



Martin Luther King, Jr.
OUTPATIENT CENTER

POLICY AND PROCEDURE

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| DIVISION: ADMINISTRATION | NUMBER: 04-036 |
| SUBJECT: EMPLOYEE ACCOUNTABILITY/DISCIPLINE | |
| SECTION: HUMAN RESOURCES | PAGE: 1 OF: 2 |
| REVIEWED BY: HR ADMINISTRATOR AND POLICY & PROCEDURE COMMITTEE | EFFECTIVE DATE: 11/01/14 |
| TO BE PERFORMED BY: ALL WORKFORCE MEMBERS | REVIEWED DATE: REVISED DATE: 01/2016 |

PURPOSE

To emphasize the County's policy regarding each employee's accountability and the responsibility of all managers to manage the performance of employees.

POLICY

Martin Luther King, Jr., Outpatient Center's (MLK OPC) policy on discipline is in accordance with County Civil Service Rule 18.031, subject, Discipline:

"Failure of an employee to perform his or her assigned duties so as to meet fully explicitly stated or implied standards of performance may constitute adequate grounds for discharge, reduction or suspension. Where appropriate, such grounds may include, but are not limited to, qualitative as well as quantitative elements of performance such as failure to exercise sound judgment, failure to report information accurately and completely, failure to deal effectively with the public and failure to make productive use of human, financial and other assigned resources. Grounds for discharge, reduction or suspension may also include any behavior or pattern of behavior which negatively affects an employee's productivity, or which is unbecoming a county employee; or any behavior or condition which impairs an employee's qualifications for his or her position or for continued county employment."

Management shall be responsible for holding his or her employees accountable for their actions, act affirmatively to prevent performance problems and document those problems when they occur, and take immediate and effective disciplinary action that is commensurate with the offense, as opposed to defensive action that is believed to be comfortably sustainable through the appeals process.

Provisions of this policy and procedure apply to non-County workforce members. For disciplinary actions, refer to MLK OPC Policy and Procedure Nos., 04-043, Non-County Workforce Members and 04-040, Termination, Release, Suspension and Transfer of Non-County Workforce Members.

PROCEDURE

DIVISION HEAD RESPONSIBILITIES

It shall be the responsibility of the Executive Staff Members to ensure that each manager enforces each aspect of this policy as follows:

- Assign work. Effectively communicate individual employee expectations, standards, and accountability.
- Assess employee work performance. Motivate and recognize high quality work performed. Apply principles of "constructive feedback" to improve employee performance where needed.

- Implement aggressive, timely and appropriate disciplinary measures that are consistent with the documentation of employee performance problem areas through progressive discipline principles in cases of ongoing performance problems. Aggressive disciplinary action should be taken based on the facts in each case not on a prognostication of the possible outcome of an appeals process.
- Managers are encouraged to work closely with the MLK OPC Performance Management Division staff on a case-by-case basis early in the performance management process to ensure that all necessary disciplinary actions are in accordance with DHS standards, County policy, Civil Service Rules and applicable Memoranda of Understanding (MOU).
- Where warranted, seek training on Employee Performance Management. Such training would include principles of progressive discipline, documentation, and appropriate level of discipline in line with the offense.

NOTED AND APPROVED:

Cynthia M. Oliver, Chief Executive Officer

Date

Ellen Rothman, M.D., Chief Medical Director

Date

Lessie Barber, RN, Nursing Director

Date

Signature(s) on File.