

Employment:

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EQUAL EMPLOYMENT OPPORTUNITY

POLICY:

The agency provides equal employment opportunities to employees and applicants for employment. No person will be discriminated against because of race, religion, creed, color, sex, age, national origin, veteran status, sexual orientation or disability. Each person is judged on his/her own merit in determining employment opportunities.

PRACTICE:

1. This commitment to provide equal opportunity encompasses all phases of employment including recruitment, selection, classification, promotion, demotion, and selection for training. Similarly, all salaries, wages, other compensation, insurance programs, pension, retirement programs, and all other benefits or privileges of employment will be administered in conformity with this policy.
2. It is the objective of the agency to hire individuals who are qualified for positions of employment by virtue of job-related standards of education, training, and experience, and who have appropriate personal aptitudes.
3. The spirit of this policy applies also to persons served by the agency, to membership on the governing board, and to all committees and other volunteers.

RECRUITMENT AND HIRING

POLICY:

Every effort is made to hire employees for jobs that make the best use of their abilities and in which they will be able to be highly productive while achieving personal satisfaction on the job. The agency is an equal opportunity employer.

PRACTICE:

1. **PREFERENCE FOR INTERNAL CANDIDATES.** When possible, job openings will be filled by qualified persons from within the agency. Preference is given to internal candidates over external candidates when both are equally qualified. However, internal candidates are not guaranteed the positions for which they apply.
2. **POSTING.** Job openings and instructions for applying will be posted on the official office bulletin board and/or agency web site. The agency may begin an external search for applicants simultaneously with the job posting. However, no external applicants will be interviewed or hired for at least five (5) working days following the date of posting, except in the case of vacancies which must be filled on an emergency basis.
3. **TESTING/SCREENING.** Applicants for certain positions may be required to fill out a standard screening instrument and take a test as a condition of being considered for employment. All such tools will not discriminate against any ethnic, religious, disability or other minority groups.
4. **INTERVIEWING.** Applicants will be screened to determine the jobs for which they are best suited. More than one person, including, the person supported, family members, or the entire team may interview candidates for specific jobs. Part of the interview process may also include observation at the job site with other team or family members.
5. **REFERENCES.** All applicants' references will be checked. This shall include telephone or written contact with former employers over the past five (5) years and personal references with at least three (3) individuals, one of whom shall have known the applicant for at least five (5) years.
6. **BACKGROUND SCREENING.** All applicants' backgrounds will be reviewed prior to employment. This shall include background checks by a Tennessee licensed private investigation company based on the applicant's social security number and birth date or FBI/TBI fingerprint reviews for any criminal conviction records. The background check will also include motor vehicle records (MVR), Tennessee Elderly and Vulnerable Abuse Registry, Tennessee Sexual Offender Registry, the Office of Inspector General's List of Excluded Individuals/Entities and Workers' Compensation Background History.

7. **PHYSICAL SCREENING.** All non-temporary employees are required to have a physical screening by a licensed practitioner prior to being assigned direct services job responsibilities, verifying their ability to meet the job requirements and freedom from any communicable or infectious diseases which pose a direct threat to health and safety. This screening will be obtained through an agency-designated provider at no cost to the employee.
8. **TUBERCULOSIS TESTING.** All non-temporary employees are required to have a tuberculosis test (or screening) or present evidence of a test within the thirty (30) -day period prior to being assigned direct services job responsibilities, verifying that they do not have tuberculosis. An initial screening may be obtained through an agency-designated provider at no cost to the employee. If the employee wishes, he/she may have his/her own physician perform the screening within the same time period at the employee's own expense. Employees may be periodically re-screened as recommended by local health officials.
9. **DRUG SCREENING.** Applicants will be required to undergo a drug screening prior to employment. This screening will be obtained through an agency-designated provider at no cost to the applicant. Applicants with a positive drug screen for illicit substances will not be employed. (See Substance Abuse Policy)
10. **EDUCATIONAL CREDENTIALS.** All applicants may be required to show proof of educational attainment as required by the position. It is the responsibility of the applicant to provide such documentation as required by the agency.
11. **SELECTION.** Selection will be based on a final comprehensive evaluation of applicants. The best-qualified applicant, who has the attributes necessary to become a productive employee, will be selected.
12. **CONDITIONAL EMPLOYMENT.** All employment decisions are conditional until appropriate documentation is received by the agency concerning Items 5-10 above (i.e., references, background screening, physical screening, TB testing, drug screening, and educational credentials). Once a prospective employee accepts a conditional job offer, the agency shall conduct the appropriate searches. Because of necessary time requirements, some of this documentation may not be available for several days or weeks after being submitted for review. Any evidence received during this process that indicates dishonesty or the applicant's ineligibility for employment will be cause for immediate rejection.
13. **NEPOTISM.** No employee shall directly or indirectly supervise the work of a close relative (i.e., spouse, parent, child, or sibling) without specific written approval from the Executive Director.
14. **RELATIVE OF BOARD MEMBER.** No person who is a close relative (as defined above) of a member of the Board of Directors shall be employed by the Agency.

ORIENTATION, TRAINING AND DEVELOPMENT

POLICY:

To develop and maintain a well-trained workforce, the agency orients new employees to the organization's mission and work and offers initial and on-going training and educational opportunities to broaden employee skills and competencies.

PRACTICE:

1. The primary purpose of the employee orientation program is to provide information to a newly hired employee about the agency's mission, values, goals, policies, procedures, and benefits, as well as information related to his/her specific job.
2. All agency employees are required to attend pre-service and core training courses and to demonstrate competency in the content area as a condition of employment.
3. All employees are required to take annual refresher courses and to demonstrate competency in the content area. Employees must also maintain current certification with specified courses. Failure to comply with re-certification guidelines will result in suspension from work.
4. Employees may be required to retake courses or take additional training as needed. Any employee directed to train or retrain on specific items as a result of employee corrective action or result of an investigation may not be compensated for training hours (although Personal Leave may be used if the training/retraining occurs during the employee's normal working hours).
5. Additional training opportunities are also offered outside the agency. Certain costs (travel, expenses, texts, tuition, etc.) for training that is required by the agency will be paid for by the organization. Costs of training and employee development that is requested by the employee, but not required by the agency, may be paid by the organization, the employee, or shared. The Executive Director must approve such training cost reimbursement requests.
6. Rules regulating attendance and participation at training are the same as during work.

INITIAL REVIEW PERIOD

POLICY:

The initial review period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. The agency uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or agency may end the employment relationship at will at any time during or after the introductory period, with or without cause.

PRACTICE:

1. All new employees work on an initial review basis for the first ninety (90) days after their date of hire. If the agency determines that the designated introductory period does not allow sufficient time to thoroughly evaluate the employee's performance, the initial review period may be extended for a specified period.
2. Employees transferring from one position to another position in the agency shall also work on an initial review period for the first ninety (90) days.
3. During the review period, the employee's job performance will be carefully observed to determine if he/she is able to perform the requirements of the job when fully trained. As they become apparent, areas for development will be brought to the employee's attention for appropriate action.
4. After the initial review period, the team prepares a written evaluation of the employee's job performance. The evaluation includes a recommendation about granting the employee regular status.
5. If, at any time prior to the end of the 90-day review period, it becomes obvious to the team that the job-employee match is unsatisfactory, one of the following actions will be taken: employee counseling, extension of review period, retraining or termination.
6. In no case will successful completion of the initial review period guarantee indefinite employment.
7. Except as specified elsewhere in these policies, new employees, during their initial review period, may not be eligible for paid absences, nor do they receive certain other employee benefits. Employees should read the information for each specific benefit program for the details on eligibility requirements.

HOURS OF WORK

POLICY:

The agency establishes the time and duration of working hours as required by customer service needs, workload, and the efficient management of personnel resources.

PRACTICE:

1. The hours of operation for the agency's offices are from 8:00 a.m. to 5:00 p.m., Monday through Friday, except on those days observed as holidays.
2. Agency services and supports are provided 24 hours per day, 7 days per week.
3. The official workweek begins on Monday at 12:01a.m. and ends on Sunday at midnight.
4. Employees may be assigned additional hours of work as necessary. However, employees may not work more than 2 consecutive shifts or a maximum of 16 consecutive hours barring exigent circumstances (e.g., inclement weather).
5. All non-exempt employees are entitled to overtime for all hours worked in excess of forty (40) hours in one week. Overtime is paid as time and a half of the regular rate for all hours in excess of 40 per week. A team administrator must approve all overtime.
6. Non-exempt employees are not permitted to work before their scheduled shift begins unless specifically requested or approved in advance by the team administrator. Non-exempt employees are not permitted to work beyond the end of their scheduled shift unless specifically requested or approved in advance by the team administrator, or unless employee(s) on the succeeding shift fail to report to work.
7. Unless specifically exempted (i.e., training), direct contact, non-exempt employees are expected to be on duty during meal times and will be paid for that time.
8. Employees may not engage another employee to work all or part of his/her shift without prior approval from the team administrator.
9. Exempt employees for whom the agency has established a specific weekly salary shall generally be considered as fully remunerated for all services rendered regardless of the number of hours worked. Additional pay may be received when working a scheduled shift replacing a direct support staff (See guideline Paid Shifts for Exempt Employees).
10. Attendance at lectures, meetings, and training programs is considered time worked if: attendance is required or approved by the agency; the course, lecture, or meeting is directly related to the employee's job.

ASSIGNMENT

POLICY:

All employees work for the agency and will be assigned to jobs as necessary for the agency to fulfill its mission, the needs of persons supported, and its contractual obligations. The agency reserves the right to change those assignments as necessary for the most efficient operations of the agency.

PRACTICE:

1. Regular employees will be given a specific work assignment (i.e., team, site, and shift).
2. Any assignment of an exempt or non-exempt employee may be changed by administrators from time to time as necessary for the efficient operations of the agency.
 - a) Although an employee may be assigned to work a specific shift, that assignment (including specific hours of the day, days of the week, or number of hours) may be changed as necessary.
 - b) Although an employee may be assigned to work with a specific individual or individual(s), that assignment may be changed as necessary.
 - c) Although an employee may be assigned to work in a specific site, that location, (including the specific address, town, or county) may be changed as necessary.
 - d) Although an employee may be assigned to work on a specific team, that team may be changed as necessary.
3. Assignments may be changed for a number of reasons, including but not limited to:
 - a) Family members or conservators may want to change support employees;
 - b) The person(s) supported may want to change support employees;
 - c) The employee may not be effective in the position;
 - d) There may be a greater need for the employee at another location.
4. Assignment changes may originate with the employee. If the employee feels that he/she is no longer effective in the position or desires a change of assignment, then he/she should contact a Team Manager, the Staffing Coordinator or agency Human Resources Coordinator.

TEMPORARY MODIFIED DUTY

POLICY:

The agency is committed to providing work, when possible, for employees who have been restricted by a physician due to a work-related injury or illness. Such work will be provided subject to availability. Work will be assigned due to the nature of the injury or illness and the limitations set forth by the treating physician. Every effort will be made to place employees in positions within their own teams; but, if necessary, employees will be placed wherever an appropriate position is available.

PRACTICE:

1. While on temporary modified duty, employees will continue to receive their regular rate of pay.
2. Employees who are placed outside their team and not working directly with a person supported will continue to have their salary charged to their regular team.
3. Employees on temporary modified duty must furnish a written update of their medical condition to the Human Resources Coordinator from the treating physician after each visit in order to remain in the reassigned job.
4. Temporary modified duty assignments are limited to a period of 90 days, subject to review.
5. Being placed on a temporary modified duty assignment does not excuse an employee from following all agency policies and procedures.

SEPARATION

POLICY:

Separation is when an employee leaves employment at the agency, whether initiated by action of the agency (termination) or by employee resignation.

PRACTICE:

1. All employees are expected to give a written notice of their intent to resign. Such notice generally allows sufficient time to calculate all accrued benefits, if applicable, and to bring the job to a satisfactory conclusion. In order to leave in good standing:
 - a) An exempt employee must give a four-week notice and complete an exit interview;
 - b) A non-exempt employee must give a two-week notice and complete an exit interview.
2. The agency retains the right to determine if the employee who resigned will be allowed to work the full notice period. If an employee is released prior to the last day of the notice, salary will be paid through the last day worked.
3. Any employee who is absent from work without having notified his/her team administrator or designee of the absence or the reason for it will be considered as having resigned after the third consecutive day of absence.
4. Termination may be initiated immediately, without notice, in extraordinary cases of misconduct. (See Corrective Action 1- 15)
5. Employees who leave the agency in good standing are eligible for re-employment.
6. Former employees who leave the agency not in good standing may be re-employed under the following conditions:
 - a) A minimum of six (6) months must elapse from the date of separation to the date of reapplication;
 - b) The former employee was not terminated for abuse of persons supported;
 - c) The former employee had a previous work history that would indicate that he/she would be likely to successfully complete the assigned job duties;
 - d) The Executive Director approves the former employee's eligibility for rehire.
7. When an employee accepts a new position within the agency but on a different team, the employee must give a two-week notice to the team that he/she will be leaving. While a two-week notice is usually sufficient, the team administrator may require that the employee remain in the position for an additional week (or for three weeks).

EXIT INTERVIEW

POLICY:

This agency has a considerable investment in its employees. Therefore, it is of interest to the organization to evaluate the circumstances surrounding the separation of an employee, whether voluntary or involuntary. Exploring an employee's reasons for resigning, or the factors resulting in separation, enables the agency to better evaluate whether the work environment is conducive to employee satisfaction or whether changes can or should be made.

PRACTICE:

1. The Coordinator of Human Resources or designee will conduct exit interviews during the employee's regular work hours on the last week of employment.
2. Information shared by the employee will be considered confidential. It will be maintained by the agency, but not included in the individual's personnel file.
3. The employee has the option of requesting or declining to discuss reasons for the separation.
4. In conducting an exit interview, the agency will use an exit interview checklist to provide structure for the discussion. The following items may be included on the exit interview survey form:
 - a) Equipment, keys, gas card, and/or other material return
 - b) Reasons for the separation
 - c) Plans for the immediate future and contact information
 - d) Benefits of employment with the agency
 - e) Verification of final pay and reimbursements
 - f) Interest in re-employment
 - g) Employee suggestions and comments

Note: In order to resign in good standing, the employee must complete an exit interview.

EMPLOYMENT INFORMATION

POLICY:

The agency is required to keep accurate, up-to-date employment records on all employees to ensure compliance with state and federal regulations, to keep benefits information up-to-date, and to make certain that important mailings reach all employees. The agency considers the information in employment records to be confidential.

PRACTICE:

1. Employees must inform the agency of any necessary updates to their personnel file such as a change of address, changed telephone numbers, emergency contact, marital status, number of dependents, or military status.
2. Access to personnel files is limited to the employee, the employee's team administrators, and administrative staff on a need-to-know basis. Employees of certain state and federal government agencies may have access to specific documents contained within the file as authorized through contractual agreements or by law.
3. In addition to a general personnel file, the agency maintains a separate medical file for each employee. Access to an employee's medical file is extremely limited and based on a need-to-know-only basis.
4. The agency also maintains an employee training record documenting all training received at the agency. Access is available to administrative employees on a need-to-know basis and to government monitors.
5. The agency will only verify dates of employment and job titles to outside agencies inquiring by telephone. No other information will be given out about an employee without written authorization from the employee or past employee, except what is required to comply with the law.
6. Phone numbers and addresses of employees will not be released to individuals not employed by the agency.
7. Information requested by a law enforcement agency will be provided if it is believed that an applicant, employee or former employee has been engaged in illegal activities; if actions of the individual threaten physical injury to agency property, other employees or persons supported; or to protect the legal interests of the agency. In such cases, any release of information will be made only if approved by the Executive Director.
8. All current employees will be permitted to review their personnel files at reasonable times with reasonable notice.

CATEGORIES OF EMPLOYMENT

POLICY:

The agency establishes categories of employment to determine salary and benefits administration procedures. All employees will be paid according to the provisions of the Fair Labor Standards Act (FLSA).

PRACTICE:

1. **EXEMPT** jobs are those that are exempt from certain provisions of the Fair Labor Standards Act (FLSA) and are not entitled to overtime pay. Employees holding certain positions as executives, managers, supervisors, administrators or professionals are compensated on a salary basis and hours worked beyond 40 in a workweek do not result in additional pay. Certain contract employees may also be exempt because of the nature of their job or job requirements.
2. For **NON-EXEMPT** jobs, pay is calculated on an hourly basis with an overtime pay entitlement that is calculated at 1 1/2 times the regular hourly rate for all hours worked beyond 40 in a workweek. Such positions include direct support, clerical and maintenance jobs.
3. There are four other job categories (in addition to the Initial Review Period described in Section 1-5). These categories are created for the purpose of salary and benefits administration. They are regular employees, contract employees, temporary employees, and non-agency employees. Each of these categories may be classified as exempt or non-exempt according to FLSA regulations. The definitions of these categories are as indicated below:
 - a) **Regular employee:** An individual who has completed the initial review period and is employed for unlimited duration.
 - b) **Temporary employee:** An individual hired for a specific period of time, usually less than one year, either on a full-time or part-time basis. Temporary employees are not entitled to receive benefits except those required by law. Employees in this category may be compensated on either an hourly or salary basis, depending on whether the position they hold is categorized as exempt or non-exempt.
 - c) **Contract Employee:** An individual works under provisions of a contract negotiated with the agency. The contract outlines the conditions for the work to be performed, the compensation to be paid, and the benefits (if any) to accrue. [See CONTRACTS 1-14]

- d) **Non-Agency Employees:** The following classes of individuals are not considered employees of the agency and therefore are not eligible for employee benefits:
- i) **Interns:** Students who work for training benefits and/or educational credit, with or without a stipend.
 - ii) **Temporary Help:** Individuals who are working at the agency under contract with temporary help agencies or through individual contract.
 - iii) **Consultant:** An individual hired for a definite period of time and working on a specific project or projects.

CONTRACTS

POLICY:

The agency may utilize contracts with some individuals to outline the conditions for the work to be performed, the compensation to be paid, and the benefits (if any) to accrue.

PRACTICE:

1. The agency may utilize several different employment contracts in order to carry out its mission, including:
 - a) An employee, compensated at an agreed upon hourly, weekly, or monthly rate, who will be paid through the agency payroll system;
 - b) An independent contractor, compensated at an agreed upon rate per unit of service, who will be paid through the agency accounts payable system.
2. The contract will specify:
 - a) The responsibilities of the contractor, including the nature of the work;
 - b) The responsibilities of the agency, including the method by which the individual will be compensated;
 - c) The timelines for the contract, including guidelines for termination of the contract.
 - d) Any contract must be signed by the Executive Director in order to bind the agency. No statements to the contrary, written or oral, made either before or during an employee's tenure with the agency can change this. No individual administrator or manager can make a contrary agreement, except for the agency's Executive Director, in which case, such an agreement must be set forth in a written employment contract.

CORRECTIVE ACTION

POLICY:

When it becomes necessary to address an employee's actions in the workplace, general guidelines of acceptable business conduct will govern. Depending upon the nature and seriousness of the employee's actions, corrective action may begin at any step of the Corrective Action Process. The purpose of the process is to ensure that employees are informed of exactly what behavior needs to be corrected, the measures the employee must take to correct unacceptable behavior, and give the employee adequate opportunity to correct the situation.

PRACTICE:

1. Corrective action procedures are an established, uniform system of progressive measures, administered in a consistent manner.
2. Each employee is given an opportunity to improve his/her performance or to correct a disciplinary problem. The team's first responsibility is to have the team administrator or designee sit down with the employee, explain the degree of seriousness of his/her behavior, explore options for correcting the behavior and agree on actions to be taken, and the consequences of failure to take action.
3. Corrective action can mean anything from a mild informal reprimand to termination. The primary objective of any type of corrective action is to correct or improve the behavior of individuals who are not meeting agency standards of performance or conduct.
4. The following steps outline the progression of corrective action:
 - a) **Feedback:** When performance issues are first recognized, an employee receives informal feedback. With feedback, most issues are resolved early. However, if the feedback does not produce necessary changes, more formal actions are taken.
 - b) **Counsel:** The designated team administrator meets with the employee and formally discussed the issue(s) of concern. The team administrator encourages the employee to improve and offers some methods for improvement. After the meeting, the administrator ensures that the employee understands that he/she has been counseled regarding his/her behavior or performance deficiency. The problem and the agreement reached by the employee and the administrator is document, and signed by both the employee and the team administrator with one copy given to the employee and another placed in the employee's personnel file.

- c) **Warning:** This step is taken upon repetition or continuation of identified behaviors after reasonable opportunity and time for correction. This step usually is the result of an employee conducting himself/herself in a way that demonstrates a lack of response to previous counseling. The administrator ensures that the employee understands he/she is being “warned,” i.e., that continuance of the behavior or performance deficiency may result in further disciplinary action, up to and including dismissal. The contents of this meeting will be documented and signed by the employee, team administrator, and the Coordinator of Human Resources, with one copy given to the employee and another placed in the employee’s personnel file.
 - d) **Suspension Without Pay:** The action of suspension for a specific period of time without pay is taken only when the employee has clearly demonstrated a lack of response to previous counseling and warning, and whenever a reasonable time for improvement or correction has been afforded the employee. The primary purpose of suspension is to impress upon the employee the seriousness with which the agency views his/her situation and that his/her job is in jeopardy, rather than to cause excessive financial loss. The team administrator ensures that the employee understands the reason for suspension, the length of the suspension; and the possibility or probability of dismissal if the behavior or performance deficiency continues after the suspension is over. As in other steps, this action will be documented and signed by the employee, the team administrator, and the coordinator of human resources with one copy given to the employee and another placed in the employee’s personnel file. Suspension requires the approval of the Executive Director.
 - e) **Termination:** This action is the most serious of all disciplinary procedures and is normally used only as a last resort. This action is taken when previous steps have not been successful in solving a problem. Termination requires prior approval by the Executive Director. The team administrator advises the employee about the reason(s) for termination. The contents of the termination meeting are documented and signed by the employee, team administrator, and Coordinator of Human Resources with one copy given to the employee and another placed in the employee’s personnel file.
5. Whenever there is an allegation that an employee is involved with the abuse or neglect of a person supported, the employee may be suspended pending the outcome of an investigation. An employee suspended during the course of an investigation may utilize any accumulated personal leave time.
6. On rare occasions, an employee may be terminated for a single occurrence of behavior or violation of policy without having been previously warned. Such action may be justified because the offense is severe enough to make a warning unnecessary and any employee would normally know that such behavior is unacceptable. In these rare cases, an administrator should suspend the employee pending a complete investigation of the situation before terminating the employee. In cases where the administrator feels an employee should be terminated immediately, the administrator should:

- a) Advise the employee that he/she is immediately suspended;
 - b) Request the employee immediately leave the premises;
 - c) Inform the Coordinator of Human Resources and Executive Director of the circumstances with a recommendation for termination; and
 - d) Meet with the employee to advise him/her of their employment status.
7. The following offenses may warrant termination, including but are not limited to:
- a) Abuse - of any person who receives services or supports from the agency.
 - b) Theft - including, but not limited to, the removal of agency property, the property of a person supported or another employee from agency premises without prior authorization.
 - c) Falsifying or altering agency records or documents relating to persons supported.
 - d) Drugs/Alcohol - reporting to work under the influence of alcohol or drugs, having or consuming such in agency vehicles, on agency property, or while on duty.
 - e) Possession of firearms, ammunition, dangerous explosives, or carrying a concealed weapon on agency property, including agency vehicles or personal vehicles operated in the course of agency business.
 - f) Physically fighting or provoking a fight on agency property.
 - g) Participation in, or involvement (other than as a victim) with a serious crime, on or off duty, without regard to whether or not the employee's conduct results in a criminal conviction.
 - h) Being placed on the Tennessee Elderly and Vulnerable Abuse Registry, Tennessee Sexual Offender Registry, or the Office of Inspector General's List of Excluded Individuals/Entities.
Note: Any employee convicted of criminal activity or placed on the Abuse Registry will not provide direct services or have direct contact with persons supported.
 - i) Sabotaging or willfully damaging agency equipment or property, or the property of other employees or persons supported.
 - j) Absence for three consecutive working days without notice to the agency, in which event the employee will have been deemed to have quit voluntarily.
 - k) Sleeping on duty.
 - l) Leaving a person supported unattended.

PROBLEM SOLVING PROCEDURES

POLICY:

A viable problem-solving procedure creates a vehicle for quality communication between supervisors and employees. Two-way communication is essential for maintaining a positive working relationship. Employees who feel unjustly treated or feel policies are not being properly applied are encouraged to use the problem-solving procedure.

PRACTICE:

1. An employee who wishes to access the problem-solving procedure may approach the appropriate team administrator and state their intention to go through the problem solving procedures as outlined in agency policy.
2. When an employee contacts the team administrator, the concern should be addressed immediately with a final decision made within thirty (30) days. The concern and the results will be written and forwarded to the Coordinator of Human Resources.
3. If the employee is not satisfied with the decision of the team administrator, the employee may contact the Coordinator of Human Resources. The Coordinator of Human Resources will coordinate and mediate a meeting that includes the employee and the team administrator involved.
4. In the event that the problem solving is not settled in Step 2 or 3 to the satisfaction of the employee, the appropriate team administrator, the employee, and the Associate Executive Director may then meet to discuss and attempt to resolve the issues.
5. In the event that Step 4 does not result in an acceptable solution in the opinion of the employee, then the Coordinator of Human Resources and the Associate Executive Director will present the issues to the Executive Director. The Executive Director will make a decision and respond to the employee. The decision of the Executive Director is final.
6. No employee may ever be threatened, coerced, discriminated, or retaliated against for accessing this procedure. Proof of such action on the part of any other employee will be grounds for disciplinary action, up to and including discharge.

PERFORMANCE REVIEW

POLICY:

Performance review is a process for assessing the performance and contributions of each employee on an ongoing and continuous basis. It also involves providing feedback to the employee on that performance on an ongoing and continuous basis.

PRACTICE:

1. The team administrator or another individual or individuals designated by the team (including people supported and their families where applicable) will provide feedback to employees on their work performance. That process will be formalized in a written performance review conducted for each new employee at the end of an initial 90-day review period and thereafter at least annually.
2. The performance review may include, but may not be limited to:
 - a) Discussions to reach an understanding of the specific job duties and responsibilities of the employee;
 - b) Review of progress and performance to date and, as appropriate, planning for more effective performance;
 - c) An assessment of each employee's role within the team, how that role is being fulfilled, and how it can be improved.
 - d) A review of the employee's skills and any additional education or training which may be needed or desired;
 - e) A review of the system in which the employee works and how it may be changed or improved to enhance individual and team performance;
 - f) Discussions of the future plans and objectives of the employee and the team and how they may be mutually beneficial.
3. Each performance review report is thoroughly discussed by all parties. The employee signs the report to acknowledge discussions of its contents and to signify concurrence with the recommendations. A copy of the report is placed in the employee's personnel file.