

Positive Corrective Action

THIS POLICY

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REPLACES POLICY

Policy Number: 501

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Policy:

It is the policy of Wesley Woods Senior Living, Inc., to use a continuous quality improvement method of preventing and identifying performance problems and in initiating timely and appropriate action to improve job performance. As stated in Policy 103, Wesley Woods supports creating a positive employment relations environment and encourages supervisors and employees to verbally discuss matters related to the job for clarity. When necessary, the Positive Corrective Action Policy and process is to be used to reinforce verbal discussions.

The positive corrective action policy is designed to be constructive, corrective and to promote employee success. It gives the employee the information necessary to understand what aspect of his/her work performance, attendance and/or conduct is unacceptable, identifies the improvements that are expected and provides the opportunity for the employee to demonstrate the expected improvement. The goal is to improve the performance, attendance and/or conduct of an employee and to assist him/her in taking ownership of his/her performance, attendance, and/or conduct.

It is the responsibility of leadership to ensure that employees adhere to the Standards of Conduct, Communication Guidelines and the application of Wesley Woods Senior Living, Inc., policies and procedures with respect to corrective discipline within their departments.

Guidelines:

Corrective disciplinary action by a supervisor should be used to correct or improve unacceptable work performance, attendance and/or conduct; to prevent recurrence of unacceptable performance, attendance and/or conduct; to provide an opportunity for employee growth; and to protect the interest of Wesley Woods Senior Living, Inc. All communications with employees regarding disciplinary matters should clearly identify the issues of concern and should be clear and positive. Discipline should be timely, consistent and not administered in haste or anger.

The following should be considered prior to taking disciplinary action:

- Identify and record the facts,
- The overall history of performance, attendance and/or conduct in the job and length of service,
- The nature, severity and effects of the unacceptable performance, attendance and/or conduct,
- Review and consider previous disciplinary actions,
- Determine appropriate action based on available information.

Any discussions with an employee concerning disciplines should be conducted in a place and manner that respects the privacy of the employee.

Procedure:

The supervisor must complete a Corrective Action form whenever an employee is counseled in the Positive Corrective Action Policy. It is optional to use a written memorandum with the form. Forward a copy of the Corrective Action form (and supporting documentation) to the Human Resources department. Each step in the corrective action process must be documented on the positive corrective action form and must show prior corrective action(s) taken including date(s) and time(s).

Verbal or Written Counseling (Step 1)

This is the beginning of the written corrective action process. The verbal or written counseling regarding the employee's performance deficiency must be documented including a Positive Corrective Action Form with date and time of discussion.

Written Counseling with Plan for Improvement (Step 2)

This step is used for a second occurrence, after having written consultation (Step 1) with employee. Step 2 may be used for more serious offenses. Step 2 must be documented on the Positive Corrective Action Form.

Suspension for up to 5 days without pay or Final Written Warning (Step 3)

This step is used for documenting recurring offenses, usually after having gone through steps 1 and 2. However, step 3 may be used for more severe/serious offenses. Step 3 must be documented on the Positive Corrective Action Form.

Termination (Step 4)

The step is to be used when an employee's conduct warrants immediate termination or after the appropriate steps of the corrective action policy have been taken without a satisfactory result. Step 4 must be documented on the Positive Corrective Action Form and a payroll transaction form sent to Human Resources.

An employee of Wesley Woods cannot be discharged without the concurring approval of Director of Human Resources and the President and CEO of Wesley Woods.

If an employee has 12 months of performance without any steps in the corrective action policy, the most recent corrective action will be reduced by one step.

Performance Improvement Plan (PIP):

Employees who are having a decline in performance or are rated a "1" on either the "What" or the "How" in Performance Advantage (Policy # 313) are placed on an immediate Performance Improvement Plan (PIP). The PIP further details the areas identified in the employee's annual performance appraisal or in their current performance which do not meet the performance expectations of the position, available resources to achieve the desired results, and the timetable for completion. Weekly feedback sessions are to be scheduled with the employee and documented by reviewing manager for the duration of the PIP.

At the end of the PIP the following will occur:

1. Successful completion of the PIP as evidenced by an overall rating of 2 or above;
2. Extension of the PIP for an additional 30 days; or
3. Termination of employment

A Performance Improvement Plan (PIP) is not to exceed 90 days.

Examples of Offenses:

The following is a guideline and is not intended to be comprehensive. Corrective Action decisions are made by the employee's immediate supervisor after discussion with the Department Head, Facility Administrator and/or Human Resources.

Example of Minor Offenses

All verbal consultation should be documented by manager in department file, including date, when verbal discussion happened with employee and the expectation discussed.

Actions which when repeated put a strain on the working relationship, but which may be handled through an oral correction consultation. These may include, but are not limited to:

1. Tardiness
2. Absenteeism
3. Abuse, waste of, or damage of a minor nature of Wesley Woods Inc. property or equipment
4. Failure to notify supervisor, in case of tardiness
5. Failure to follow departmental or organizational policies which have a minor impact on operations
6. Excessive use of telephone for personal calls
7. Failure to maintain productivity standards.

Actions which disrupt the operation of a department, unit or work area. These may include, but are not limited to:

1. Stopping work before shift ends
2. Conducting unauthorized business on Wesley Woods Senior Living, Inc. time or property
3. Refusal to follow departmental or organizational policies and procedures which have a major impact upon operations.
4. Reoccurring abuse, waste or intentional damage of a minor nature to Wesley Woods Inc. property or equipment
5. Horseplay or scuffling, while on Wesley Woods Senior Living, Inc. property
6. Failure to notify supervisor in case of absence.
7. Failure to follow a directive or to perform work as instructed by a supervisor or proper authority
8. Smoking in restricted areas
9. Violation of Wesley Woods Senior Living, inc. Solicitation and Distribution Policy

Examples of Major Offenses

Actions which threaten ongoing trust relationship between employee and employer. These may include, but are not limited to:

1. Forging, altering or deliberately falsifying time sheets, or official documents, personnel records and medical records
2. Inappropriate, abusive, threatening or improper language or behavior, harassment or intimidation of a patient, resident, visitor or fellow employee
3. Conduct with negative impact (WWSL reputation, finances or other) with vendors, donors, residents, families and other staff
4. Violation of Wesley Woods Senior Living, Inc. Substance Abuse Policy
5. Any breach of patient, resident or employee confidentiality
6. Physical abuse or assault on any person on Wesley Woods Inc. property
7. Refusal to follow a directive or to perform work as instructed by a supervisor or proper authority
8. Theft or pilfering on Wesley Woods Senior Living, Inc. property

Examples of Major Offenses Continued:

9. Abuse, waste or intentional damage of a major nature to Wesley Woods Inc. property or equipment
10. Violation of any business regulation or law affecting the operation of the company
11. Bringing weapons on Wesley Woods Inc. premises
12. Three days no call/no show
13. Sleeping on the job
14. Violation of resident rights or resident abuse, regulations and policies; serious neglect of duty

While the previous offenses are listed as examples of offenses, on-the-job criminal acts like theft or possession of drugs, may lead to immediate dismissal, as well as, gross insubordination, threatening another employee, supervisor, or resident, patient abuse and substance abuse on the job.

Approved By: Kenneth Weber, President/CEO, Wesley Woods Inc.

Margaret Bloomquist, Associate Administrator, Wesley Woods Human Resources

Last Date Reviewed: 09/03/07: Date Revised: 03/01/2007 Adair Maller, Director Human Resources

