

# Beaumont® | HEALTH SYSTEM

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Prepared By	Prior Issue Date	Issue Date
<b>Corporate Human Resources</b>	<b>11/01/09</b>	<b>02/01/14</b>

  

**GENERAL**

To facilitate the orderly rendering of care to the patients and families we serve, it is necessary to establish expectations and standards for reliability of our workforce (i.e., being at work when scheduled and on time). Further, it is important to establish these expectations and a consistent process to address violations of these standards as employee absences and tardiness negatively affect the productivity and the morale of the workforce overall. The intent of this policy is to establish the organization's standards for employee reliability and the process we will follow to address violations of these standards.

  

**RELIABILITY – PERFORMANCE IMPROVEMENT GUIDELINES**

Reliability is an expectation and responsibility of all employees in the Beaumont workforce. Every employee has a duty to produce an outcome and it is the employee's responsibility to best determine how to accomplish that outcome. It is expected that employees may miss work for reasons of illness or other unexpected, urgent personal matters. However, when instances of absence or tardiness are excessive and inconsistent with the reliability standards of the organization, it is the responsibility of management to issue reliability performance improvement actions to address this in accordance with the guidelines established in this policy.

  

**Probationary and Contingent**

Probationary employees and individuals in contingent positions are not subject to reliability performance improvement action. Probationary employees have a 90-day period in which to demonstrate their suitability, including reliability, for regular status. During that period, the probationary employee may be terminated for failure to meet expectations or for violation of Hospital policy. Individuals who are serving in contingent positions are considered to be in an at-will relationship with the Hospital. Individuals may be terminated at any time in the at-will contingent assignment or, in turn, may voluntarily resign at any time during the assignment. Management must document specific reliability and/or performance concerns for all employees who do not successfully complete their probationary period or are released from a contingent assignment due to performance or violations of policy. This information must be documented in a memo and submitted to the responsible Human Resources Department.

  

**Regular Status Employees**

Staff level employees are subject to performance improvement action for failing to meet reliability standards based on the guidelines outlined in this policy.

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**RELIABILITY – PERFORMANCE  
IMPROVEMENT PROGRAM  
GUIDELINES (cont'd)**

  

**Transitional Employees**

Employees participating in the Workers' Compensation Transitional Employment Program are subject to Reliability standards based on the guidelines outlined in this policy. Management of the department in which the transitional employee is working will be responsible for issuing the appropriate action in consultation with the appropriate divisional Human Resources Department.

  

**RELIABILITY – PERFORMANCE  
IMPROVEMENT PLAN**

Any time a reliability Performance Improvement Plan is taken by a supervisor or department manager, a PIP (located on *Inside Beaumont*) must be prepared. The record should include an explanation of the reliability issue, the dates of absence, tardiness or unexcused absence and the level of action taken.

Each PIP should be reviewed and signed by the employee, the supervisor and/or the department manager and sent to Human Resources for inclusion in the employee's Human Resource record. The employee's signature acknowledges the form has been reviewed with him/her but does not necessarily indicate agreement, and is not required.

An employee who perceives a misapplication of this policy and feels he/she has been unfairly treated shall have sole and exclusive remedy through the Employee Grievance Procedure (Policy No. 284). In any given situation, the decision of the Grievance Council on the propriety of the use of the reliability Performance Improvement Plan is final and binding on all parties involved.

  

**Counseling Record**

Counseling sessions are recognized as a valuable tool for the purpose of bringing reliability issues to the attention of employees. While managers are encouraged to use counseling sessions as a preliminary step to improve employee reliability, it is not required prior to placing an employee in a formal action for violating reliability standards. Counseling records where used will serve as documentation of an expectation for improvement and will continue to be maintained solely in the employee's department work record/file. Counseling sessions are not subject to review under the employee grievance process.



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<b><u>RELIABILITY – PERFORMANCE IMPROVEMENT PLAN (cont'd)</u></b>					
<b><u>Level I – Performance Improvement Plan</u></b>		This is the first step of the Reliability Performance Improvement Process and is used to inform the employee of his/her failure to meet reliability standards and to establish expectations for improvement.			
<b><u>Level II – Performance Improvement Plan Without Suspension</u></b>		This is the second step of Reliability Performance Improvement Process used when an employee fails to improve their reliability in accordance with the standards and expectations established in the Level I.			
<b><u>Level II – Performance Improvement Plan With Suspension</u></b>		<p>Suspension is time off from work without pay. This is the third step in the process to address employees failing to meet reliability standards and expectations for improvement. A suspension requires the review and approval of Human Resources and the Administrative Director prior to issuing to the employee.</p> <p>It should be noted that an employee in an active suspension stage of the Performance Improvement Process will not be eligible for a base pay increase or any approved divisional incentive payout. For further details refer to <b>Compensation Program Policy No. 210.</b></p>			
<b><u>Level III- Performance Improvement Plan Termination</u></b>		Termination is the final step in the Reliability Performance Improvement process to address employee failure to meet reliability standards. In this step the employee is terminated from employment. All terminations must be reviewed and approved by Human Resources and the appropriate Administrator prior to the discharge taking place. Termination may also occur as a result of the employee receiving two (2) suspensions in an eighteen (18) month period for reliability and/or performance.			
<b><u>APPLICATION OF RELIABILITY PERFORMANCE IMPROVEMENT</u></b>		Reliability improvement requirements will apply equally on a progressive basis to all employees. Each PIP Record shall be considered "active" for twelve (12) calendar months with the exception of lost work time (i.e., any type of Leave of Absence) from the date of the incident. In such cases, the PIP Record will remain in effect until the time away from the workplace is made up by the employee by active service.			

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The following Reliability Violations Chart establishes the process that will be followed if an employee fails to meet published standards as follows:

## **PERFORMANCE IMPROVEMENT RELIABILITY VIOLATION CHART**

TYPE OF VIOLATION	Level I	Level II	Level II with ONE – DAY SUSPENSION	DISCHARGE
<b>ABSENTEEISM</b> <b>Instances of Absenteeism</b>				
<b>Shift Frequency</b>				
10 shifts per pay period	7	8	9	10
8-9 shifts per pay period	6	7	8	9
6-7 shifts per pay period	5	6	7	8
Less than 6 shifts per pay period	4	5	6	7
<b>TARDINESS</b> <b>Instances of Tardiness</b>				
<b>Shift Frequency</b>				
10 shifts per pay period	7	8	9	10
8-9 shifts per pay period	6	7	8	9
6-7 shifts per pay period	5	6	7	8
Less than 6 shifts per pay period	4	5	6	7
<b>Days of Unexcused Absences</b>	1		2	3
<b>Instances of Worker's Compensation Appointments Missed</b>	1		2	3

It should be noted that tracks are combined when there exists more than one type of reliability issue for absenteeism and/or tardiness issues.

The Reliability Violation Chart above identifies the number of instances of absence, tardiness or unexcused absences that are considered excessive and will result in a reliability performance improvement plan. It should be noted that reliability violations will be addressed as a single track after the issuance of the first Level I for absenteeism or tardiness. Instances of unexcused absence are handled on a separate track. If for example, an employee who works 10 shifts per pay period has 7 instances of absenteeism, a Level I should be issued. If they then accumulate 7 instances of tardiness, they will then advance to a Level II instead of starting at the first step of reliability performance improvement (as long as the Level I is still within the twelve (12) month active period.



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**APPLICATION OF RELIABILITY PERFORMANCE IMPROVEMENT (cont'd)**

Employees in reliability violations who have 120-days or more between instances of absenteeism/tardiness shall remain at the same step in the progressive process and receive a Counseling. However, should another instance occur within the 120-day period, the employee will proceed to the next step in the Reliability Performance Improvement process.

Certain circumstances may warrant exceptions to the established guidelines. These should be discussed with Human Resources to determine the appropriate reliability improvement action to be taken.

  

**DEFINITIONS**

**Instance of Absenteeism**

Any period of consecutive unscheduled days away from work, with the exception of:

- Approved CTO or scheduled days off work
- Authorized leaves of absence
- Time off protected under the Family Medical Leave Act (FMLA)
- Worker's Compensation

  

**Instance of Tardiness**

An employee is considered tardy if he/she arrives at the workplace any time after the scheduled starting time. Tardiness also occurs when an employee fails to "swipe in/clock in" using the Hospital's timekeeping system.

  

**Unexcused Absence**

Examples of unexcused absence include, but are not limited to the following:

- When an employee does not call in or report to work on scheduled work day (no call, no show)
- Does not call in according to department policy
- If an employee calls in on a day previously requested off that was denied
- If an employee does not submit timely documentation to Human Resources substantiating a leave of absence
- If an employee fails to call or show for a scheduled Worker's Compensation appointment
- Should an employee take scheduled or unscheduled time off, and it is subsequently determined that the employee did not have the CTO hours to cover the time off, the employee may be subject to an instance of unexcused absence (exceptions may be approved by department management.)

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**DEFINITIONS (cont'd)**

  

<p><b><u>Missed Worker's Compensation Appointments</u></b></p>	<p>Employees receiving Workers Compensation benefits (includes employees working in transitional assignments) that call and cancel a pre-scheduled appointment with Occupational Health Services, therapy, or other diagnostic tests will have workers compensation benefits suspended, including removal from transitional assignments until the appointment is rescheduled and completed. Employees who fail to call or show up for a scheduled appointment will receive an instance of unexcused absence and be given the appropriate PIP.</p>
<p><b><u>Pattern Attendance</u></b></p>	<p>In instances where there exists a pattern of unscheduled CTO time preceding or following scheduled CTO time or other indications suggesting the employee inappropriately extended their time off, the manager may elect to not pay for the entire time off period related to the current instance and/or issue a PIP unexcused absence.</p>

  

**INQUIRIES**

For questions pertaining to this policy contact Human Resources.