

**Radon Removal, Inc.**  
**Employee Handbook**  
**Part one of three part Operations Manual**  
**(also see “Field Operations” and “Office Operations”)**  
4/21/14

## Contents

<i>Our Core Values</i>			
A. The Company	p.3	6. Hours	
1. History		a. All employees	
2. What we do		- Work hours	
		- Lunch	
		- Time cards & pay day	
B. Hiring	p.3	b. Installers	
		- Hours paid	
		- 4-hour minimum	
		- Job completion	
C. Pay and Benefits	p.4	7. Security	
1. Full time/part time		8. EEO	
2. Medical insurance		9. Ending your employment	
3. Retirement plan		E. Training	p.6
4. Life and AD&D insurance		F. Reviews	p.7
5. Education assistance		G. Job descriptions	
6. Vacations			
7. Holidays			
8. Wages			
9. Overtime			
10. Bonus			
11. Travel			
12. Truck storage			
13. Workers comp			
D. General work guidelines	p.5		
1. Personal appearance			
2. Harassment			
3. Gossip			
4. Absence & tardiness			
5. Side jobs			

***Our unchangeable core values***

- 1. People – We strive to discover and meet the needs of our clients, employees and vendors.*
- 2. Product – We produce products that withstand long term use, abuse and neglect.*
- 3. Profit – Profit is the indispensable gas that drives our engine and allows us to concentrate on values 1&2.*

***Our unchangeable general guidelines***

- 1. Bureaucracies are for managing chaotic systems and incompetent, undisciplined employees. Aggressively seek and remove them.*
- 2. Maintain a framework of systems and continually adjust them in pursuit of perfection.*
- 3. Staff the company with competent, disciplined people willing to work within the systems.*
- 4. Manage the systems, not the people.*
- 5. Focus on values: Focus on money and you lose touch with your values. Focus on your values, and money is the blessing that follows.*

***Putting our values to work***

- 1. Consistency is king! - A customer, employee or vendor at McDonalds always knows what to expect. No surprises. Our clients, employees and vendors will get the same predictability.*
- 2. Flat management - Management won't be isolated from clients, staff and vendors. Decisions will be made at the lowest practical level.*
- 3. Training – An employees' natural talents should match the needs of their job. We then provide training to put these talents to full use.*
- 4. Staff respect - People who show greed, envy, meanness or gossip have no place here.*

## A. The company

1. History - In 1966, an 11 year old Randy Weestrand went to work part time as a laborer for Quality Homes, Inc., his father's company. At age 18, he was a 3<sup>rd</sup> generation carpenter, in 1978, he got a degree in business from the University of Minnesota and in 1980 was Vice President of Quality Homes. In 1988, he started his own home building company, and began a "sideline" of radon mitigation. In 1995, he quit building to concentrate on the radon business.
2. What we do
  - a. We fix radon problems in homes, and do a limited amount of non-residential mitigation, testing and consulting. About half of our work involves a real estate sale.
  - b. Sealing is generally an ineffective mitigation technique, and we tell our clients this. They usually agree, so our work is almost exclusively installing active soil depressurization systems.
  - c. Non-warranty service calls and testing distract from our core business and are generally avoided.

## B. Hiring

**Guiding value**  
*Wait for the right person.*

**General guidelines**

1. All management will come from within the company.
2. We will grow only as fast as the right people can be put in place.

1. **Application** – Prospective employees complete:
  - a. Standard job application.
  - b. Information release form.
2. **Interview** – Using the "Job Interview Worksheet", the supervisor or management will interview the prospects, probing for:
  - a. The required natural talents.
  - b. The required skills.
  - c. Willingness to follow "the company way".
3. **Background check** – Remaining candidates will be screened for criminal history.
4. **Personality inventory** – Remaining prospects will be interviewed and tested by a psychologist to look for:
  - a. The required talents and skills.
  - b. Willingness to acquire missing skills.
  - c. Discipline, which indicates character and values orientation.
  - d. Humility, which indicates a desire to work for a greater cause than themselves.
5. **Final Decision**
  - a. Non-installers – Decisions are made by the new hire's supervisor.
  - b. Installers – Decisions are made together by the new hire's supervisor and mentor.
6. **Orientation** – New hires receive:
  - a. A mentor, to give training on job duties.
  - b. Complete training (with tests) on company policy, procedures and culture.

## C. Pay and benefits

**Guiding value**  
*Hire the best, pay what they're worth.*

### **General guidelines**

1. *A large share of compensation will be in “delayed gratification”, like insurance, vacation and retirement.*
2. *A large share of compensation will be in achievement related bonuses.*

1. **Full time/part time** – Full time employees average at least 35 hours per week and have been classified as full time by management.
2. **Medical insurance**– All employees, spouses and dependants are eligible. The plan covers everything defined as a medical expense by the IRS, including insurance and dental care. The employee and the company will agree on his wages, based loosely on what other companies may pay in wages plus medical benefits for similar work. The employee may then allocate from 0% to 100% of those wages to medical expenses to be paid by the company.
3. **Retirement plan** – We pay an annual retainer to Business and Estate Advisors. They will set up a SIMPLE IRA account for you, and give you investment and financial advice. If you contribute at least 3% of your income to your IRA through a payroll deduction, we will contribute 3%.
4. **Life and AD&D insurance** – After 90 days of full time employment, we will pay for a \$15,000 life and accidental death and disability policy, assuming you meet the insurance company’s underwriting guidelines. *\*not yet implemented\**
5. **Education assistance** – After 90 days of full time employment, employees may get college cost assistance through our “Qualified Education Assistance Program”. *\*not yet implemented\**
6. **Vacations** – Unused vacation days will be lost- they will not be carried into the coming year. On January 1<sup>st</sup>, full time employees will be credited with vacation days for the coming year as follows:
  - a. Less than 1 full year of employment: 1 day per 10 weeks worked.
  - b. Completed 1 full year of employment: 10 days.
  - c. Completed 5 full years of employment: 15 days.
7. **Holidays** – Full time employees get 8 hours pay for 8 holidays; New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Day and two floating holidays, which may be assigned by the company.
8. **Wages**
  - a. All employees
    - (1) Wages are negotiated between you and the company. There are no “standard” or “scale” wages. Your wages can change anytime. Some of the factors that influence your wages are experience, skills, training, and progress on your annual goals and feed back from clients, co-workers and supervisors.
    - (2) Wages are confidential. Discussing your wage or other employee’s wages could result in termination.
  - b. Installers – Your wages are loosely tied to residential carpenter wages. Installers are classified as Apprentice Installer, Installer, Journeyman Installer and Master Installer.

At your performance reviews, you and your supervisor will discuss your current wage and class, and discuss what will be needed to improve your wage and class.

9. **Overtime** – After 40 hours per week (not including holidays and vacation days) you are paid at 1.5 times your normal rate.
10. **Bonus**
  - a. Reference letters
    - (1) Installers get a \$10 bonus for each favorable reference letter returned, and \$10 additional if his name is used.
    - (2) Each week, the installer with the most reference letter bonus income gets an additional \$60.
  - b. Par bonus
    - (1) Installers get a \$15 bonus for each hour their job is under par. (Bonus is split for a 2 man crew)
    - (2) Each week, the installer with the highest average bonus per job gets an additional \$60.
11. **Truck Storage** – Installers who store their truck and inventory in their own garage get \$40 per month as “rent”.
12. **Workers Comp** – All employees are covered by Workers Compensation insurance. Exception: An officer owning 25% of the company stock, and their spouse, parent or child are not covered by workers comp insurance. If one of these employees has a work related injury, and their medical expenses or disability are not paid by another party or insurance company, the company may make these payments. When, how and how much will be paid will be determined by management. The company may seek to recover these costs.

#### **D. General Work Guidelines**

##### **1. Personal appearance**

- a. All employees - Neat, clean and fragrance free. Facial hair will be neatly trimmed or clean shaven. The company will make final judgement on appearance concerns.
  - b. Installers - Wear a company shirt and hole free blue jeans. We will supply work shirts with long and short sleeves, a sweatshirt and a winter jacket.
2. **Harassment** – Unacceptable harassment includes unwanted comments, slurs, jokes, demeaning references, gestures, graphic materials, physical contact, and solicitation of favors or advances. If you feel you are being harassed, promptly take the following steps:
    - a. First response - Firmly confront the harasser, identifying the offensive actions, and ask that it cease.
    - b. If it continues - Bring your concerns to an officer or director.
  3. **Gossip** – Never criticize or gossip about another employee or competitor, except in a performance appraisal or a formal complaint.
  4. **Absence/tardiness** – If you must miss all or part of a day, notify your manager as soon as possible. We will make reasonable efforts to accommodate your problems and family life. If your absence or tardiness has a serious effect on your ability to do your job or on our clients, you may be terminated. If you are gone without notice for 2 days, it will be taken as effective notice that you have quit.
  5. **Side jobs** – Employees may, on their own time, use company equipment to install mitigation systems for friends and family. There is a flat fee of \$300.00 for supplies. The friend or family member will be asked to sign an affidavit saying that you received no compensation of any kind for your labor. These jobs must be approved in writing by your

supervisor prior to starting. Employees who receive compensation of any kind for a radon side job will be terminated, even if they didn't use company supplies or equipment.

## **6. Hours**

### **a. All employees**

- (1) Work hours are flexible. You and your supervisor will work together to balance the company's needs with your personal and family needs.
- (2) Lunch - You are not paid for lunch, or other breaks. If you stop for lunch, do so whenever it fits your schedule.
- (3) Time card/pay day - Paychecks are prepared on Wednesday for timecards in the office by Monday.

### **b. Installers**

- (1) Your day starts when you start stocking your truck, or when you get into the truck, if you are meeting the driver, or when you leave home, if you took your truck home and are going directly to the job. Your day ends when you return to the shop, or when you get to your car, if you met the driver, or when you get home, if you take your truck directly home from the job.
- (2) 4 hour minimum – If your job is done in less than 4 hours, and there is no additional work you can do, you get paid for 4 hours.
- (3) Job Completion - Unless a job is scheduled for more than one day, it should be finished the same day it's started. Your day could be as short as 4 hours, or as long as 12 or more hours.

## **7. Security**

- a. Searches - If we suspect violations of law or company policy, we may inspect desks, trucks, packages, etc., without notice.
- b. Theft – Employees who steal or snoop through parts of the customer's property where they have no reason to be will be terminated. Employees who fail to disclose knowledge of theft or snooping by another employee will be terminated.
- c. Drugs and alcohol – It is forbidden to use or be under the influence of illegal drugs or alcohol on company time, in a company truck or in a client's home.

## **8. Equal Opportunity Employment**

## **9. Ending your employment**

- a. At will - You or the company can end your employment at anytime without advance notice.
- b. Methods
  - (1) Resignation - Resign by informing your supervisor. By being absent without permission for 2 days, we will consider you as having resigned.
  - (2) Lay off - Temporary or permanent, due to low workload.
  - (3) Termination - Your talents, skills or behaviors don't fit the needs of the company.
- c. Notice – Unless there is a compelling reason, we will give at least 2 weeks notice, and we ask that you do the same.

## **E. Training**

### ***Guiding value***

*Help employees to put their natural talents to full use and learn the skills needed to support their talents.*

***General guidelines***

1. *ALL employees will spend some time on an installer crew.*
2. *ALL employees will understand and support our values.*
3. *Training will be done in-house, with schools, with seminars and through self-study.*

1. ALL full time employees – With your supervisor’s approval, complete at least 15 hours of continuing education by December 31 each year (pro-rated for new employees). Hours must be up to date to get a pay increase, promotion or vacation time.
2. Some employees – Will have to take specific classes or get specific certifications to get a pay increase.
3. Ladders – For each class of employee, there will be a “ladder” – a checklist of skills and training from basic to complex for the employee to climb. The employee and his supervisor will revise the ladder to fit the employee’s talents, skills and objectives.

**F. Reviews**

***Guiding value***

*Discover the employee’s natural talents and lay plans to put them to full use. Expel hiring mistakes like a virus.*

***General Guideline***

*Employee problems will be solved by supervisors, not by “management”.*

1. **New hires** – The supervisor and new hire will meet at 30, 60, and 90 days to discuss:
  - a. Natural talents – Are required talents there? If not, release them.
  - b. Roadblocks – Are there roadblocks keeping them from using their natural talents? If yes, remove them.
  - c. Learned skills – Are the required skills (speed & quality) there? If not, arrange training or release them.
  - d. Previous review – Discuss the plans made at the previous review.
  - e. Concerns – Discuss concerns of the employee and the supervisor.
  - f. Next review – Make a list of things for the employee and the supervisor to address before the next review.
  - g. Other – Discuss other issues that may come up.
2. **Semi-annual review** – Every 6 months, supervisors meet their employees to discuss:
  - a. Employee’s goals – Determine whether they are being met.
  - b. Company’s goals – Determine whether they are being met.
  - c. Progress – Discuss the employee’s progress on training and objectives.
  - d. Mail-in reviews – Discuss comments directed at the employee in the last mail- in review.
  - e. Next review – Make a list of things for the employee and the supervisor to address before the next review.
  - f. Other – Discuss other issues that may come up.
3. **Annual Take Home reviews**
  - a. Employees use the “Take Home Review” for to assess their supervisor, their coworkers and the company.
  - b. Each employee will meet with his supervisor to discuss the review, and other issues.

- (1) The impact their supervisor has on the company, clients, vendors and fellow employees.
- (2) Whether their supervisor has been effective in helping them meet their objectives.

## **G. Job descriptions**

***Job Descriptions  
General guideline***

*For every position, job description will define:*

- 1. Talents – The natural talents needed to enjoy and thrive in the position.*
- 2. Skills – The learned skills needed.*
- 3. Duties – The job duties.*
- 4. Outcomes – The expected impact on the company, clients and fellow employees.*

*Note:*

*12-10-05 revisions*

- 1. Vacation at 1 year was 5 days, now 10 days*
- 2. Added 2 floating holidays, for a total of 8*
- 3. Additional \$10 bonus if your name is used in a reference letter*

*2-22-07 revisions*

- 1. Revised retirement plan (c.3.)*
- 2. Reference letter bonus: Deleted A B C score, added monthly bonus (c.10.a.2)*
- 3. Productivity bonus: Deleted profit bonus, added weekly and monthly par bonus. (c.10.c.1&2)*
- 4. Reworded “Annual Reviews”. (F.3)*

*12-20-10 revisions*

- 1. Change monthly par and reference bonus to weekly (has already been in practice)*

*1-25-11 revisions*

- 1. Added C.13, “Workers comp” (has been in practice since inception)*

*11/27/13 revisions*

- 1. Deleted “apprentice mentoring” and “travel”.*