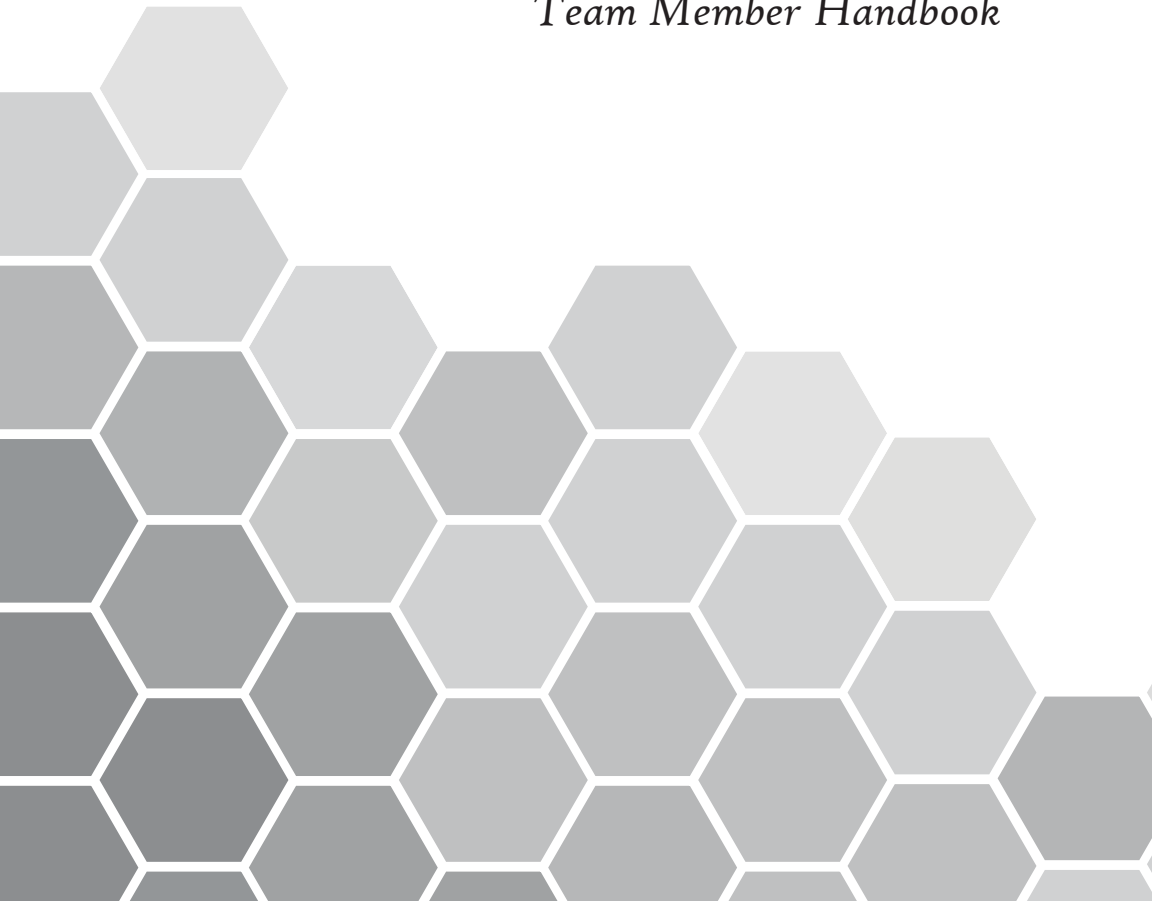




Team Member Handbook



Hello.

Welcome to echo.

We are pleased to have you join our team. We have been where you are right now, starting at a new employer, maybe in a role you have never done before, or an industry you know little about. We get it. It's challenging.

We got your back.

This document was drafted to walk you through the journey you're about to go on as you become a part of our team. You will find a lot of good information in here, including some expectations, resources, and even a policy or two. You'll need some of this regularly, some of it infrequently, and hopefully some of it never.

But I want to be clear about something. We are not one of those companies with a thick manual that tells you how to act in every situation. You were not hired to be a robot carrying out a set of HR instructions. You're a person. We respect that. And we both know that implies you possess some fundamental skills, most important of which is the ability to do the right thing in the context in which you find yourself.

In other words, we expect you to know how to act when nobody is telling you what to do.

The onboarding journey is our time to help you understand what that means to us.

This skill will be super important while you are with us. For starters, it's the reason you were hired. The majority of our work is in support of events and catering operations, but you were hired to be problem solver above all else.

So let's be very clear what this document is and is not. There are some formal policies, because we want you to know what is out of bounds. But this document is mostly about guidance, because we expect that you know how to be a good person already. There is no manual for that.

Sincerely,

Megan Amanda Russell
Founding Partner



Page Allen Russell
Founding Partner



Parker
Chief Fetching
Officer



our story

Echo was founded in 2014, so we are still pretty young. But we don't lack experience. Our founders, Megan & Page, have decades in combined customer service and business experience. And it did not take long for the quality people who came before you at Echo to build a reputation as the best. But to fully understand who we are, and why we are different, we have to go back to the time before Echo existed.

In those dark, dark days, the event staffing industry was a mess. Not because of the staff - there were many great people around - but because of the way they were treated by other organizations. You see, in the Food & Beverage industry, labor is expensive. So, naturally, staff were treated as a cost. They were paid as little as possible. People were an afterthought. They were not respected.

Megan & Page saw this situation and were appalled.

They saw staff being treated poorly, which led to clients not getting the incredible staff they deserved and needed for their events. And ultimately, the patrons of these events suffered as a result. Our founders knew from their experience that people are not costs. People are an organization's greatest asset.

So they asked a simple question.

What if we treated people better?

They decided to start an organization that would value its team. An organization that would seek to pay and reward its people as well as it could. An organization that would treat people with respect, empower them to do better, and expect them to do better.

Because we believe in doing what is right, not what is easy. If you remember nothing else from your time with us, remember this. This is why we exist. It is how Echo was born.

Cool. But what does all that mean for you?

First and foremost, it means better pay. Echo is founded on a simple idea: pay well enough that people care enough to do their jobs well, and they will.

But it also means we intend to treat you well, to give you respect, to empower you, and then get out of the way and let you do great things. That doesn't mean our decisions always go your way. If that's your expectation, our journey together will be short lived. We will, however, always let what is best for our team play a big role in every decision we make. It's who we are.

To achieve all of this, we made some choices that make Echo *different*.

You've probably noticed the big one: we don't have an office. They're expensive and don't add much value, so we got rid of it, and used the savings to offer better pay and benefits. We recognized what is truly a cost and what the real asset is, and we acted on it. To understand the other choices and what they mean for you, its about time we talked about what to expect next.

**Treat people like they make a
difference, and they will.**



your journey *with* echo

Onboarding at Echo can be harder than at other companies. Since we don't have that spendy office, you're probably wondering where to go to ask all the normal questions, like, how do I get paid, how do I get scheduled, what do I need to wear? Did I ask about getting paid?

These are all great questions. To answer them in detail, we invite every new team member to complete a digital orientation and training session before they are allowed to work an event with us. If more clarification is needed, from time to time we perform live instructor led sessions at various locations.

During these orientations we cover a lot of ground, including expectations, and we learn about fine dining etiquette and practical hands on skills. Its a great opportunity to become more familiar with how things work at Echo, and you can always revisit it and refresh your memory later.

It's really important that you complete this digital orientation.

However, you're still probably filled with questions, especially if you're new to the industry on top of being new to Echo. We get it, we're kind of mysterious.

So the next few pages are going to set some things straight, with the help of bright colors and big text.

swipe right to work

Not really. But kind of. These are the apps you will need to work with echo.



Humanity

You'll use this app to discover new shifts, sign up for them, clock in & out, and manage your schedule.

And this app for managing your pay, including taxes, direct deposit, pay stubs, and to access your W2.

OnPay



You can find links to these apps on our website.

We never assign shifts.

It is your responsibility to select the shifts you wish to work from what's available.

This is an awesome benefit: you will never be scheduled for a shift on a day you need off, because you're in charge of that.

However, once you volunteer for a shift, you own it. No give backs.

**The only exception is if we are moving you from one shift to another on the same day, due to a client cancellation. We will always communicate this with you to ensure it works for you.*

the good stuff

*The whole reasons we even bother to work.
Plus some stuff that makes echo top notch.*

pay

We pay well. Because we know you're our greatest asset, and we think you're worth it. We are proud to say that we are almost always the best paying team in the industry.

Paydays are every other Friday. We highly recommend direct deposit. You can set it up through onpay.

more than a temp

You are a W2 employee with Echo, not just a contractor. That means less taxes, and you are covered by worker's comp. If you get hurt - and we hope you never do - report it immediately to the client and to us.

savings

Technically, it's an IRA, but it works like a 401k. If you choose to participate, we match your contribution of 3% of your pre-tax income, and deposit it into a savings account, every pay period. Funds are managed through Fidelity, and you can elect your investments to suit your personal retirement goals.

If you're interested, let us know and we will help you get enrolled.

truly flexible scheduling

Because scheduling is self assigned, you are in complete control. Never worry about whether you got that day off ever again.

paid time off

Vacation and sick time are all rolled into one at Echo. You accrue it at a rate of 1 hour for every 40 hours worked. This means you will earn about a week a year, if you work close to full time with us.

You may begin to use your paid time off after 90 days with us. To use it, just communicate with us how much and we will put it on your next check.

There is no maximum, and you can see your balance at any time on your paystubs or by logging into OnPay.

staff party

Every year we throw an awesome staff party, usually in February or March. Tons of food, games to play, and prizes. Loads of prizes. Like TVs, laptops, gift cards, even an xbox one year. If you are employed with us and have worked at least one shift, you're invited.

about those shifts

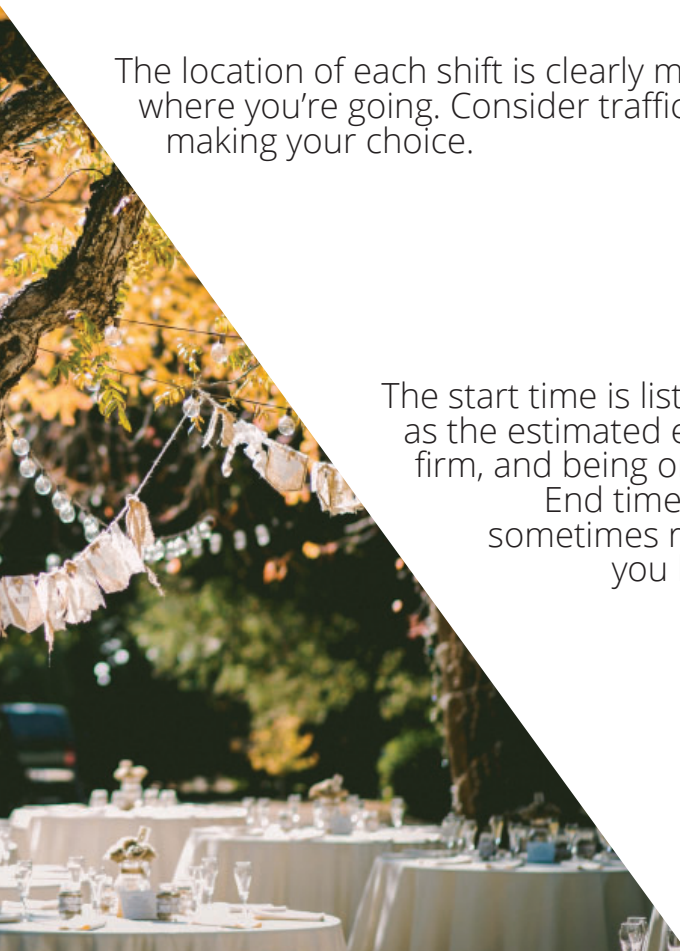
Here is all the stuff you can see in the app before signing up, to help you choose the right shift for you.

where

The location of each shift is clearly marked, so you know where you're going. Consider traffic and parking when making your choice.

when

The start time is listed for each shift, as well as the estimated end time. Start times are firm, and being on time is very important. End times can be fluid. Shifts can sometimes run long, so be mindful if you have another obligation.





who & what

The client is listed for each shift, as well as the role. You will know who you are working with, and what type of work to expect. Most shifts are for banquet servers, but we also have bartending, barbacking, barista, dishwashing, and other types of work.

changes

Shift details can sometimes change. That is the nature of the event industry. The app will always contain the most up to date information, and can notify you about changes. We may also reach out to confirm or explain any changes.

permits & licenses

You are required by law to carry a food handlers permit to every event. We also require a MAST (alcohol) permit - even if you're under 21. State law requires you have this if you're serving alcohol, it's not just for bartenders.

You can find links and more information on our website.

attire

The dress code for each shift can vary, but it is clearly listed. The client ultimately sets the expected uniform, but it is usually based on this standard.

Black, oxford style button up dress shirt. This should be ironed, collared, and tucked in. No pin stripes or patterns. Buttons should be black or dark. In the summer, clients may allow or request polos. For the record, dark blue is not black.

It is not critical that your undershirt be black or dark as well, but it helps. Logos or images should not be visible through your dress shirt.

A solid, that means unpatterned, black tie. Clip ons are acceptable, as long as they're professional. Length should not extend below the belt.

Black pants that hold a crease. That means no jeans, and definitely not yoga pants. No pattern or stripes. Dark blue is still not black.

A black belt is required if your pants have belt loops. Your pants should probably have belt loops. If they don't, take a really good look at them to make sure they are professional.

Black or dark socks, because white will look pretty bad with all that black on. Preferably clean. Finally, dark blue counts as black.

Black, closed toe dress shoes. Preferably non slip, as you may be working in or near kitchens, but this is not required.



stuff that protects you

We work with our clients to set you up for success and to make sure no one gets burned. This is how those things work.

4 hour shift minimum

We require our clients to pay for shifts that are at least 4 hours long, because anything shorter is not fair to you. If the client sends you home before this, we will still pay you for the 4 hours - unless you were sent home for performance, or you voluntarily left early.

48 hour cancellation notice

We also expect our clients to give at least 48 hours of notice when canceling a shift, to protect you from missing out on other work you could have had. If they cancel on short notice, you may be paid for the 4 hour minimum for that shift. However, in our attempt to always do the right thing, if we have other similar work available, we will expect you to work one of those shifts, and will not be charging the client or paying out the minimum. Likewise, if an event is cancelled due to circumstances beyond the client's control - such as extreme weather - we may choose not hold the client accountable. The intent is to protect your opportunity to work, not to punish the client or hand out a free lunch.

talking to echo

We may not have an office, but we are always accesible. This is how & when to communicate with us.

Megan Russell
206 - 739 - 9968
megan@echo-staffing.com

We are available via phone, email, or even text. You can feel free to reach out to us at any time of the day, but we expect you to understand that we have many competing priorities for our time. If we cannot respond right away, we ask that you trust us to respond in a timely fashion.

Megan is the primary contact for Echo operations.

Except in rare occasions, we do not list our clients contact information. If you are having issues arriving at a shift, please contact us, not the client.

We are here to help. We take your needs seriously. It is important for you to make it to your shifts, but in the event that life gets in the way, talk to us.

expectations

*These are our basic expectations for your behavior.
We do not beleive these are difficult to achieve, and
we take them very seriously.*

on time

There is no excuse for tardiness. We already know traffic is bad and parking sucks. Plan ahead.

in attire

The uniforms our client asks for are not complex, but they are very important to their events. This information is available before you accept a shift, so there is no reason to get it wrong.

own your shifts

While we may not schedule your shifts, we do take it very seriously when you accept a shift. You have the power to set your own schedule, but not to give a shift back. Once a shift has been accepted, it is now an obligation.

We understand that life happens, and we will work hard to remedy issues you have, but we expect you to be a professional and honor the commitments you have made.

clock in & out

We need this information to pay you correctly and to bill the client accurately. You can clock in and out via the app on your mobile device, or you can edit your timesheet afterwards online.

be professional, be discreet

We're called echo because we're able to seamlessly blend in with our client's staff. You're there to help, not be the stars of the show. We expect you to listen closely and follow the instructions of the client without injecting your own ego. If something goes wrong - and it will, this is the event industry - we ask you to take it in stride, handle it calmly and professionally, and communicate any issues to us afterwards.

solve problems

Events are stressful, and the client has many competing priorities. We hired you to be able to think for yourself, to understand context and know when to simply solve a problem quickly and quietly, and when to ask the client for help. We expect you to solve more problems than you create on any given shift.

do the right thing

This is intentionally vague, because it depends on context. But it is our expectation that you are trying to be a good, fair, and helpful individual in every action you take as a team member of Echo. If you genuinely and earnestly try to do what is right, and not simply what is easy, you will be very successful at Echo.

the bad things

Avoid these things if you can. They lead to a short career with echo.

no show

Missing a shift entirely - especially without any sort of communication - is not acceptable behavior. It shatters our trust in you, and we need to be able to trust you before we can commit to the client.

call out

The client is expecting you. We are counting on you. Events do not typically have extra staff to make up the difference if you miss your shift.

We understand life happens. We get sick too, and we also hate missing beautiful Saturdays because we're stuck working. We want you to take advantage of your paid time off.

But to us, professional maturity means doing the things you committed to doing. It means being responsible and setting yourself up for success with good time management, a healthy lifestyle, and proper planning.

harassment

Violence, sexual harassment, discrimination, bullying; none of these things are acceptable at Echo. If you're unsure what these things are, we need to have a conversation.

We have a zero tolerance policy for harassment or discrimination in the workplace. If you witness any harassment, discrimination or bullying in the workplace by anyone, you must report it to us immediately. We want to make sure that echo is safe place to work for everyone.

dnr

The client often gives us feedback about our team, both generally and individually. Most of the time that feedback is great. In rare occasions it is not so great.

A DNR is a 'do not return' label given to you by a client, based on your performance working with them. They are asking us to never send you back to them. As you can imagine, that is a very bad thing.

If you follow the expectations outlined a moment ago, you are highly unlikely to ever receive a dnr. A dnr may not necessarily lead to termination - and we will always seek to find out more about what happened, including your perspective. However, in our experience, dnr's are not handed out lightly by clients, and that is not lost on us.

Echo has only ever received a small handful of dnr's, and we prefer to keep it that way.

the one policy

We only have one true policy here at Echo. Everything else is guidance meant to be applied within context. We have this policy to protect Echo, and because our lawyer - hi Chris - made us promise we would. Your employment with Echo is at will. This means you may choose to leave for any reason, and we may dismiss you from employment at any time. In addition:

As an Echo employee, you need to work one shift per month to retain an active employment status.

What does that mean?

If you go longer than a month - 30 calendar days - without working, we will consider it a voluntary quit. You may, of course, regain active status at any time, just simply by communicating with us, in any fashion, your intent and desire to do so. We can simply reactivate you and you can continue working as if nothing happened.

However, we retain the right to decline to reinstate your employment, and will communicate this with you should that be our decision.

This sounds scarier than it is. We understand that Echo may be your 2nd job, or that you are a student, or that your personal work/life balance places certain constraints. In practice, we are comfortable with breaks or pauses, provided your behavior, performance, and communication with Echo has otherwise been exemplary.

By working with us, you are agreeing to abide by this policy.

whew.

That was a lot.

But we made it through.

Allow us to reiterate a couple important things:

Be on time
In correct attire
Own your shifts
Clock in & out
Be professional
Solve problems

And of course, always strive to do the right thing.

We are incredibly pleased to have you joining our team. A lot of work has gone into finding you and getting you here, to this moment. We are confident you will do great. We believe in you.

welcome to
echo



Do what is right

ECH  HOSPITALITY

not what is easy.