

Purpose and Applicability

Maximizing Associate Performance (MAP) establishes a system through which the supervisor and the associate work as a team to correct performance or conduct in a fair and mature manner. It allows the supervisor to provide positive reinforcement for associates who meet or exceed expectations and that brings about change in associates with problem performance conduct or conduct.

Maximizing Associate Performance does not preclude the termination of an associate who commits any act that in and of itself calls for immediate termination.

Maximizing Associate Performance applies to all associates.

Supervisor's Responsibility

Maximizing Associate Performance works through the immediate supervisor. The supervisor is responsible for teaching, coaching and counseling the associates who report to him or her. It is the supervisor's responsibility to recognize and correct minor problems before they become major ones. That is one of the key elements of the system.

General Principles and Guidelines

- Maintain a counseling record on each associate, including commendations, infractions of Rules and Regulations, disregard of instructions or procedures, and unacceptable job performance or conduct. All counseling efforts to correct such unacceptable performance are to be documented on the counseling record.
- Handle occasional substandard performance of a minor nature by verbally counseling the associate. For example, if an associate's customer contact is substandard today, but his or her past record is good, an oral reminder is adequate. Again, the objective is to correct unacceptable job performance or conduct early to avoid placing the associate on any advisory stage of the Maximizing Associate Performance process.
- Fully investigate the more serious infractions immediately to determine all the facts. Document findings on the counseling record.
- Never initiate any advisory stage of the Maximizing Associate Performance process or dismiss an associate "on the spot" or when angry. Cool off. Think it over. Be sure you have all the facts before making your decision.
- Before deciding on any action, review the associate's personnel file and his or her counseling record to get a complete picture of their previous job performance and behavior history.
- Before placing an associate on one of the advisory stages or dismissing an associate, the associate must be afforded a full opportunity to tell his or her side of the story. Before written notification of an advisory stage or dismissal is given to an associate, he or she shall be afforded the opportunity to discuss the matter with their supervisor.
- If any associate, because of his or her previous exemplary record, is placed on a lesser stage of the program than that established by policy or practice, explain it clearly on the associate's counseling record and in the Performance Advisory, if applicable.
- In most cases, an associate should not be dismissed for a series of infractions or unacceptable job performance unless a record of counseling discussions, previous performance/conduct advisory letters and suggestions previously made to the associate

can be presented. Review the counseling record to determine actions taken to obtain correction or avoid repetition and the associate's response to these efforts.

- Do not take from an associate, in whole or in part, any associate benefits (vacation, sick leave, leave of absence, housing discounts, etc.).
- In every case where an associate has failed to respond to the Maximizing Associate Performance program and correction appears warranted, the supervisor's first step is to contact his or her Human Resources contact.

These guidelines are not intended to be a substitute for coaching and directing associates on a daily basis and are to be used only when circumstances warrant. In all cases, they are to be applied uniformly.

Investigating Infractions and Unsatisfactory Performance and/or Conduct

The purpose of an investigation is to provide the supervisor with the facts necessary to make an informed evaluation of the situation and to reach a fair decision. Since Maximizing Associate Performance relies so heavily on a joint understanding between the supervisor and the associate, the facts must be correct.

- Conduct the investigation as quickly as possible so that action is not unduly delayed.
- Be as discreet as possible, remembering that the associate is "innocent until proven guilty."
- When it is necessary to obtain information from witnesses, get it in writing.
- Keep accurate and unbiased notes on all aspects of the issue. The notes are to be confidential and kept in a secure location.

When a serious infraction involves more than one department, property, or division, the manager or person of similar rank in the department, property, or division will conduct the investigation or designate investigating supervisors. A supervisor conducting the investigation will, based on the facts, report his or her conclusions and recommendations to his or her manager. Human Resources will be called upon for assistance in such cases.

The following questions are to be answered as the investigation proceeds:

- a. What happened?
- b. Who was involved?
- c. When did it happen?
- d. Why did it happen?
- e. Are there any mitigating circumstances?
- f. Is the offense governed in any manner by Company Policy?
- g. Was the incident a malicious act, the result of negligence or accidental?
- h. How serious is the violation or performance problem?
- i. Does the associate acknowledge poor performance or admit to the infraction?

If, as a result of the investigation, it is determined that the associate is at fault, then answer the following questions:

- What is the associate's overall past record?
- How has the Company responded to similar past situations involving associates with essentially the same records?

Serious Incidents or Offenses

Before terminating any associate, the supervisor must first consult with the Human Resources department as well as their immediate supervisor.

Incidents and offenses, including but not limited to, insubordination, property damage, and job actions could be grounds for immediate termination depending on the severity of the incident or offense and the associate's record. In such cases, when immediate termination may be appropriate but additional information is needed; the associate may be placed on administrative leave while an investigation is conducted.

When there is reasonable belief that an associate has been dishonest or has committed, or may be involved in a theft of property (the Company's, customers' or other associate's), place the associate on administrative leave pending an investigation of the circumstances that indicate a violation of Company Rule of Conduct #33. (See the section that follows on placing an associate on administrative leave pending an investigation). Place the associate on administrative leave in every such case until the investigation is completed.

Placing and Associate on Administrative Leave Pending Investigation

In the case of serious infractions that require more investigation before deciding on the appropriate action, the supervisor will decide whether or not to place an associate on administrative leave pending the outcome of the investigation. In two instances, however, the supervisor has no option:

- Dishonesty: In any case involving dishonesty, the supervisor will place the associate on administrative leave until the investigation is completed. Contact the Human Resources office as soon as possible.
- Associate suspected of a criminal offense: Prior to placing an associate, who is suspected of a criminal offense on administrative leave, contact the Human Resources office.

In most cases the associate will be placed on administrative with pay while the investigation is completed. There are exceptions, for example:

- Associate charged with a criminal offense: The pay status of an associate charged with a criminal offense will be determined after a full review of the facts.
- Associate who does not fully cooperate in the investigation.
- When placing the associate on administrative leave, the supervisor will notify the associate in writing. The notice shall include the associate's name, address and the following statement:

“You are placed on administrative leave with pay effective (time) on (date) pending investigation

“You are instructed to report to (name and title) at (time) on (date) to discuss the results of the investigation. Should you fail to report at the appointed date and time, you will be placed in a non-pay status”.

A copy of the notice should be given to the associate and copies forwarded to the appropriate Human Resources office.

At the time of notification, the supervisor will secure any keys, access card(s) or other sensitive Company material assigned to the associate.

The period of time the associate is on administrative leave should be long enough to complete the investigation and reach a decision on necessary action. The supervisor shall make every effort to keep the time as short as possible.

After the investigation is complete, the supervisor will notify the associate in writing of the action to be taken or that he or she has been exonerated.

Overview of the Maximizing Associate Performance Process

Maximizing Associate Performance is a relatively simple discipline structure that involves continuous communication with associates, constantly seeking input about the problems and successes of each individual.

Advisory Levels

The following series of advisory sessions mark the serious nature of the MAP process:

- a. First Advisory session for those associates with problem performance/conduct who do not respond to coaching and counseling. This verbal counseling should be documented on the Performance Discussion Record. Please include all details.
- b. A Second Advisory session for those associates who continue to fail to respond to the first counseling. The Performance Action Notice is then the next step.
- c. A Final Advisory Notice/Career Advisory Day session for those associates whose problem performance/conduct warrants termination. At this time, they will be given a Career Advisory Day to consider their future and continued employment with the client company.
- d. A Release of Employment session for those associates whose problem performance/conduct requires termination or those who have failed to honor their Letter of Commitment.

Performance Action Notice

The Performance Action Notice form is used to document the details of the performance and corrections needed. This notice should be used for the second advisory sessions. This is when the first advisory session which is the verbal counseling documented on Performance Discussion Record. If you have any questions, please contact Inflection HR.

The Performance Action Notice will include the following information:

- a. The company name, associate's name, position, policy violated, and date of violation.

- b. Description of Violation: Provide a specific description of the performance or conduct problem which has triggered the issuance of the action letter. Summarize any discussions you have had with the associate about the incident or problem area, pertinent information from the associate's performance record, and any previous corrective action the associate has received.
- c. Improvement Required: What steps or specific action must the employee take to correct the situation or remedy the violation. Review of policies violated may need to be part of this section to ensure that there is an understanding of the policy violation. Be specific.
- d. How will improvement be measured: List specific goals and/or objectives, or performance and measurement standards that you and the employee have agreed to and in what time frame. Be sure to include dates for follow up. Explain the consequences of the associate's failure to correct the problem and ask the associate to "commit" to correcting his/her performance. It can use language such as: "I urge you to make a commitment, through this document, to correct your performance and to comply with all other company rules and policies since failure to do so could result in further corrective action."
- e. Employee Comments: Employee's may comment in this section of the Performance Action Notice.
- f. Signature and copies – Date presented to the Employee, Manager Signature, Witness Signature (it is important to have a witness during formal discussions) and Employee Signature. Indicate where copies will be sent (i.e. personnel file, Manager, and copy to associate if they request one, etc.). If the employee refuses, please indicate on the Performance Action Notice that the employee refused to sign but the discussion took place with the following individuals present.

Final Advisory Notice/Career Advisory Day

The Final Advisory Notice/Career Advisory Day form is to be used by supervisors as a final notice when continued behavior is no longer acceptable. The final notice step includes a Career Advisory Day. The purpose of this day is to allow the employee to reflect upon their performance and determine if they are willing to formally commit to improving their performance and abiding by worksite policies and procedures. This notice should be used for the final advisory sessions. If you have any questions, please contact Infection HR.

The Final Advisory Notice/Career Advisory Day will include the following information:

- a. The company name, associate's name, position, date & time of meeting, and the witness.
- b. Documentation of Meeting: Summarize the discussions held with the associate about the Final Advisory Notice and the Career Advisory Day. This should include presenting the employee with the Commitment Letter Template (employee can submit their own commitment letter, but must have the details listed in the template provided) and/or resignation if the employee refuses to commit to the company. Indicate the time and date of the expected return and place of meeting to gather the commitment letter and return company property. The employee must be made aware that failure to provide the signed commitment letter or to return to the next scheduled shift from the career advisory day will be considered a voluntary resignation.
 - 1. Upon completion of the meeting:
 - i. Provide Commitment Letter – Explain that it needs to be returned on the next scheduled shift.
 - ii. Take all company issued property; (keys, time card, phone, radio, etc) If the employee returns on their next scheduled shift with commitment letter, all

company property can be given back at that time. Explain that the employee is not to call employees at work during this time frame.

- iii. Ask the employee to leave the property. If there is a concern, you can walk the employee off property.
- c. Employee Comments: Employee can indicate any comments in this section.
- d. Signatures: Employee, Manager and Witness must provide signature of attendance of this meeting. If the employee refuses to sign the notice, they will not be provided a copy. Manager must indicate that the employee refused to sign and there was a witness.

Release of Employment

A Release of Employment session for those associates whose problem performance/conduct requires termination or those who have failed to honor their Letter of Commitment. Notify Inflection HR of all terminations prior to release.

Release Meeting: Meet with the employee and a witness to make the employee aware that their services are no longer needed.

1. Upon completion of the meeting:
 - i. Take all company issued property; (keys, time card, phone, radio, etc) Explain that the employee is not to call employees at work and not to return to the company.
 - ii. Walk the employee off the property. This is to ensure that there are no issues with disruption the work flow and patient care.
 - iii. Inform the employee that Inflection HR will contact them with final check details.
- b. Submit the Release of Assignment Form (ROA) to Inflection HR immediately to ensure we are complaint with the FINAL WAGE time frame.

The contents of all employee counseling sessions should be summarized briefly on the Supervisor's Record of Discussion and Action Concerning Associate's Performance Log.