

Situation	HRBP Owns	Notify Leader	Alignment Required	Legal / HR Leadership Review
Attendance coaching	Yes	No	No	No
Standard ER issue (interpersonal conflict, professionalism, communication concerns)	Yes	AD maybe	Sometimes	No
Verbal warning – hourly employee	Yes	AD required	Sometimes	No
Written warning – hourly employee	Yes	AD required	Yes	No
Final warning – hourly employee	HRBP leads	AD required	Yes	HR Leadership maybe
Hourly employee termination	HRBP recommends	AD required	Yes	HR Leadership maybe
Repeat policy violations	HRBP leads investigation	AD required	Yes	HR Leadership maybe
Safety violation – hourly employee	HRBP + Operations	AD required	Yes	HR Leadership maybe
Harassment allegation	HRBP investigates	RD required	Yes	HR Leadership required
Sexual harassment allegation	HRBP investigates	Immediate RD notification	Yes	HR Leadership + Legal maybe
Discrimination allegation	HRBP investigates	RD required	Yes	HR Leadership required
Retaliation concern	HRBP investigates	RD required	Yes	HR Leadership required
Ethics complaint	HRBP investigates	RD required	Yes	HR Leadership maybe
Threats / workplace violence	HR leads process	Immediate RD notification	Yes	HR Leadership + Legal required
Gross misconduct	HR leads process	Immediate RD notification	Yes	HR Leadership required
Theft / fraud allegation	HR leads process	Immediate RD notification	Yes	HR Leadership + Legal maybe
Investigatory leave consideration	HR leads process	RD required	Yes	HR Leadership required
SM+ investigation	HR investigates	RD required (always)	Yes	HR Leadership required
SM+ corrective action	HR + RD alignment	RD required	Yes	HR Leadership required
SM+ final warning	HR + RD alignment	RD required	Yes	HR Leadership required
SM+ termination recommendation	HR + RD alignment	RVP may be required	Yes	HR Leadership required
GM performance concerns	HRBP + RD	RD required	Yes	HR Leadership maybe
AD performance concerns	HR Leadership	RVP required	Yes	HR Leadership required
Multi-location culture concerns	HRBP + HR Leadership	RD required	Yes	HR Leadership required
EEOC / agency complaint	HR Leadership	Immediate RD + Legal	Yes	Legal required
Threatened legal action	HR Leadership	Immediate RD + Legal	Yes	Legal required
Media/social media escalation risk	HR Leadership	Immediate RD notification	Yes	HR Leadership + Legal maybe
Wage & hour concern	HRBP + HR Leadership	RD required	Yes	HR Leadership maybe
Employee self-harm / suicide concern	HR + Leadership	Immediate RD notification	Yes	HR Leadership + Legal maybe
Employee arrested on-site / police involvement	HR Leadership	Immediate RD notification	Yes	Legal required
Multiple employee complaints against same leader	HRBP + HR Leadership	RD required	Yes	HR Leadership required
Anonymous ethics complaint	HRBP investigates	RD maybe	Sometimes	HR Leadership maybe
Policy violation involving cash handling	HRBP + Operations	RD required	Yes	HR Leadership maybe
Timecard falsification allegation	HR investigates	RD required	Yes	HR Leadership + Legal maybe
Substance abuse concern	HRBP + Operations	AD required	Yes	HR Leadership maybe
Insubordination allegation	HRBP investigates	AD required	Yes	HR Leadership maybe
Significant operational culture concern	HRBP + HR Leadership	RD required	Yes	HR Leadership required

Leadership Communication Expectations

Any investigation, corrective action, final warning, or termination involving a Site Manager (SM) or above must always be communicated directly to the Regional Director (RD), regardless of Area Director involvement. HR should not rely on Area Directors to cascade critical employee relations information upward.

For hourly employee final warnings and terminations, Area Director involvement is mandatory.

Regional Director involvement may also be required for hourly employee final warnings or terminations depending on:

- leadership maturity,
- operational risk,
- prior employee relations concerns,
- consistency concerns,
- visibility of the employee,
- or confidence in execution by local leadership.

HR reserves the right to elevate any matter for additional leadership alignment based on risk, consistency, or business impact considerations.