

		Policy Number: ER-006
Subject:	EMPLOYEE PERFORMANCE IMPROVEMENT PROCESS	
Section:	EMPLOYEE RELATIONS	
Effective Date: 11/15/10	Review Date: 04/02/2015	
	Revised Date: 05/13/14	
<input type="checkbox"/> New Policy	<input checked="" type="checkbox"/> Supersedes Policy Dated: 02/24/2011	
Issued by: HR Administrator	Concurred with or Approved by: Jim Burns, Director initials _____	
Distribution:	All employees of Family Focus, Inc.	

PURPOSE:

For the safety and comfort of clients, visitors, employees, volunteers, office staff members and all other customers of Family Focus, Inc., the Employee Performance Improvement Process has been designed to offer assistance in a coaching atmosphere to employees when an improvement in behavior or performance is found to be necessary.

GENERAL INFORMATION:

Family Focus, Inc. anticipates that all employees should maintain acceptable standards of conduct, perform their duties at commendable levels and comply with Program policies and procedures in all instances. The management of Family Focus, Inc. will be fair, equitable, and consistent in the treatment of employees and in the interpretation, application, and enforcement of Family Focus, Inc. policies and procedures, keeping in mind individual and extenuating circumstances whenever possible when coaching employees. However, non-support of this process or poor/unsatisfactory behavior or performance will be cause for initiation of the Employee Performance Improvement Process. Staff members who promptly and appropriately report sentinel events of a client's immediate caregiver, manager, or risk manager will not be subject to retaliation for such reports and will receive the administrative support in matters relating to the event. This does not remove the organizations' obligations to take appropriate educational or performance actions to protect clients nor require Family Focus, Inc. to protect staff members who engage in intentional acts of malfeasance which compromise client safety.

The performance improvement process may vary depending upon the type of concern. Action for more serious concerns may begin at any step in the process.

When an employees' performance or behavior is in need of improvement, the supervisor or manager should first meet with the employee in private to discuss the situation. These discussions should be documented and added to the employees file. In order to maintain fairness, equitability, and consistency, this procedure should be followed in all instances where improvement is required. The supervisor or department manager should evaluate any changes in performance or behavior to determine if the employee has a physical or mental impairment which would contribute to the change in performance or behavior.

Both the employee and the manager/supervisor may request the Director be present during a conference meeting. It is the manager or supervisor's responsibility to inform the employee of this option.

The employee and his/her supervisor/manager should sign and date each conference note to verify that a copy of the documented performance improvement has been provided. The employees' signature does not necessarily mean he/she agrees with what has been said or written during the conference to improve behavior/performance but indicates they are aware of the concern and understand the process. Refusal to sign the conference note is not an option. If after being informed that signing the conference note is not making a statement that the employee agrees with the discipline or an admission that he/she engaged in the misconduct, and employee continues to refuse to sign, the employee will be

informed that he/she is expected to sign the acknowledgement as a condition of employment and that continued refusal will be viewed as insubordination that, independent of the earlier concern, could result in further action. If the employee still refuses, the performance improvement process will be continued as for any other form of insubordination.

If an employee is dissatisfied with the Performance Improvement process he/she should be encouraged to contact the Director to discuss the situation further. All employees also have the right to request to meet with the Director, their manager or supervisor to review any or all portions of their personnel file at anytime during their employment.

PROCEDURE

This is a progressive coaching process which typically begins with an written conference (Step 1). If the concerns continue, then a 2nd written conference (Step 2), then and finally termination of employment (Step 3). However, appropriate coaching action may begin at any step in the performance improvement process depending on the type of concern noted and whether a pattern of reoccurrence exists. Management will meet with employees 30 days after each Step 1 or Step 2 conference to note if the concerns have been improved. This meeting will be documented and attached to the Performance Improvement form. Management may have the option to refer employee to Family Focus's Employee Assistance Program. Performance Improvement Notes may be obtained from the HR Administrator. The steps in the performance improvement process are outlined in detail below:

Step 1 (1st Documented conference)

The first step is used for minor concerns with performance, behavior and/or absenteeism and should be handled with a progressive coaching approach. The manager or supervisor should meet privately to discuss the concern and work with the employee to improve his/her behavior or performance. The concerns and steps to improve should be agreed upon between the employee and manager or supervisor. For record keeping purposes only, the discussion should be noted on a performance improvement note, signed by the manager or supervisor as well as the Director and kept in the employee file. Should it be necessary to progress to Step 2 and address the same issue, the remainder of that performance improvement note should be completed. During the first step, management will make certain the employee is aware of all opportunities for assistance that are available to them.

Step 2 (2nd Documented Conference)

The next step in the process is a continuation of the coaching approach. The manager or supervisor should meet with the employee and provide written documentation of concerns on a Performance Improvement Note. The second written conference may be given in instances of a second similar occurrence of a concern for which Step 1 has been given. Where poor/unsatisfactory behavior or performance is involved, a written conference with time away from work should be issued if a written conference has been previously issued for the same concern. In lieu of time away from work, a second written conference can be issued if time away from work is considered inappropriate. However, termination of employment is still the next step in the performance improvement process after a second written conference is held. Employees with a step 2 in their employee file will not receive an annual raise for that year.

Step 3 (Termination)

The final step in the process is termination of employment. Such action is taken after the performance improvement process has been exhausted and the problem has not satisfactorily improved. When termination of an employee is being considered it should be discussed with the Director.

Immediate termination may also occur when the concern or behavior falls under the "Cause for Immediate Dismissal" classification as listed below.

Classification of Performance Concerns

The following is a list of examples generally considered to be minor, major, and cause for immediate dismissal. This list is to be used as a guide only and should not be considered all-inclusive. Any questions concerning the seriousness and classification of a concern should be discussed with the Director.

Minor Concern

- Poor performance/unsatisfactory behavior
- Excessive or chronic absenteeism/tardiness
- Minor misconduct
- Disruptive Behavior
- Inappropriate Dress
- Violation of Safety and Security practices.

- Improper timekeeping procedure
- Violation of Parking Regulations
- Inadvertent breach of confidentiality

Major Concerns/Behavior

- Rude or unacceptable behavior toward anyone
- Behavior creating an unsafe work environment
- Harassment or threat to others
- Use of obscene or abusive language
- Neglect of a significant responsibility or duty
- Willful misrepresentation of facts
- Willful abuse and damage of property belonging to Family Focus, Inc.
- Arrival at work under the influence of alcohol or drugs (focusing on behavior/job performance)
- Refusal to provide client care
- Bringing any individual to a visitation or appointment that is not involved with the client.
- Working with or for a conflicting agency

Concerns to be Cause for Immediate Dismissal

- A new employee may be discharged without advanced notice if it is determined that their work performance and/or job behavior is unsatisfactory within the 90 day introductory working period or during the 60 day extended introductory period.
- The use of alcohol or abuse of un-prescribed or prescribed drugs during working hours
- The theft of Family Focus, Inc. funds or property
- Fighting on the premises of Family Focus, Inc. facilities
- Abuse of other
- Blatant insubordination
- Gross negligence
- Sleeping on the job
- Willful breach of confidentiality
- Working with or for a conflicting agency
- Immoral and/or indecent conduct or behavior
- Knowing and willful falsification of Family Focus, Inc. documents and records
- Job abandonment (when an employee fails to report to work or notify the employer of inability to report over a period of three consecutive scheduled work days). Notice of termination will be processed through certified mail.-Refusal to provide appropriate client care.

Employees are expected to reflect Family Focus, Inc. Complete Care Philosophy in their attitudes and actions in all that is done for clients, their family members, visitors and each other. Failure to do so may result in the Performance Improvement Process up to and including termination. These expectations include, but are not limited to, the following:

- Being courteous and friendly in person and on the telephone
- Respecting the confidentiality and rights of other employees, volunteers, clients, visitors and all who enter Family Focus facilities
- Projecting a positive image to all
- Appropriately addressing other person (clients, visitors, other employees and volunteers)

FAMILY FOCUS, INC. PERFORMANCE IMPROVEMENT CONFERENCE NOTE

- Step 1: Complete the top half of the form, discuss with employee. One copy goes to the employee; another copy goes to HR to be included in the employees file.
Attach additional and/or back-up documentation.
- Step 2: If continuation of Step 1, complete the bottom half of form. If beginning at Step 2 Complete the top half. Attach additional and /or back-up documentation.
- Step 3: Termination – If continuation of Step 1 and/or 2, complete the bottom half as well as a termination summary. Attach additional and/or back up documentation.

Employee Name:		Position:		Date:	
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Conference Held by:

Name Title

Type of Conference: Step 1 – 1st documented conference Step 2 – 2nd documented conference
 (Circle One) Step 3 - Termination

Documentation:

Employee Comment: _____

The employees' signature is acknowledgement of receipt and not evidence of agreement.
 Signatures:

	Date		Date
Manager/Supervisor		Employee	

STEP 2
 Documentation:

Employee Comment: _____

The employees' signature is acknowledgement of receipt and not evidence of agreement.

