

## **Performance & Conduct Expectations for Employees**

### **Policy Adopted for BUCOM 9/29/2022**

<b>Policy Information</b>			
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Responsible University Administrator:	Vice President, Administrative Services	President Council Approved Date:	January 17, 2019

### **1. Purpose**

- 1.1. To establish and communicate employee performance and conduct expectations which are necessary for promoting a safe, efficient, and positive work environment.
- 1.2. To develop a process that emphasizes the organization's commitment to meeting and/or exceeding performance and behavioral standards.
- 1.3. To provide for prompt, appropriate, and impartial disciplinary actions when needed.

### **2. Policy**

#### **2.1. Performance and Conduct Expectations**

- 2.1.1. As members of a distinguished team, employees of the Baptist University are expected to conduct themselves in a manner which is in the best interest of Baptist patients, students, guests, the community, co-workers and their profession. Where performance and conduct expectations are not met, corrective action will be taken depending upon the frequency, seriousness and circumstances of the offense or combination of different offenses.

#### **2.2. Progressive Disciplinary Process for Full-Time and Part-Time Team Members**

- 2.2.1. The goal of a progressive disciplinary process is to help employees identify and take personal ownership of performance, conduct, and/or attendance concerns and develop corrective steps to ensure satisfactory improvement. When initial concerns arise, it is the responsibility of supervisors and/or managers to coach employees verbally in a prompt fashion so that they are aware of any issues negatively impacting their performance, behavior/conduct, and/or attendance so that improvements can be made. However, if sufficient and sustained corrections do not occur, any additional performance, behavioral/conduct, and/or attendance issues typically result in the issuance of written warning(s) or other progressive disciplinary action to further address the conduct or performance concern(s).
- 2.2.2. Progressive discipline means that, generally, the following steps will be followed when verbal coaching and counseling have failed to achieve the needed changes.
  - 2.2.2.1. A written warning
  - 2.2.2.2. A final written warning
  - 2.2.2.3. Termination of employment

- 2.2.3. There may be circumstances when one or more of these steps are bypassed. In fact, certain infractions or circumstances may be deemed serious enough to justify immediate termination of employment. See Section 2.7 below for examples of the types of issues that usually result in immediate termination of employment. There also may be circumstances when a step will be repeated depending on the amount of time between disciplinary actions. See Section III below for an explanation of the time period normally considered when applying the progressive disciplinary steps.
- 2.2.4. If an employee fails to meet appropriate performance, behavior/conduct, and/or attendance standards, the employee is typically discharged at the 3rd disciplinary step regardless of whether the three infractions/issues are related. However, the University reserves the right to consider any mitigating circumstances or the option of some other discipline including disciplinary suspension without pay.

**2.3. Progressive Disciplinary Process for PRN Team Member**

- 2.3.1. Team Members working in a PRN classification are also accountable for meeting performance, conduct, and/or attendance standards. Since PRN team members work as needed, the progressive disciplinary process is typically composed of up to 2 steps depending upon the policy violation/infraction. If a PRN employee received a verbal coaching and counseling and fails to achieve the needed changes, the following summarizes the formal disciplinary steps:

- 2.3.1.1. A written warning
- 2.3.1.2. Termination of Employment

**2.4. Infractions Normally Resulting in Progressive Disciplinary Action**

- 2.4.1. While it is impossible to list every type of behavior that may be subject to disciplinary action, the following includes but is not limited to infractions normally resulting in progressive disciplinary action:
  - 2.4.1.1. Unsatisfactory job performance
  - 2.4.1.2. Continued discipline under the Attendance Standards Policy
  - 2.4.1.3. Violations of entity/department Service First standards, Standards of Performance, and/or Behavioral Competencies
  - 2.4.1.4. Violations of Appearance Standards Policy
  - 2.4.1.5. Creating or contributing to unsanitary conditions
  - 2.4.1.6. Parking violations
  - 2.4.1.7. Failing to badge in and/or out and/or failing to report missed or interrupted meal periods
  - 2.4.1.8. Excessive personal telephone/cellular calls
  - 2.4.1.9. Excessive time accessing the internet and/or use of personal social media
  - 2.4.1.10. Use of tobacco products on any Baptist property including without limitation all buildings/entities rented, leased, or owned, parking lots, parking garages, vehicles on Baptist property
  - 2.4.1.11. Absence from assigned work area without management approval
  - 2.4.1.12. Violation of safety rules or other safety practices
  - 2.4.1.13. Use of profanity not within earshot of a patient/guest
  - 2.4.1.14. Horseplay or irresponsible behavior
  - 2.4.1.15. Provoking/intimidating co-workers (without credible threats or violence)

2.4.1.16. Disruptive Behavior as outlined in the Code of Conduct for a Safe and Productive Workplace

## **2.5. Performance Correction Agreements**

2.5.1. In certain circumstances, managers may place an employee in a Performance Correction Agreement to outline serious performance deficiencies and specific timelines for sustained correction. If a manager elects to place an employee in a Performance Correction Agreement, this step is done typically in conjunction with a final written warning. Timelines set for improvement in a Performance Correction Agreement do not change the at-will nature of the employment relationship or otherwise guarantee that employment will not be terminates prior to the end of the correction period if circumstances warrant.

## **2.6. Disciplinary Schedule**

2.6.1. While disciplinary actions remain a permanent part of an employee's record, a written warning will remain "active" for a 12 month floating period. If another infraction occurs during a 12 month floating year period, the employee will normally progress to the next step of discipline which is a final written warning. If the employee continues to experience issues with performance, behavior/conduct, and/or attendance within the 12 month floating year period, he/she will typically be terminated from employment regardless of whether the various infractions are related. Conversely, disciplinary actions more than 24 months old are typically not considered in determining the next appropriate step in the disciplinary process. Thus, if an employee receives a written warning and thereafter commits another infraction 13 months later (with no other intervening discipline), the likely result would be a second written warning. Nevertheless, the University reserves the right to consider each employee's entire disciplinary history and the seriousness of the performance, behavior/conduct, and/or attendance issue in making decisions about appropriate discipline for each infraction.

## **2.7. Serious Conduct Violations**

2.7.1. There are certain types of expressly forbidden conduct, which will not be tolerated. Normally, absent mitigating circumstances, these offenses result in immediate termination of employment, forgoing the progressive steps of discipline described above. Some examples include, but are not limited to:

- 2.7.1.1. Intentionally defacing, damaging, or destroying University equipment or property
- 2.7.1.2. Unauthorized access, disclosure, misuse, and/or removal of confidential information/data, computer records, etc.
- 2.7.1.3. Violations of the University's Drug and Alcohol Free Workplace Policy
- 2.7.1.4. Intentionally sleeping while on duty (does not include momentarily dozing off in a meeting)
- 2.7.1.5. Harassment by violence: includes stalking, robbery, terrorism, assault, fighting, and/or similar threatening behavior
- 2.7.1.6. Unlawful harassment of others in the workplace, e.g., sexual, racial, religions, ethic, etc.
- 2.7.1.7. Soliciting and/or accepting gratuities or gifts from patients or guests (Unless acceptance of gift is approved in advance by the President); also excludes flowers, candy, and/or thank you cards sent to the department/division.
- 2.7.1.8. Felony Conviction (see Felony Convictions Policy)

- 2.7.1.9. Insubordination (Refusal to respond/perform a reasonable request or assignment/shift made by management)
  - 2.7.1.10. Job abandonment: leaving the University/clinical area premises during scheduled shift without management authorization
  - 2.7.1.11. Physical abuse or neglect of a patient
  - 2.7.1.12. Possession of illegal firearms/weapons of any kind or dangerous materials on Baptist property- Firearms or weapons of any kind are not allowed in any Baptist building (except for armed security personnel authorized by administration)
  - 2.7.1.13. Theft (including "identify theft")
  - 2.7.1.14. Serious violations/demonstration of Disruptive Behavior as outlines in the Code of Conduct for a Safe and Productive Workplace
  - 2.7.1.15. Serious violations as outlined in the Standards of Conduct
  - 2.7.1.16. Misrepresentation of any documentation/time record, includes fraudulent acts such as signing in before parking vehicle; being signed in/out by someone other than yourself; clocking in/out for someone other than yourself
  - 2.7.1.17. Use of profanity within earshot of a patient or guests
- 2.8. Suspension Pending Investigation and Review**
- 2.8.1. Employees believed to have engaged in conduct warranting termination of employment are typically placed on suspension pending investigation and review. The investigative suspension affords management a period of time to investigate an alleged infraction and review with the appropriate University leader and Human Resources Director or designee, prior to taking disciplinary action. If after full consideration of the matter, disciplinary action is not taken, the employee will typically be returned to work without loss of pay due to the investigative suspension.
- 2.9. Employee in Multiple Positions**
- 2.9.1. In some cases, employees may have multiple/alternate position(s) apart from their primary positions either in another department and/or with another Baptist entity. If an employee experiences performance, behavior/conduct, and/or attendance issues in one or more positions, the employee's disciplinary record will carry over to his/her other positions. In other words, employees will typically not be allowed more than 3 disciplinary actions even if the corrective actions are split between positions (i.e., an employee receives a written warning in his/her primary position and then experiences a problem in an alternate position which also warrants corrective action. In this situation, the employee would be issued a final written warning.) Managers who have an employee in multiple/alternate positions should consult Human Resources prior to issuing any disciplinary action to ensure that previous corrective actions are counted, if appropriate, toward the next step in the disciplinary process.
- 2.10. Performance, Conduct, and/or Attendance during the Initial 90 Day Introductory Period**
- 2.10.1. The first (90) calendar days of employment is considered an Introductory Period, which is designed to give the employee time to decide if he/she is satisfied with the position and to give management time to determine if the employee has the knowledge, ability and attitude to perform the work required. This period may be extended at the option of University management working in conjunction with Human Resources. Employees in this status who commit minor infractions as described above in Section 2.4 will typically receive a written



warning. Further violations/performance deficiencies, behavior/conduct violations, and/or attendance violations usually result in immediate termination of employment. More serious infractions as outlined in Sections 2.7 above usually result in immediate termination of employment.

### **3. Definitions**

3.1. None.

### **4. Procedure**

4.1. None.

### **5. Related Information**

5.1. None.