THE MILE HIGH WAY

Performance Management & Disciplinary Action

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1. PERFORMANCE MANAGEMENT

Consistent performance management is critical to the ongoing personal and professional development of MHW participants, and to the effective operation of our production facility. Performance management is a key responsibility of any staff member who is supervising others. In this document, we focus specifically on performance management of participants.

At the Mile High WorkShop, performance management of program participants includes:

- Tracking of key performance metrics (Attendance, production goals, & soft skills)
- Completion of monthly performance reviews
- Day-to-day management & feedback of participants
- Supporting professional development & training needs
- Disciplinary action

The purpose of performance management is to support participants' in their job readiness, ensure a safe, inclusive, and positive work environment, and support the efficiency and effectiveness of our production operations. Our aim is to create a culture where individuals feel supported and empowered in their personal and professional growth. Performance management should focus on both reinforcing positive behaviors and performance and addressing areas for growth.

PERFORMANCE REVIEWS

Performance reviews are an important component of performance management and serve as a consistent touchpoint and milestone to check in on participants' performance, growth, and progress towards goals. They are essential to maintaining an open and transparent channel of communication, and a comprehensive understanding (on all sides) of how the participant is doing.

Furthermore, regular performance reviews help to prepare participants for similar conversations in future jobs. Discussing one's performance and areas for improvement is not always easy. participants have the opportunity to practice handling these situations in a professional, respectful, and productive way, so that they can be ready to do so in their next job!

CADENCE & STRUCTURE

Participant performance reviews take place on a monthly basis and are held by the Supervisor Trainer and Job Coach. Performance reviews focus on the participant's personal and professional development over the prior month, by addressing three specific focus areas:

- Attendance

- Production Goals
- Soft Skills

Before the meeting, the Supervisor Trainer and Job Coach will fill out their respective parts of the performance review form.

The Job Coach will meet with the participant before their first performance review to set expectations. Also, the Job Coach will encourage the participant to think through what they would like to discuss and what feedback they might have.

2. DISCIPLINARY ACTION

Disciplinary action is employed when a participant's performance is not where it needs to be, either due to the individual's skill development or due to a lack of adherence to MHW policies. The MHW has outlined clear policies and accompanying disciplinary measures when these policies are violated. Approaching disciplinary action with a trauma-informed lens is absolutely essential. The purpose of disciplinary action is to support and reinforce participants' job readiness, and to ensure the safety of everyone at MHW.

DISCIPLINARY MEASURES

The type of disciplinary action applied to a situation will depend on the type of infraction, as well as the frequency and severity of the violation. Disciplinary measures employed at the Mile High WorkShop include:

CONVERSATIONS

Most performance or policy-related issues will first be addressed with an open, honest, and trauma-informed conversation involving the participant, their Supervisor Trainer, and potentially other team members.

CONTRACTS

In more serious instances, or recurring / frequent violations of policies, participants might be placed on a contract, similar to a performance plan. The contract clearly outlines expectations – what needs to happen for the participant to improve on the issue at hand, and to remain in the program.

Issues that may lead to a participant being on contract include:
- Ending the month with 0 attendance points
- Violation of phone policy
- Production issues
- Any behavioral concerns that might not be addressed

TAKING A PAUSE

In some severe instances, individuals who violate a MHW policy may be immediately placed on pause with the program. This may also occur if an individual shows a significant lack of commitment to their contract or has demonstrated little change in their behavior over time.

Issues that may lead to a participant taking a pause include:
- Concerns over sobriety
- Violation of an existing contract
- Personal issues that are interfering with ability to be fully present at work

TERMINATION

In very severe instances, individuals who violate a MHW policy may be immediately terminated from the program. Additionally, individuals who are continuously having a hard time adhering to policies may be considered for termination.

Issues that may lead to a participant getting terminated include:
- Violence / Threats
- Theft
- Discrimination
- Ongoing under-performance of job duties
- Insubordination

BEST PRACTICES

Below are a few best practices to keep in mind when addressing performance-related issues with participants:

PLACE & TIME

It is important to be mindful of where and when to address performance management issues, and policy violations. Generally, communication should happen as soon as possible. That said, some conversations are better held in a private space, or may need to be scheduled (for example, if they require additional participants, or more time).

MOTIVATIONAL INTERVIEWING

Motivational interviewing can be a very helpful technique when having conversations about performance or policies with participants.
- Motivational Interviewing is a collaborative conversation style for strengthening a person's own motivation and commitment to change. ~ Miller and Rollnick, Motivational Interviewing Third Edition (2012)
- Motivational Interviewing follows the OARS approach:
  - Open-ended Questions
  - Affirmations
  - Reflections

     o   Summaries
- Further training on Motivational Interviewing can be provided; please ask your supervisor for more information.

COMMUNICATION IS KEY

Communication is central to the MHW culture and to our philosophy around performance management and disciplinary action, because it helps:
- Reinforce expectations
- Communicate impact on the org / team – This can be a helpful way to reframe an issue. For example, sharing the implications of a no call / no show on business and the participant's colleagues.
- Prepare participants for the next job – Conversations around performance and policies are an excellent way to support job readiness! Participants will likely need to be comfortable having performance-related conversations down the road and have a set of general policies to follow wherever they go.
- Encourage participants to overcome obstacles - Our goal is to help participants take their next step; overcoming obstacles is an important part of growth!
- Identify other barriers / ways to support them – Communicating with participants might lend insight into barriers they are facing / ways we can support them.
- Let them know they are a valuable and important part of the team!

3. KEY PERFORMANCE METRICS

ATTENDANCE

Attendance is tracked through a points system and scores will be reported daily on a white board by the time clock. Each participant starts the month with 8 points, and points are deducted as attendance instances occur.

If a participant drops to zero points or below zero points in a month, they incur a "contract" which outlines expectations for their attendance and continued participation in the program going forward.

The below table outlines the deductions for various attendance instances:

Attendance Point System	
Incomplete shift (left early or arrived late)	- 1 point
Fail to clock in/out	- 1 point
Scheduled day off (requested 1+ week in advance and approved)	- 2 points
Sick Day (texted line to notify)	- 2 points

| Unscheduled day off (did not request 7 days in advance) | - 4 points |
| No call/No show | - 6 points |

PRODUCTION GOALS

Production goals are captured and tracked by our Enterprise Resource Planning (ERP) software. The production goals are assigned in accordance with each production project.

SOFT SKILLS

Participants' development of soft skills is tracked through weekly reports by job coach and supervisor trainers, attendance, the weekly soft skills group, 1-on-1's with job coach and supervisor trainers, and monthly performance reviews. We particularly seek to support growth in the following soft skills areas:

- Professionalism - Demonstrating dependability and reliability. Fulfilling obligations, completing assignments, and meeting deadlines. Acting with integrity and honesty. Dressing appropriately for position and duties. Abiding by and respecting all company policies.

- Attitude - Conveying a positive, pleasant, and "can-do" attitude. Trying to continuously improve performance. Respecting authority, coworkers, and subordinates. Accepting instruction and constructive criticism. Exhibit a "growth mindset" and kindness.

- Communication - Communicating effectively – verbally and non-verbally. Using language appropriate for the work environment. Proper communication through phone, email, and video conferencing. Effective listening skills.

- Teamwork - Relating positively with co-workers. Encouraging others. Working productively with individuals and teams. Maintaining respectful and trustworthy relationships. Exhibiting leadership when necessary. Understanding diversity and inclusion.

- Problem solving - Identifying and defining a problem, using knowledge and information to generate possible solutions. Effectively managing time. Addressing conflicts directly with the appropriate parties/individuals. Adapting to new environments or situations.

We use a number of different tools to track participants' progress, evaluate their performance, and communicate regarding room for improvement. These include monthly performance reviews, a production and program tracking tool, and various assessments to measure their growth.

We also place immense value on providing regular, positive feedback. In addition to written and verbal feedback, performance-based financial incentives are available to program participants and hourly staff based on production needs and outcomes. It is our intention to share with our workforce when the workshop does well.

HARD SKILLS

Participants' development of hard skills is tracked through daily on-the-job supervision, program goals, 1-on-1 check-ins with program staff, and monthly performance reviews. The below questions help us measure hard skill development in key areas, throughout each phase of the program.

Phase 1 - Prepare
- Is participant trained in warehouse etiquette/protocol?
- Is participant trained in warehouse safety?
- Is participant trained in quality control?
- Does participant understand the order of operations to the project?
- Is participant able to efficiently complete repetitive motion/tasks/monotony?

Phase 2 - Develop
- Is participant trained in 5S?
- Is participant able to follow a pick list?
- Is participant able to document appropriately?
- Is participant able to appropriately assess inventory?

Phase 3 - Solidify
- Can participant proficiently use a pallet jack?
- Can participant proficiently use the cardboard baler?
- Can participant proficiently palletize and wrap pallets?
- Is participant able to proficiently use pallet stacker?
- Is participant certified in forklift?
- Has participant demonstrated leadership in the project?

PERFORMANCE MANAGEMENT				
Incident	Incident Description	Required Action	Responsible	Involved
Incomplete shift (-1 pt)	• Left a shift early or late	1. Hold quick check-in with participant to address issue (employing best practices) 2. Document in Slack	Job Coach or Supervisor Trainer	
Late with notice (-1 pt)	• When a participant arrives late WITH notification via the text line, they are considered • Participants must notify of lateness by 8:15am • If after, 8:15am			
Failure to clock in / out (-1 pt)	• Participant forgets to clock in or clock out • Participants must clock in no more than 5 mins before shift, and clock out at 4pm			
Unscheduled day off (-4 pts)	• Called in on a day not approved in Homebase • Requested day off < 7 days prior			
No call / no show (-6pts)	• Participant does not text before 8:15 am on the same day to notify that they will be late/ absent • Participant does not show up to work	1. If participant shows up, hold check-in to address issue	Job Coach	
		2. If participant does not show up, attempt to make contact	Job Coach	

		3. Depending on circumstances, schedule meeting with Program Director to discuss issue & further disciplinary action	Job Coach	Program Director, where applicable
Not meeting production goals	● Participant is not meeting production goals ● Address issue after 3 weeks of poor or decreased performance	1. Observe the work to identify room for improvement	Supervisor Trainer or Job Coach	
		2. If "quick-fix"or skill issue - conduct a check-in to address issue/provide support	Supervisor Trainer or Job Coach	
		3. If recurring/related to violation of another policy – hold program team meeting	Supervisor Trainer or Job Coach	Program Director & remainder of program team
		4. Document instance in participant's Slack	Supervisor Trainer or Job Coach	
Underperformance in soft / hard skills development	● Participant is not demonstrating necessary growth in soft / hard skills areas	1. Observe / document issues	Supervisor Trainer or Job Coach	
		2. Discuss room for growth in performance review	Supervisor Trainer or Job Coach	
		3. Provide / additional training and support, as needed	Supervisor Trainer or Job Coach	
		4. If no improvement, set meeting with Program Director & Supervisor Trainer or Production Manager	Job Coach	Program Director & Supervisor Trainer or Production Manager, where applicable

Please note: any performance issues and behaviors that are not resolved will lead to further disciplinary action.

5. ON – SHIFT POLICIES

PHONE USAGE

- Cell phones must be out of sight on the production floor at all times
- All personal communication including but not limited to phone calls, texts,emails, videos, and social media (Facebook, Instagram, Twitter, Snapcat, etc) is restricted to break times, lunch, and before and after work.
- Watching videos is restricted to break times, lunch, and before and after work
- Under no circumstance should a participant take a phone call or answer a text while on the production floor and/or outside of a break time.
- Participant must suspend job tracking in Prodsmart while on phone regardless of anticipated length of conversation.
- Participant must clock out of Homebase if conversation exceeds or is expected to exceed 5 minutes.
- Participants can request an exception to this policy prior to their shift, through their Job Coach or Supervisor Trainer.

MUSIC POLICY

- Listening to music while on the production floor is generally an acceptable accommodation.
- If approved by a manager, participants may use a personal music device while on the production floor, as long as it is out of sight.
- Music selection should be queued prior to start of work.
- Any personal music should be played through the use of 1 headphone (earbud preferred) so that only the participant can hear it and not their co-workers.
- Music should also be played at a low enough volume that a Supervisor Trainer or co-worker can get the participant's attention at any time for direction or in case of emergency.

WORKPLACE ATTIRE & HYGIENE

Participants of Mile High WorkShop will occasionally interact with the public, community partners, and customers, therefore it is important that you look your best at all times by presenting a professional appearance.

- Participants are expected to dress professionally and appropriately for the job, and participants must have clean hair, hands, and nails.
- Attire that is not tolerated includes:
    - Clothing deemed obscene, such as shirts with weapons, profanity, drug use, or violence
    - Clothing deemed immodest, such as shirts that reveal midriff or are low cut
    - Shorts that are deemed too short; shirts or pants with tears or holes
    - Open toed shoes

PERSONAL USE OF THE INTERNET/ EMAIL

- Use of the internet or email during business hours is for break times.
- Personal use of the internet should be before or after work or during lunch and breaks.
- Management may monitor internet usage from time to time on Mile High WorkShop computers and tablets.
- Mile High WorkShop prohibits the display, transmittal or downloading of material that is offensive, pornographic, obscene, profane, discriminatory, harassing, insulting, derogatory or otherwise inappropriate or unlawful at any time.

OFFICE EQUIPMENT POLICIES

- Mile High WorkShop's office equipment is for work related use and support services/program participation. Please be conscientious of computer use in regards to timeliness and sharing the computer with others.
- Use of office equipment by participants should be kept within reasonable limits and should not be used for personal use.
- Excessive or continued abuses will be grounds for disciplinary action. (Please see the program details document on how to request for computer time).
- Employees are not allowed to break copyright laws on Mile High WorkShop production, prototypes, equipment or computers.

EATING AND DRINKING

- Eating and drinking should only occur in breakrooms.
- Participants may have a drink on the warehouse floor if it has a reliable lid. Supervisor Trainers will show participants where to safely store such beverages on the floor.

SMOKING POLICY

- Smoking is only allowed when on break and at the designated smoking area.
- Absolutely no smoking will be allowed near customer entry points.

ON-SHIFT POLICY VIOLATIONS			
Incident	Incident Description	Required Action	Responsible
Violation of music / phone policy	● Talking on phone ● Texting while working ● Watching videos ● Violating music policy	1. Conduct 5-min conversation	Supervisor Trainer or Job Coach
		2. Document in participant's Slack channel	Supervisor Trainer or Job Coach
		3. If needed, ask participant to put device away for remainder of shift	Supervisor Trainer or Job Coach
Inappropriate workplace attire	● Participant is wearing clothes that violate workplace attire policy	1. Conduct private conversation with participant	Supervisor Trainer or Job Coach
		2. Remind participant of policy	Supervisor Trainer or Job Coach
		3. Ask if they have something to change into	Supervisor Trainer or Job Coach
		4. Offer donated clothing resource as alternative, if not	Supervisor Trainer or Job Coach
		5. If necessary, ask participant to leave and come back	Supervisor Trainer or Job Coach
Violation of other on-shift policies	● Food / beverage policy ● Smoking policy ● Internet / Email ● Workplace equipment	1. Conduct 5-min conversation	Supervisor Trainer or Job Coach

Please note: any performance issues and behaviors that are not resolved will lead to further disciplinary action.

6. PERSONAL SAFETY POLICIES

SUSPECTED SUBSTANCE ABUSE

All participants and staff will be completely sober while at the WorkShop for the emotional and physical safety of the community.

The purpose of this policy is to establish and maintain a safe and productive environment for all participants. It is also intended to provide rehabilitation assistance for participants who seek the WorkShop's help in overcoming a problem with alcohol or drugs. In accordance with this, the WorkShop has established the following guidelines:

- The WorkShop will conduct random drug testing. A set number of participants throughout the shop will be picked randomly and shall be sent for immediate testing using our On Site Medical Testing partner.
- participants that have accidents and create safety hazards on the job site may also be required to take a drug and alcohol test. A positive result may result in discipline up to termination.
- Not passing the drug screening may result in termination but you may re-apply in 60 days and must pass drug screening before hire. There is no guarantee that your job will still be available or that we will be hiring at that time.
- Employees' personal belongings, including, but not limited to, lunch boxes, purses and cars, are all subject to search while on the WorkShop premises.
- If prescription pain medication (including medical marijuana) is self-disclosed or identified on a drug test, the employee will be required to present a prescription or note from a doctor detailing medical necessity. If the prescription interferes with the employee's ability to safely complete responsibilities, the employee may be reassigned or asked to take a leave of absence.
- Prescription medications must be locked away in a locker and kept out of sight. Pill bottles can be triggering for participants and staff.

EMOTIONAL ESCALATION OR TRIGGER

When a participant experiences an emotional crisis or trigger, program staff should employ trauma-informed care techniques to de-escalate the individual. The hope is that:

- Participants are willing to engage in workplace coping strategies and supports in order to complete their shift
- If a participant is requiring more support than workplace resources, participant will coordinate and work with external resources. Potentially resulting in leaving for the remainder of the day.

7. INTERPERSONAL SAFETY POLICIES

INTERPERSONAL CONFLICT (Non-physical, non-violent)

- Participants are expected to:

- o Discuss disagreements in a calm and respectful manner to resolve
- o Bring disagreements to Supervisor Trainer's attention for assistance
- o Bring disagreements to Job Coach's attention for assistance

INTERPERSONAL CONFLICT (Physical, violent)

Physical violence is unacceptable behavior at Mile High WorkShop and is not tolerated

PERSONAL / INTERPERSONAL SAFETY POLICY VIOLATIONS

Incident	Incident Description	Required Action	Responsible	Involved
Suspected drug / alcohol use	● A participant is suspected to be under the influence of a substance while at the WorkShop	1. Inform participant of suspicion & ask if they are intoxicated in any way	Supervisor Trainer	At least 1 other staff member
		2. Conduct breathalyzer, if appropriate	Supervisor Trainer	At least 1 other staff member
		3. Ask participant to leave for the day (identify safe way for them to leave)	Supervisor Trainer	Program Director, Ops Director, or Executive Director
		4. Ask participant to conduct a drug/alcohol test off-site, if appropriate	Supervisor Trainer	At least 1 other staff member
		5. Refer participant to appropriate resources	Supervisor Trainer	At least 1 other staff member
		6. If needed, consider participant for termination	Leadership team	
Refusal to consent to drug / alcohol test	● A participant refuses to consent to a drug/alcohol test (random or due to suspicious behavior)	1. Explain potential consequences	Operations Director	Supervisor Trainer
		2. Document instance	Supervisor Trainer	
		3. Ask participant to leave and wait to hear from leadership on next steps	Supervisor Trainer	
Emotional Escalation or Trigger	● A participant is experiencing an emotional crisis or is experiencing an emotional trigger	1. Employ Trauma Informed Care best practices	Supervisor Trainer or Job Coach	
		2. Gently approach participant & give plenty of space	Supervisor Trainer	
		3. Offer options of support (take a walk, smoke break, call someone, go outside)	Supervisor Trainer	
		4. In case of extreme escalation, notify Program Director & follow Mental Health First Aid guidelines	Supervisor Trainer	Program Director

		5. Follow up with participant – check-in on what support they need	Program Director	
		6. Follow up with other participants – check-in with anyone who witnessed or was involved & offer support if needed	Supervisor Trainer	
Interpersonal Conflict (non-physical, non-violent)	● Two or more participants are not getting along and it is affecting team dynamics and/or production performance	1. Remove participants involved from rest of team	Supervisor Trainer or Job Coach	
		2. Conduct conversation	Supervisor Trainer or Job Coach	
		3. Document	Supervisor Trainer or Job Coach	
Interpersonal Conflict (physical, violent)	● Two or more participants are engaged in a physical altercation	1. Separate participants in altercation from the rest of the participants and staff not involved	Staff who saw the altercation (at least 2)	
		2. Attempt to de-escalate individuals involved (offer options)	Staff who saw the altercation	
		3. Follow-up: meet with each individual first; use trauma-informed approach to understand what happened	Staff who saw the altercation	
		4. If safe, bring participants together, use Speaker/Listener model to try and resolve the conflict	Staff who saw the altercation	
		5. If not safe, ask involved participants to leave for the rest of the day	Staff who saw the altercation	
		6. Document	Staff who saw the altercation	

Please note: any performance issues and behaviors that are not resolved will lead to further disciplinary action.