

TRAINING UPDATE

Lab Location: GEC, SGMC & WAH
Department: All staff

Date Distributed: 6/1/2016
Due Date: 6/30/2016
Implementation: 7/1/2016

DESCRIPTION OF PROCEDURE REVISION

Name of procedure:
Employee Conduct GEC.L19, SGAH / WAH.L21 v3
Description of change(s):
Section 4: remove ES, add HRSC Section 5: replace corrective action with performance management throughout, add criteria for improvement steps Section 6: update Quest intranet document This revised SOP will be implemented on July 1, 2016

Document your compliance with this training update by taking the quiz in the MTS system.

Approved draft for training (version 3)

Non-Technical SOP

Title	Employee Conduct	
Prepared by	Leslie Barrett	Date: 2/23/2009
Owner	Lori Loffredo	Date: 2/23/2009

Laboratory Approval		
Print Name and Title	Signature	Date
<i>Refer to the electronic signature page for approval and approval dates.</i>		
Local Issue Date:		Local Effective Date:

Review:		
Print Name	Signature	Date

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1. PURPOSE

Employment is “at will” and subject to termination by either employer or employee at any time, for any reason. There are no contractual relationships between these two parties and letters, benefit statements, performance appraisals or employee handbooks cannot be interpreted as such. In order to monitor this “at will” relationship, the Laboratory has developed guidelines and discipline methods to track performance.

Performance Management and related tools (i.e. Corrective Action Documents) are an important part of our approach called **Performance Excellence**, for optimizing individual performance to achieve business results. Performance Excellence provides important tools, resources and defines roles for optimizing individual performance to help ensure the success of all employees.

Performance Management is designed specifically for situations where our Performance Excellence tools have failed and there are serious performance deficiencies that need immediate focus.

2. SCOPE

This procedure applies to all Laboratory employees.

3. RESPONSIBILITY

All Laboratory employees are expected to conduct themselves professionally, responsibly and according to the company’s values.

Managers and supervisors are expected to provide documentation and enforcement of this policy. Management may, but does not need to, seek approval of a Summary of Discussion, Written Warning, or PIP from the Human Resources Service Center. (There may be approval steps within a functional or leadership group.) All Final Written Warnings and terminations must be reviewed and approved by the Human

Resources Service Center. In addition, managers may not skip any step in the performance management process without HRSC review and approval.

4. DEFINITIONS

~~ES—Employee Services Department~~

PD&R – Performance Development and Review

HRSC – Human Resources Service Center

5. PROCEDURE

A. General Information and Standards

1. Employees are expected to conduct themselves professionally, responsibly and according to the company's values.
2. The Standards of Behavior for Adventist Healthcare are used as a guide for performing day to day activities. These standards encompass the core values known by the acronym RISES.
-Respect -Integrity -Service -Excellence -Stewardship
Employees commit to modeling these standards and will encourage others to do the same. Awareness and agreement to these standards is documented by signing an acknowledgment form.
3. As a means to enhance patient experiences and promote a personal connection, Adventist Healthcare utilizes the AIDET system. Staff must follow this process with every encounter and every person, including other employees.

Acknowledge:

- Connect with the person
- Put down paperwork
- Make the patient your focus
- Use eye contact, a pat on the shoulder, and a smile

Introduce:

- Let the patient know who you are
- Give your name
- Say your job title
- What is your role or experience

Duration

- Set expectations
- Give an accurate time for service
- Provide update on delays or changes

Explanation

- Give information to lessen patient anxiety
- Step by step instructions of what will happen
- Answer questions

Thank you

- Make sure the patient knows they are appreciated
- Thank patient or family for choosing our hospital
- Thank patient for being part of the healthcare experience

4. There may be occasions when an employee's conduct deviates from these standards or adversely affects the business of Quest Diagnostics. In those situations, corrective action will be taken, up to and including discharge.

B. Components of Performance Management ~~Corrective Action~~

1. Informal Performance Management ~~Corrective Action~~ should be done regularly and be ongoing and proactive. During informal Performance Management supervisors / managers must:
 - a. Set expectations and identify specific development areas
 - b. Provide coaching and feedback
 - c. Measure performance behaviors and results
 - d. Have one-on-one discussions
 - e. Retain notes of discussions, agreements and dates for more structured discussions
 - f. May develop a Performance Improvement Plan (PIP)
2. Formal Performance Management is a structured process comprised of the following components of corrective action, which may include a Performance Improvement Plan:
 - a. Summary of Discussion
 - b. Written Warning
 - c. Final Written Warning
 - d. Termination of Employment
3. Performance Improvement Plan (PIP)

A PIP may be developed collaboratively between the supervisor and the employee at any stage, including either the formal or informal process. The PIP does not take the place of formal performance management but can be utilized in conjunction (Summary, Written or Final Written Warning) with this process. The purpose of the PIP is to clearly outline the areas needed for improvement and specify the actions required to help bring the performance or behavior to an acceptable level. The employee and the supervisor each retain a copy of the PIP. Progress against the PIP must be reviewed regularly with the employee and the discussion documented on the PIP form.

C. General Guidelines Related to Performance Improvement ~~Corrective Action~~

1. ~~The Corrective Action Guidelines are~~ Performance Management is intended to help the employee identify what his or her deficiencies are and to develop a plan to improve to a satisfactory level. This process will generally be followed, but management may vary from any or all of these steps in its sole discretion as it deems appropriate based upon the circumstances of the situation.
2. During all aspects of performance management, and with each component, the supervisor will continue to ensure regular feedback about performance as it improves, or deficiencies that are continuing.

3. Formal **Performance Improvement** ~~Corrective Action~~ will be managed in two pillars though management may consider both pillars together based upon the circumstances of the situation. **Issues arising from integrity, such as Compliance violations, theft, workplace violence, as well as serious misconduct, are subject to immediate termination, without the use of Performance Management.**
 - a. **Work Responsibilities:** encompasses all expectation of a position, such as productivity, quality of work, conduct, safety, compliance and all policies other than attendance.
 - b. **Attendance:** encompasses attendance and tardy policy violations. (See Attendance Policy for specific requirements.)
4. Patterns of an employee going on and off of **Performance Improvement** will be addressed as a performance issue through the PD&R process and/or individual management of the situation.
5. The supervisor **should in most circumstances** discuss the situation with the employee prior to making a decision about whether formal **performance improvement** is warranted and at what level.
6. ~~Depending on the severity of the behavior (i.e., violent, abusive, or harassing behavior, violation of the company's substance abuse policy, compliance, etc.), an employee may be placed on a Career Final Written Warning that remains active for the length of his/her employment with the Company. If similar behavior occurs again, termination of employment may result regardless of when the prior incident took place.~~
7. Generally, a Summary of Discussion, Written Warning or Final Written Warning will remain in effect for a minimum of six months. **The time frame may be less or more at the sole discretion of management.**
8. **Managers / supervisors should ensure that the following criteria is met when delivering any step of Performance Management:**
 - a. **Specify, in writing as applicable, the policy, rule or expectation that the employee is not meeting;**
 - b. **Ensure accuracy, specificity and completeness with regard to all dates, times and other details;**
 - c. **Be objective – i.e., rely on objective facts, not subjective feelings or impressions;**
 - d. **Include all bases for the action being taken;**
 - e. **Do not consider any protected classifications when evaluating performance (this includes race, gender, disability, age, pregnancy, etc.)**
 - f. **Treat similarly situated employees with fairness and consistency when determining the action to be taken; and**
 - g. **Ensure that any written warning is clearly written and grammatically correct.**

D. Components of Formal Performance Improvement ~~Corrective Action~~

1. The Laboratory uses a process called progressive counseling to change unacceptable work or personal behavior patterns to encourage employees to become more productive workers.
2. Summary of Discussion
 - a. This is a memo that summarizes a discussion with an employee for a minor work rule or first time violation.
 - b. Supervisor discusses performance deficiency with employee.
 - c. Supervisor prepares a summary of that discussion after meeting has concluded.
 - d. Employee receives a copy of the Summary from supervisor. Employee signature is not required.
 - e. Written documentation is kept in the department file and is provided to Human Resources as a part of the documentation in the event the employee moves to Written Warning or above.
 - f. A Performance Improvement Plan (PIP) may be developed.
3. Written Warning
 - a. If performance does not improve after issuance of a Summary of Discussion, this written account of an employee's failure to meet performance standards is utilized.
 - b. ~~This notice must be signed by the employee's supervisor and reviewed and approved by Human Resources Service Center (HRSC) before it is issued to the employee.~~
 - c. Supervisor discusses performance deficiency with employee.
 - d. Supervisor prepares a Written Warning based on discussion after meeting has concluded.
 - e. The original Written Warning is maintained in the employee's personnel file in Employee Services. Copy of the document is given to employee.
 - f. Supervisor provides ~~Written Warning corrective action document~~ to HRSC once administered.
 - g. A Performance Improvement Plan may be developed.
4. Final Written Warning
 - a. A final written account of an employee's failure to meet performance standards states that additional occurrences within the period outlined may result in termination.
 - b. This notice must be signed by the employee's supervisor and reviewed and approved by Human Resources Service Center (HRSC) before it is issued to the employee.
 - c. Supervisor discusses performance deficiency with employee. Employee receives a copy of the Final Written Warning from supervisor. Employee signature is required on document. If the employee refuses to sign the document, the supervisor will note "Employee refused to sign" on the employee signature line.
 - d. The original Final Written Warning is maintained in the employee's personnel file in Employee Services. Copy of document is given to employee.
 - e. Supervisor provides Final Written Warning to HRSC once administered.

- f. A Performance Improvement Plan may be developed.
5. Termination of Employment
 - a. If non-compliance continues or if misconduct is egregious, the supervisor may progress to this final stage.
 - b. Supervisor discusses performance deficiency with employee.
 - c. Employee may be placed on paid administrative leave pending the outcome of an investigation.
 - d. Supervisor prepares the Termination Recommendation document. It must be signed by the employee's supervisor, manager and department head, and reviewed and approved by Human Resources Service Center (HRSC) **before** the action is taken.
 - This document summarizes the events leading to the employee's termination.
 - Employee signature is not required.
 - It is not provided to the employee upon departure and is intended to document the events leading to the termination and remains a record in the personnel file.
 - e. Once HR approves, the supervisor and HR conduct termination discussion with the employee.

E. Performance Improvement Plan (PIP)

1. The manager/supervisor may place the employee on a Performance Improvement Plan (PIP) at any stage in either the formal or informal process. It may be developed collaboratively between the supervisor and the employee
 - a. when an employee has been involved in a disciplinary situation which has not been readily resolved or
 - b. when an employee has demonstrated an inability to perform assigned work responsibilities efficiently
2. The purpose of the PIP is to clearly outline the areas needed for improvement and specify the actions required to help bring the performance or behavior to an acceptable level. **The PIP does not take the place of formal performance management but can be utilized in conjunction (Summary, Written or Final Written Warning) with this process.**
3. The employee and the supervisor each retain a copy of the PIP. Progress against the PIP must be reviewed regularly with the employee and the discussion documented on the PIP form.
4. This status will last for a predetermined amount of time not to exceed ninety (90) days. Within this ninety-day period, the employee must demonstrate a willingness and ability to meet and maintain the conduct and/or work requirements as specified by the manager/supervisor and the organization. At the end of the performance improvement period, the employee will either be returned to regular employee status or if established goals are not met, dismissal may occur.

6. RELATED DOCUMENTS

Performance Management Guidelines, 8/5/14; and Corrective Action Forms, Quest Diagnostics intranet, http://questnet1.qdx.com/units_functions/hr/hrsc/myteam.htm
 Standards of Behavior, Adventist Healthcare
 Attendance Policy, Laboratory policy

7. REFERENCES

Your Employee Handbook, Quest Diagnostics, Quest Diagnostics intranet

8. REVISION HISTORY

Version	Date	Reason for Revision	Revised By	Approved By
		Supersedes SOP L027.01		
000	3/10/2010	Updated owner Section 5: item 3 updated Section 6: added document Section 7: updated to current version	L. Barrett	L. Loffredo
001	2/21/2014	Section 4: add PD&R Section 5: add AHC Standards of Behavior, add AIDET. Update to corrective action guidelines Section 6: update document titles, add intranet site Footer: version # leading zero's dropped due to new EDCS in use as of 10/7/13.	L. Barrett	L. Loffredo
2	5/25/2016	Section 4: remove ES, add HRSC Section 5: replace corrective action with performance management throughout, add criteria for improvement steps Section 6: update Quest intranet document	L. Barrett	L. Loffredo

9. ADDENDA AND APPENDICES

None