

## **710 Corrective Action**

Effective Date: 10/03/2002

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Purpose: To foster an environment of constructive feedback, opportunity for improvement, and accountability.

Pine Haven Christian Communities has hiring practices in place to assist in selecting individuals who will be committed to providing the best care to our residents in the context of our mission and values. As a result, employees are hired because it is believed they have the ability to be successful at Pine Haven. At the same time, human beings are not perfect; employees will make errors and have opportunities to improve. The goal of corrective action is to make individuals aware of errors or the need to improve, provide guidance and feedback regarding that improvement, and assist individuals in being successful.

Corrective action may follow a progressive process. While most situations will move from one step to the next, this can vary based on circumstances. The severity of the violation, an employee's past work record, and other recent corrective action given to the employee will determine the level of progressive corrective action used. Corrective action may begin at any level or may skip steps. Certain situations may warrant immediate termination.

Employees are encouraged to contact our Employee Assistance Program (EAP) to make use of this free benefit at any time. This is especially true in situations where the employee is being coached or given a corrective action. Pine Haven offers EAP to employees as a way to assist them in improving. In some situations, employees may be required to participate with EAP as part of an action plan for improvement.

### **Coaching**

Coaching is not considered to be a step in the corrective action process. In most cases, performance concerns or policy violations will first be addressed with coaching. This involves a conversation between the employee and the Supervisor/Manager regarding the concern. Expectations and a timeframe for improvement are communicated. The Supervisor/Manager documents this information in the employee file maintained at the department level.

### **Corrective Action Steps**

There may be four steps in the corrective action process:

1. Initial Warning (Verbal)
2. Second Warning (Written)
3. Suspension
4. Termination

### **Length of Time**

An employee is considered to have a current corrective action on file for six months from the date of the most recent action. After that time, corrective action document is not removed from the employee's file, but is no longer considered current or active.

### **Consequences of Corrective Action**

The fact that an employee has been issued a corrective action indicates that the employee is not performing as expected in at least one area of his/her job responsibilities. As a result, employees with a current corrective action documents on file face the following consequences:

- Ineligible to transfer to another department, role/job title, or increase hours in his or her current position
- Ineligible for education assistance
- Appropriate performance evaluation rating should reflect the corrective action history, which may affect overall performance rating and merit increase
- Information regarding corrective action within the past 12 months may be shared as a part of fact-based employment references. Information shared may include the date, level, and reason for corrective action.