.

What is your conflict resolution style? According to the Thomas-Kilmann Conflict Mode Instrument (TKI), there are five conflict resolution styles. If you understand the different styles, you can use them to decide the most appropriate approach to use for situation you are in.

Competitive. People who use the competitive approach take a firm stand on the issue. Use this style when you need to make a quick decision or when you need to make an unpopular decision.

Collaborative. People use this style when they're trying to meet the needs of all people involved. This approach acknowledges that everyone's opinion is important, but you need to come to the best resolution.

Compromising. This style attempts to find a solution that will at least partially satisfy everyone involved in the conflict. Everyone must concede something. Use this approach when things are at a standstill or if there is a deadline looming.

Accommodating. The accommodator is highly cooperative and may surrender their position if they feel the issue matters more to the other party. It is often used when peace is more important than winning.

Avoiding. The easy way out is to avoid conflict. the Lead Trainer who don't want to hurt people's feelings often avoid conflict. They may also avoid conflict if they feel it is trivial, or if they feel someone else should manage the situation. In any case, it is never good to avoid conflict if it is your job to keep the peace.

How to handle yourself during conflict resolution. It is important to remain calm and courteous, and to not take things personally. It is your job as the Lead Trainer to keep the peace and guide the cleaning technicians towards resolution.

Listen first; talk second. You need to understand where each person is coming from before offering a solution or making a decision. You also need to identify the real issue – it may be an underlying problem that isn't immediately apparent. After listening to all sides, lay out the facts and explore options together.

Document the meeting noting the date, time, location, people involved, and copies of relevant documents. Explain in detail what happened and the result of the meeting, including the next steps. Place a copy of the documentation in the employee files of all involved.

Conflict may not be pleasant, but not all conflict is bad. In fact, some conflict may even be beneficial because it requires us to face issues that may be going on within the company. It also encourages us to come up with new ways of doing things that will benefit all cleaning technicians, not just a few.

Introducing Change

Change is everywhere and it's no different in the cleaning industry. When management decides to make a change, it is usually your job as the **Lead Trainer** to implement the change. Since it's natural for people to resist change, you'll need to understand how to deal with this resistance.

The most important thing to remember about change is; if people think the change is their idea, they are less likely to resist. But if they feel the change is being forced on them without any consideration for their input or thoughts, they are more likely to resist.

How to implement change

1. When possible, solicit feedback about the change before implementing. This gets everyone involved in the decision-making process. When they feel they have played a role in deciding the changes to be made, they're more likely to welcome the change.
2. Keep the lines of communication open and answer questions to get everything out on the table. This will keep rumors from starting.
3. If it is a large change, phase it in over time. For example, if implementing a green cleaning program, do one thing at a time such as changing from cotton rags to microfiber cloths. When cleaning technicians are used to this change, start the next phase of using environmentally safe chemicals.
4. Explain the benefits to the cleaning technicians during each phase of the change. For example, the new cleaning chemicals will help keep you (the cleaning technicians who use them) safe from toxic fumes.
5. You must be on board with the changes. If you show negativity towards change and do not set a good example, you will not be able to convince the cleaning technicians you supervise that this is a good direction for the company to take.

In order for the company to grow and compete in the industry, it must make changes. Companies that live in the past simply cannot survive.