

## TRAINING UPDATE

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

**Date Distributed:** 2/6/2019  
**Due Date:** 2/28/2019  
**Implementation:** 3/1/2019

### DESCRIPTION OF PROCEDURE REVISION

<b>Name of procedure:</b>
<b>Attendance Policy SGAH.L26 v7</b> <b>Employee Conduct SGAH.L21 v5</b>
<b>Description of change(s):</b>
<p>These 2 policies go hand-in-hand.</p> <ul style="list-style-type: none"><li>• Employee Conduct covers all aspects of how we act while on duty, our responsibility to perform our duties according to policy &amp; procedure and the performance management structure used to identify our deficiencies and help improve our performance.</li><li>• Attendance Policy is specific to that aspect of our behavior but is incorporated into the performance management structure used to help improve our performance. It is not tracked separately for corrective action.</li></ul> <p><b>Attendance Policy</b> Section 5: note added to 6 month period Section 6: updated to combine attendance within performance corrective action; removed documentation steps Section 7: added Employee Conduct</p> <p><b>Employee Conduct</b> Section 5: remove separation of work and attendance discipline; update formal performance management steps to match QD policy; remove redundant information Section 6: update QD policy</p> <p>These revised SOPs will be implemented on March 1, 2019</p>

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

Non-Technical SOP

<b>Title</b>	<b>Attendance Policy</b>	
<b>Prepared by</b>	Leslie Barrett	Date: 3/24/2009
<b>Owner</b>	Robert SanLuis	Date: 4/18/2018

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

<b>Review:</b>		
<b>Print Name</b>	<b>Signature</b>	<b>Date</b>

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### **1. PURPOSE**

The purpose of this policy is to define attendance requirements and guidelines to administer the policy.

### **2. POLICY**

Attendance and timely arrival at work are essential functions of all positions. The Company's ability to operate efficiently and to service the interests of patients and customers depends upon the regular and timely attendance of employees. Each employee has the responsibility to be at work when scheduled. While it is understood that all employees may on occasion experience an unexpected need to be late or absent or leave work early, chronic or excessive absenteeism or tardiness has an effect on our ability to consistently service our customers.

Managers and supervisors are accountable for ensuring that attendance issues are addressed in a prompt and equitable manner within their areas. However, it is ultimately the responsibility of each employee to report to work on time, to secure approval in advance for scheduling time off, and to notify his or her supervisor of an unscheduled absence, late arrival, or **request for** early departure from his or her scheduled shift.

At all times, the Company will comply with the requirements of the Family and Medical Leave Act (FMLA) and any other applicable federal, state, or local laws as they pertain to this policy.

### **3. SCOPE**

This policy delineates how the Attendance Policy is applied. This policy applies to all Quest Diagnostics employees located at the Adventist Healthcare Laboratories.

#### 4. RESPONSIBILITY

It is the responsibility of the directors, managers, and supervisors to monitor attendance and enforce this policy. Group leads and in charge technologists assist in monitoring attendance and informing the appropriate member of management of violators to this policy.

It is the responsibility of the staff to be aware of this policy and understand the consequences if absences and/or episodes of tardiness are excessive.

#### 5. DEFINITIONS

Scheduled Absence	Time off approved by manager at least the day before the date requested off.
Unscheduled Absence	Time off that is not approved by manager or supervisor at least the day before the date absent.
Tardy/Late	An employee who arrives late at his/her assigned work location and/or work station and/or not prepared to work at the beginning of his/her scheduled start time <b>or</b> An employee not returning from lunch or breaks per department policy
Leaving Early	Leaving work or punching out prior to the end of a scheduled shift
Meal Break	30 min break, usually taken mid point during the shift Meal breaks may be scheduled by supervisor/manager to facilitate work flow
Break	one 15 minute break than <b><u>may be allowed as work permits</u></b>
No Call/No Show	Not calling in and not reporting to work for the shift. It is also considered a no call/no show if you do not call in or report to work during the first half of your scheduled shift.
Occurrence	A single incident of unscheduled absence or two (2) of unscheduled tardiness or early departures is considered 1 occurrence. An unscheduled absence of one or more consecutive workdays, up to a maximum of three, will count as one occurrence. Unscheduled absences beyond three consecutive workdays will be counted as one additional occurrence for each additional day absent unless a Leave of Absence is initiated and ultimately approved through Disability and Leave Services. If the absence is subsequently certified as a Leave of Absence, no occurrence will be assigned.

## Six (6) Month

**Consideration Period** When determining the appropriate level of performance discussion an employee will receive, supervisors will look at the employee's attendance track record over the previous six (6) months or 180 days. The initial level of discussion will be determined based upon any occurrences an employee has received during that timeframe. Once an employee is issued corrective action ~~for attendance~~ (Summary of Discussion, Written Warning or Final Written Warning), the employee will remain at that level for 6 months if there are no additional occurrences. If during the 6 month timeframe the employee progresses to the next level of Discussion, the employee will remain at that level for 6 months from the date of that discussion, unless additional occurrences take place and progressive discussions are warranted. If no additional attendance **or performance** actions occur within the 6 month period, the level of discussion will generally be re-instated at the current level should subsequent occurrences take place.

**Note:** Attendance is managed within the performance corrective action process since it is an element of job duties.

**Emergency Day** One (1) unscheduled day or portion of a day per calendar year that the employee may identify to their manager that will not be counted towards the tracking of attendance. This day is available to employees with at least three (3) months of service. This day cannot be used during inclement weather.

## 6. PROCEDURE

### A. Scheduled Time Off

1. The time off request must be approved by your manager at least the day before the time off or it will be considered an unscheduled absence. Management has the discretion to approve time off as scheduled based on business needs.
2. Staffing will be taken into consideration before approving scheduled time off.
3. Refer to the policy **TOP (Time Off with Pay) Request** for specific details.

### B. Unscheduled Time Off

1. Unscheduled time off is time that is not scheduled and approved by your manager prior to the date that you are absent. (1/2 day or more for exempt employees)
2. Call-ins are considered unscheduled time off.

3. An unscheduled absence of one or more consecutive workdays, up to a maximum of three, will count as one occurrence.
4. Unscheduled absences beyond three (3) consecutive workdays will be counted as one additional occurrence for each additional day absent.
5. If an absence is due to a reason that qualifies, is initiated and ultimately approved as a Leave of Absence by Quest or a Third Party Designee (such as Cigna) or if the absence is covered by another applicable federal, state, or local law, (such as a Sick Leave Statute), no occurrence will be assigned.
6. Employees should call prior to their start time and speak **to their supervisor / manager, designee or Administrator on call to report an absence**. The **procedure for reporting an absence is to call a minimum of four (4) hours in advance so staffing can be assessed**. You are required to call in each day you are absent for unscheduled absences, unless you are on an approved Leave of Absence.

### **C. Tardiness/Leaving Early – Non Exempt Employees**

1. Tardiness is punching in after your designated start time **and counts as one-half (1/2) occurrence of absence**. **An employee who is not at his/her work station prepared to work at the beginning of his/her scheduled start time is considered tardy.**
2. Leaving early is punching out before the scheduled end of your shift (quit time) or not completing your scheduled shift for nonexempt employees without prior supervisor approval. **Unapproved leaving early of any duration of time may count as one-half (1/2) occurrence of absence.**
3. Other timekeeping violations, including non-compliance with department meal and rest break policies, may also count as occurrences.

### **D. Emergency Day**

1. An employee may designate one (1) unscheduled day or portion of a day per calendar year to their manager that will not be counted towards the tracking of attendance.
2. This day is available to employees with at least three (3) months of service.
3. The emergency day is not available for use on a company holiday, on scheduled work days before or after company holidays or for an unscheduled day that had been previously denied. It may not be used during inclement weather.
4. Employees must indicate their intent to use an emergency day when they notify their manager of their absence, late arrival (tardy) or leaving early.

5. Utilize the comment code “Emergency Day” in WorkForce Central to track the use of the day.

### E. Corrective Action Guidelines

The following are general guidelines only. Actual corrective action may consider other important factors such as a pattern of attendance issues, availability of TOP/PTO and service. See section titled “Other Factors to Consider” for further details. Depending on the nature of the incident, corrective action may be advanced, up to and including immediate termination.

Attendance and performance issues / deficiencies follow the same progressive disciplinary steps. All occurrences and events are tracked and counted within the performance management process. When determining the appropriate level of corrective action an employee will receive, the supervisor reviews the employee’s discipline attendance record over the previous 6 months or 180 days.

If an employee is issued corrective action (Summary of Discussion, Written Warning or Final Written Warning), the employee will remain at that level for 6 months from the date of the last occurrence which resulted in corrective action.

An employee may receive a maximum of one occurrence for any standard absence, tardy, leave early, or non-compliance with department meal and rest break policies that occur during one work day.

Any additional occurrences (e.g., tardy, unscheduled absences, No Call/No Show, leaving early, etc.) within 6 months of the employee’s most recent occurrence may result in further corrective action, up to and including termination. If no additional occurrences are incurred after 6 months, corrective action will start over unless a pattern of attendance issues develops.

#### Possible Scenarios and Outcomes:

If...	And...	Possible Outcome
Employee has no current attendance issues	Employee incurs three (3) occurrences in a 6 month/180 day period	Summary of Discussion
Typically a Summary of Discussion meeting has been held with the employee	Employee incurs two (2) additional occurrences within 6 months from the date of the last occurrence which resulted in a Summary of Discussion	Written Warning
Typically a Written Warning discussion has been held with the employee	Employee incurs one (1) additional occurrence within 6 months from the date of the last occurrence which resulted in a Written Warning	Final Written Warning
Typically a Final Written Warning discussion has been held with the employee	Employee incurs one (1) additional occurrence within 6 months from the date of the last occurrence which resulted in a Final Warning	Termination

Form revised 3/31/00

## F. Other Factors to Consider:

### 1. No Call / No Show:

Employees are required to notify their Supervisor or other designated individual(s) each day they are unable to report to work.

Employees who fail to notify their Supervisor or designated individual(s) of an absence, resulting in a *no call / no show* may be subject to escalated levels of corrective action as noted below. If an employee is already on corrective action for attendance, the appropriate skip-level step of corrective action may be applied.

Each day an employee does not provide notification of an absence and does not report to work, the supervisor should attempt to contact the employee or the emergency contact.

The attendance corrective action process for an employee with a No Call/No Show may be escalated by two levels, beginning with a Written Warning.

Occurrence	Corrective Action
One absence without notification within a 6 month (180 day) period	Written Warning
Second absence without notification within a 6 month (180 day) period	Termination

### 2. Job Abandonment

Failure to call in for two or more consecutive days is considered job abandonment and considered a voluntary resignation unless mitigating circumstances exist (such as the employee being incapacitated). The supervisor will attempt to make initial contact with the employee or the emergency contact. The supervisor may attempt a final call to the employee prior to Human Resources sending notification and termination paperwork to the employee's home.

### 3. Previously Denied Time Off

An employee who takes an unscheduled day after being denied the time off may be placed at the next level of corrective action for attendance. If the time off exceeds 2 or more consecutive days the level of corrective action may be escalated two levels or more. An employee may receive a final warning if more than 5 consecutive days of previously denied time off are taken.

### 4. Absences Before, On, or After Holidays and Other Scheduled Time Off

An employee who has an unscheduled absence on the workday preceding, on, or following a Company recognized holiday or preceding/following an approved absence, may be placed at the next level of corrective action.

### 5. Patterns

Patterns of absenteeism/tardy/early departures may result in accelerated attendance management up to and including termination. For example:

- habitual unscheduled absences prior to or after holidays; Monday/Friday absences;



- consistently being placed on attendance corrective action over subsequent 180 day periods

## **G. Attendance Management Progression and Documentation needed**

Refer to the Employee Conduct policy for details.

## **H. Recordkeeping**

It is the supervisor and/or manager's responsibility to ensure that all incidents of tardiness, leaving early and unscheduled/scheduled absences are properly categorized using established business processes and that documented discussions are implemented timely with appropriate consultation and approval by Human Resources Service Center (HRSC). Discussions should be conducted with the employee in a timely manner.

All documentation is required to be forwarded to the HRSC for review prior to approval and once signatures, if required, are obtained.

## **I. Notification Requirements**

Each manager or supervisor may define the advance notification requirements and procedures of the department. In the absence of a specific department advance notification requirement, notification requirements for unscheduled absences or tardiness should be no less than one hour before the start of the shift. When employees know in advance that they will be absent, late or leaving early, they must follow department procedures for advising their supervisor or designated department contact within the time frame specified by the department. Failure to adhere to this requirement will result in performance management for attendance.

Employees are required to call in daily unless they are on an approved Leave of Absence (LOA).

## **7. RELATED DOCUMENTS**

TOP (Time Off with Pay) Request, Laboratory policy

Inclement Weather, Laboratory policy

Employee Conduct, Laboratory policy

Summary of Discussion: Attendance

Written Warning: Attendance

Final Written Warning: Attendance

These forms are found available on the Quest intranet

[http://questnet1.qdx.com/units\\_functions/hr/hrsc/myteam.htm#](http://questnet1.qdx.com/units_functions/hr/hrsc/myteam.htm#)

Select Employee Career/Performance/Attendance forms

## **8. REFERENCES**

Quest Diagnostics Attendance Policy, Effective August 30, 2015

## 9. REVISION HISTORY

Version	Date	Reason for Revision	Revised By	Approved By
		Supersedes SOP L026.002		
000	4/8/2010	Updated owner	L. Barrett	L. Loffredo
001	8/15/2011	Update owner Section 2: formatting change, add early departure requests Section 5: add meal break and break Section 6: add reference to TOP policy, detail added to item B.4 Section 7: add TOP policy	L Loffredo E Abram	L. Loffredo
002	11/26/2012	Update owner Section 5: delete strike out in definition of Tardy Section 6: describe documentation in D.5	L Loffredo E Abram	L. Loffredo
003	1/31/2014	Sections 5 & 6.D.3: add restriction for emergency day use during inclement weather Section 6: replace Employee Services with Human Resources Service Center (HRSC) throughout Section 7: add Inclement Weather policy Footer: version # leading zero's dropped due to new EDCS in use as of 10/7/13.	L Loffredo L Barrett	L. Loffredo
4	4/1/2016	Section 2: update to match corporate policy Section 3: remove QDNI Section 4: remove ES representative Section 5: add detail for no call/no show; add job abandonment & patterns Section 6: corrective action and documented updated to match corporate policy; add job abandonment and patterns Section 7: update forms and intranet location	L Loffredo L Barrett	L. Loffredo
5	4/18/2018	Update owner Header: add other sites Section 5: correct Occurrence to 3 consecutive days maximum used in calculating unscheduled absence Section 6: add Admin on call as option to report an unscheduled absence	L Barrett	R SanLuis
6	2/1/2019	Section 5: note added to 6 month period Section 6: updated to combine attendance within performance corrective action; removed documentation steps Section 7: added Employee Conduct	LBarrett SCodina	R SanLuis

## 10. ADDENDA AND APPENDICES

None

Non-Technical SOP

<b>Title</b>	<b>Employee Conduct</b>	
<b>Prepared by</b>	Leslie Barrett	Date: 2/23/2009
<b>Owner</b>	Robert SanLuis	Date: 5/24/2018

<b>Laboratory Approval</b>		
<b>Print Name and Title</b>	<b>Signature</b>	<b>Date</b>
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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. Employees must be able to state the Adventist Healthcare mission, vision and values and model their behavior accordingly.

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.

**4. DEFINITIONS**

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 and are the support for achieving the hospitals’ mission.

<b>Value</b>	<b>Standard</b>
<b>Respect</b>	We recognize the infinite worth of each individual.
<b>Integrity</b>	We are conscientious and trustworthy in everything we do.
<b>Service</b>	We care for our patients, their families and each other with compassion.
<b>Excellence</b>	We do our best every day to exceed expectations.
<b>Stewardship</b>	We take ownership to efficiently and effectively extend God’s care.

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. The Adventist Healthcare Pillars are the framework to achieve the vision “To be the regional leader of our six Pillars of Excellence by 2022.”

<b>Pillar</b>	<b>Explanation</b>
People	Best place to work
Quality and Safety	Best place to receive care
Patient Experience	Best experience in receiving care
Finance	Best long-term financial viability
Growth	Best integrated delivery network
Population Health Management	Best coordination across the network

4. The Adventist Healthcare Mission is the overall goal of the company “We extend God’s care through the ministry of physical, mental and spiritual healing”

5. 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

**Ten Five (10/5) Rule is an additional part of AIDET**

- Acknowledge any person with whom you come within 10 feet of (eye contact and a smile)
- Greet any person with whom you come within 5 feet of (hello, good day, etc.)

6. 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**

1. Informal Performance Management should be done regularly and be ongoing and proactive. During informal Performance Management supervisors / managers must:
  - a. Set clear expectations and identify specific development areas
  - b. Provide ongoing coaching and feedback
  - c. Measure performance behaviors and results
  - d. Conduct 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. 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.
    - b. 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. 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.

### **C. General Guidelines Related to Performance Improvement**

1. 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.
  - Issues arising from integrity, such as Compliance violations, theft, workplace violence, as well as; other types of misconduct deemed to be serious by the Company, is subject to immediate termination, without prior Performance Management being issued. Performance encompasses all

expectations of a position, such as productivity, quality of work, conduct, compliance, safety, and attendance.

- ~~3. Formal Performance Improvement 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 Management may be addressed 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. 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.
7. Managers / supervisors should ensure that the following criteria is met when delivering any component 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 basis for the action being taken;
  - e. Do not consider any protected classifications when evaluating performance (this includes race, gender, disability, age, pregnancy, etc.)
  - f. **Have a consistent and fair approach**
  - g. Ensure that any written warning is clearly written and grammatically correct.

#### **D. Components of Formal Performance Management**

1. **The processes below are guidelines and will generally be followed, but management may choose any of these components in its sole discretion as it deems appropriate based upon the circumstances of the situation.**



## 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. Supervisor arranges a follow up meeting with employee to review the Summary of Discussion.
- e. Employee receives a copy of the Summary from supervisor. Employee signature is not required.
- f. 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.
- g. 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. Supervisor discusses performance deficiency with employee.
- c. Supervisor prepares a Written Warning based on discussion after meeting has concluded.
- d. Supervisor arranges a follow up meeting with employee to review the Written Warning and ensure employee understands expectations.
- 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 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.

6. **RELATED DOCUMENTS**

Performance Management Guidelines, 1/1/18; Quest Diagnostics intranet, HR Service Center, Career & Development tab  
 Standards of Behavior, Adventist Healthcare  
 Attendance Policy, Laboratory policy  
 AIDET Training (AG.F380)

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

Form revised 3/31/00

<b>Version</b>	<b>Date</b>	<b>Reason for Revision</b>	<b>Revised By</b>	<b>Approved By</b>
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
3	5/24/2018	Updated owner Header: added other sites Section 3: added expectation for stating AHC mission, vision, values Section 5: added detail for RISES; added vision, pillars and mission; added 10/5 rule to AIDET Section 6: added AIDET training form	L Barrett S Codina	R SanLuis
4	2/1/2019	Section 5: remove separation of work and attendance discipline; update formal performance management steps to match QD policy; remove redundant information Section 6: update QD policy	L Barrett S Codina	R SanLuis

**9. ADDENDA AND APPENDICES**

None