

Epic Cure Performance Improvement Plan

PURPOSE

This policy identifies the proactive and progressive actions a Executive Director and/or the Managing Director may take when a volunteer's performance, attendance, or behavior is unsatisfactory (e.g., does not meet the performance or competency expectations of the position). This policy is not intended to create a contract of employment or to change the relationship that exists between Epic-Cure and its volunteer. Epic-Cure reserves the right to counsel and terminate volunteers at any time with or without cause and to modify, at any time, the terms and conditions of the relationship with its volunteer(s).

APPLICABILITY

This policy applies to all eligible non-faculty volunteers.

IMPLEMENTATION

Implementation of this policy is the responsibility of the Executive Director and/or the Managing Director of Epic-Cure.

ADMINISTRATIVE OVERSIGHT

The Executive Director and the Managing Director of Epic-Cure are the officials responsible for the administration of this policy.

EXECUTIVE DIRECTOR

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POLICY

When a volunteer's performance, attendance, or behavior is unsatisfactory, the Executive Director and/or the Managing Director will advise the volunteer of the issue(s) and give him/her an appropriate opportunity to improve to an acceptable level through the Performance Improvement Process, subject to the other provisions of this policy. When the Executive Director and/or the Managing Director determines there is an unacceptable performance, attendance, or behavior issue(s) with the volunteer, the Executive Director and/or the Managing Director shall document the issue(s) and required change(s) in a Performance Improvement Plan (PIP) and share the plan with the volunteer in a face-to-face meeting. Should the volunteer's performance, attendance, or behavior fail to improve as specified by the PIP, the volunteer will be subject to further action, up to and including termination.

Epic-Cure encourages Executive Director and/or the Managing Directors to use proactive and progressive action whenever possible to improve performance (e.g., to apply the actions outlined in the Performance Improvement Process progressively and sequentially); however, depending on the nature, frequency, and severity of the issues, and a volunteer's work history, the Executive Director and/or the Managing Director has the freedom to determine what progressive actions are necessary and to take the action deemed to be appropriate under the circumstances.

Consultation with Epic-Cure's Executive Director and Managing Director is strongly advised prior to any Performance Improvement Plan beyond Counseling and is required prior to Termination.

DEFINITIONS

Counseling is defined as a formal conversation between the Executive Director and/or the Managing Director and a volunteer used to inform the volunteer that an issue exists with his/her performance, attendance, or behavior and to detail the precise action needed by the volunteer to address the identified issues. It is often the first action taken in the Performance Improvement Process.

Gross Misconduct or Serious Negligence is defined as any behavior(s), action(s) or lack of action by a volunteer, that warrant(s) serious disciplinary action or acceleration of the PIP including, but not limited to:

1. Negligence or failure to attend to patron or volunteer needs that has the potential to cause harm to a patron or fellow volunteer.
2. Insubordination, which is defined as refusal to carry out a specific, legal, and work- or volunteering-related directive or request issued by an appropriate Team Leader or the Executive Director and/or the Managing Director.

3. Inappropriate or unauthorized release, discussion, or disclosure of confidential information.
4. Unauthorized possession, use, theft, or damage to property of the Epic-Cure, patrons, or fellow volunteers.
5. Unauthorized possession, use, consumption, sale, or transfer of illegal drugs or alcohol, weapons, or explosives on Epic-Cure property or while fulfilling the duties of an Epic-Cure volunteer.
6. Volunteering or working under the influence of drugs and/or alcohol.
7. Falsifying and/or omitting information on Epic-Cure records and/or requests for information, including but not limited to employment applications, and time and attendance records.
8. Violation of any law, policy, regulation, or practice, including those related to principles of customer service and/or the Code of Conduct.
9. Actual or threatened violence or harassment of any kind while volunteering at Epic-Cure.
10. Unlawful or improper conduct while volunteering at Epic-Cure.
11. Conviction of a crime, which may call into question the volunteer's ability to properly carry out the responsibilities of his or her position.

Performance Improvement Plan (PIP) is defined as the written document(s) used to describe any action in the Performance Improvement Process, from Counseling through Termination. The Executive Director and/or the Managing Director uses the PIP to describe the performance or behavior problem, outline specific improvements that are needed, and provide a timeframe for improvements to be made.

Performance Improvement Process is defined as any action taken by management to improve unsatisfactory performance, attendance, or behavior by a volunteer. These actions include Counseling, Written Warning, Written Warning with Probation, Suspension, and Termination. Each action in the Performance Improvement Process is documented in the Performance Improvement Plan.

Volunteer is defined as an individual employed in any category by Epic-Cure.

Suspension is defined as an involuntary, short-term dismissal from Epic-Cure's facilities and/or activities. Suspension is generally for a period of one to five weeks. The length of suspension is dependent upon the nature and severity of the infraction or violation. Suspension may be warranted when the volunteer's performance or behavior is not at the level of termination but is offensive enough to warrant action beyond Counseling, Written Warning, or Written Warning with Probation.

Termination is defined as an involuntary permanent dismissal from Epic-Cure's facilities and activities when:

1. A volunteer fails to improve his or her performance or behavior through a Performance Improvement Plan (PIP), or
2. Immediately, without prior notice or without a prior PIP, in instances of gross misconduct or serious negligence or circumstances under which the Executive Director and/or the Managing Director determines that the nature, frequency, or severity of the work- or volunteering-related problem warrants such action.

Written Warning: is defined as a serious, formal, documented discussion between the Executive Director and/or the Managing Director and a volunteer used to inform a volunteer about his or her unsatisfactory performance, attendance, or behavior and to detail specific improvements that are needed. A Written Warning may be used:

1. When Counseling has not been effective in bringing about identified performance improvements.
2. To address repeated and/or ongoing work- or volunteering-related issue(s).
3. As the first action taken in the Performance Improvement Process when the performance or behavior issue or circumstances warrant(s) this response.

Written Warning with Probation is defined as a serious, formal, documented discussion between the Executive Director and/or the Managing Director and a volunteer used to inform a volunteer about his/her unsatisfactory performance or behavior and detail specific improvements that are needed. It includes a specific period of probation (e.g., 30, 60, or 90 days) during which the volunteer's performance or behavior must improve or a recommendation for termination may be made. A Written Warning with Probation may be used:

1. When Counseling and/or a Written Warning has/have not been effective in bringing about identified performance improvements.
2. To address repeated and/or ongoing work- or volunteering-related issue(s).
3. As the first action taken in the Performance Improvement Process when the performance or behavior issue or circumstances warrant this response.

PROCEDURES

Performance Improvement Process

The Performance Improvement Process has five (5) formal actions:

1. Counseling
2. Written Warning
3. Written Warning with Probation

4. Suspension
5. Termination

Epic-Cure reserves the right to determine what actions are appropriate and in what order such actions are to be taken depending on the facts and circumstances of the situation.

To identify the appropriate action to take in the process, the Executive Director and/or the Managing Director should consider:

1. The number, variety, and frequency of performance, attendance, or behavior issues involved.
2. The seriousness of the issue(s).
3. The Volunteer's work or volunteering history.
4. The Volunteer's response to prior Performance Improvement Plans.

The Executive Director and/or the Managing Director must use a PIP to document any action taken in the Performance Improvement Process. The PIP is to be filled out completely and signed by both the immediate Executive Director and/or the Managing Director and the Volunteer (note: signatures are not required for Counseling). If the Volunteer refuses to sign the PIP, the Executive Director and/or the Managing Director must note this refusal above the Volunteer's signature line.

Each of the actions in the Performance Improvement Process is detailed below.

Counseling

1. Prior to the Counseling session, the immediate Executive Director and/or the Managing Director will complete a PIP.
2. During the Counseling session, the immediate Executive Director and/or the Managing Director should:
 - a. Provide the Volunteer with a copy of the PIP.
 - b. Clearly and concisely, explain the performance issue(s) that need to be improved, providing examples as necessary for clarity.
3. Communicate expectations for change, including the timeframe.
4. Answer the Volunteer questions and address his or her concerns.
5. Offer the Volunteer the opportunity to write comments on the PIP.
6. At the conclusion of the meeting:
7. The Executive Director and/or the Managing Director and Volunteer should agree upon a date and time to meet to review progress.
8. If the Volunteer disagrees with the action taken, the Executive Director and/or the Managing Director should advise the Professional Member that he or she may contact the appropriate Executive Director and/or the Managing Director.

9. The Executive Director and/or the Managing Director will place a copy of the Counseling PIP in the Volunteer's Departmental file. (Epic-Cure does not require a copy of a Counseling PIP currently).
10. After the meeting, and while the PIP is in effect:
11. The Executive Director and/or the Managing Director and Volunteer should meet to assess the Volunteer's progress towards identified goals.
12. The Executive Director and/or the Managing Director must document follow-up meetings and progress on the PIP.
13. If the Volunteer's performance has not improved or shown sustained improvement or if new problems have developed during the timeframe established in the PIP, the Executive Director and/or the Managing Director will consult with the appropriate Executive Director and/or the Managing Director and will decide the appropriate action to take in the Performance Improvement Process (e.g., Written Warning, Written Warning with Probation, or Termination).

Written Warning

Before having a performance discussion with the Volunteer and issuing a Written Warning, the Executive Director and/or the Managing Director:

1. Should consult with the appropriate Executive Director and/or the Managing Director. If desired, the Executive Director and/or the Managing Director may also request that the Executive Director and/or the Managing Director participate in the performance discussion.
2. Will document the specific performance, attendance, or behavior issue(s) and improvements needed in a PIP, indicating that this is a Written Warning. Observations should be supported with examples and documentation, when available, including the PIP used for Counseling.
3. During the performance discussion in which a Written Warning is issued, the Executive Director and/or the Managing Director should:
 - a. Provide the Volunteer with a copy of the PIP.
 - b. Clearly and concisely, explain the performance issues that need to be improved, providing examples.
 - c. Communicate expectations for change, including the timeframe.
 - d. Answer Volunteer questions and address his/her concerns.
 - e. Offer the Volunteer the opportunity to write comments on the PIP.
4. At the conclusion of the meeting:
 - a. The Executive Director and/or the Managing Director and Volunteer should sign the PIP. If the Volunteer refuses to sign the PIP, the Executive Director and/or the Managing Director must note this refusal above the Volunteer's signature line.

- b. If the Volunteer disagrees with the action taken, the Executive Director and/or the Managing Director should advise the Volunteer that s/he may contact the appropriate Executive Director and/or the Managing Director.
 - c. The Executive Director and/or the Managing Director should make a copy of the PIP for the Volunteer, a copy for the Volunteer's departmental file, and a copy for Epic-Cure. A copy of the signed and dated PIP detailing the Written Warning and a copy of any related Counseling PIPs (if applicable) must be sent to Epic-Cure.
 - d. The Executive Director and/or the Managing Director and Volunteer should agree to meet regularly to review progress.
- 5. After the Written Warning is issued, and while the PIP is in effect:
 - a. The Executive Director and/or the Managing Director and Volunteer should meet regularly to assess the Volunteer's progress towards identified goals.
 - b. The Executive Director and/or the Managing Director must document follow-up meetings and progress on the PIP.
 - c. If the Volunteer's performance has met the goals and expectations described in the PIP, the Executive Director and/or the Managing Director will document that s/he has successfully completed the PIP.
 - d. If the Volunteer's performance has not improved or shown sustained improvement or if new problems have developed during the timeframe outlined in the PIP, the Executive Director and/or the Managing Director will consult with the appropriate Executive Director and/or the Managing Director and will decide the appropriate action to take in the Performance Improvement Process (e.g., Written Warning with Probation, or Termination).

Written Warning with Probation

Before having a performance discussion with the Volunteer and issuing a Written Warning with Probation, the Executive Director and/or the Managing Director:

1. Should consult with the appropriate Executive Director and/or the Managing Director. If desired, the Executive Director and/or the Managing Director may also request that the Executive Director and/or the Managing Director participate in the performance discussion.
2. Will document the specific performance, attendance, or behavior issue and improvements needed in a PIP, indicating that this is a Written Warning with Probation. Observations should be supported with documentation, including the PIP used for Counseling and/or Written Warning.
3. During the performance discussion in which a Written Warning with Probation is issued, the Executive Director and/or the Managing Director should:
 - a. Provide the Volunteer with a copy of the PIP.
 - b. Clearly and concisely, explain the performance issues that need to be improved, providing examples.

- c. Communicate expectations for change, including the timeframe.
 - d. Answer Volunteer questions and address his/her concerns.
 - e. Offer the Volunteer the opportunity to write comments on the PIP.
- 4. At the conclusion of the meeting:
 - a. The Executive Director and/or the Managing Director and Volunteer should sign the PIP. If the Volunteer refuses to sign the PIP, the Executive Director and/or the Managing Director must note this refusal above the Volunteer's signature line.
 - b. If the Volunteer disagrees with the action taken, the Executive Director and/or the Managing Director should advise the Volunteer that s/he may contact the appropriate Executive Director and/or the Managing Director.
 - c. The Executive Director and/or the Managing Director should make a copy of the PIP for the Volunteer, a copy for the Volunteer's departmental file, and forward the original to Epic-Cure along with any supporting documents including any related Counseling or Written Warning (if applicable).
 - d. The Executive Director and/or the Managing Director and Volunteer should agree to meet regularly to review progress.
- 5. After the Written Warning with Probation is issued, and while the PIP is in effect:
 - a. The Executive Director and/or the Managing Director and Volunteer should meet regularly to assess the Volunteer's progress towards identified goals.
 - b. The Executive Director and/or the Managing Director must document follow-up meetings and progress on the PIP.
 - c. If Volunteer's performance has met the goals and expectations described in the PIP, the Executive Director and/or the Managing Director will document that s/he has successfully completed the PIP.
 - d. If the Volunteer's performance has not improved or shown sustained improvement or if new problems have developed during the timeframe outlined in the PIP, the Executive Director and/or the Managing Director will consult with the appropriate Executive Director and/or the Managing Director and will decide the appropriate action to take in the Performance Improvement Process (e.g., continue the Written Warning with Probation by extending the probationary period or Termination).

Suspension

Before suspending the Volunteer:

- 1. The Executive Director and/or the Managing Director must consult with the appropriate Executive Director and/or the Managing Director to review the circumstances and related documentation.
- 2. Once approved by Epic-Cure, the Executive Director and/or the Managing Director will complete a PIP documenting the specific performance, attendance, or behavior issue and improvements required in a PIP, indicating that this is a Suspension Without Pay for

the specific timeframe (e.g. one to five workdays). Observations should be supported with documentation, including the PIP used for Counseling and/or Written Warning.

3. During the performance discussion in which the Suspension Without Pay is issued, the Executive Director and/or the Managing Director should:
 - a. Provide the Volunteer with a copy of the PIP.
 - b. Clearly and concisely, explain the performance issues that need to be improved, providing examples. Communicate expectations for change, including the timeframe.
 - c. Answer Volunteer questions and address his/her concerns.
 - d. Offer the Volunteer the opportunity to write comments on the PIP.
 - e. Suspension Without Pay for the specific timeframe (e.g. one to five workdays).
4. At the conclusion of the meeting:
 - a. The Executive Director and/or the Managing Director and Volunteer should sign the PIP. If the Volunteer refuses to sign the PIP, the Executive Director and/or the Managing Director must note this refusal above the Volunteer's signature line.
 - b. If the Volunteer disagrees with the action taken, the Executive Director and/or the Managing Director should advise the Volunteer that s/he may contact the appropriate Executive Director and/or the Managing Director.
 - c. The Executive Director and/or the Managing Director should make a copy of the PIP for the Volunteer, a copy for the Volunteer's departmental file, and forward the original to Epic-Cure along with any supporting documents including any related Counseling or Written Warning (if applicable).
 - d. The Executive Director and/or the Managing Director and Volunteer should agree to meet regularly to review progress.
5. After the Suspension is issued or during the Suspension and while the PIP is in effect:
 - a. The Executive Director and/or the Managing Director and Volunteer should meet regularly to assess the Volunteer's progress towards identified goals.
 - b. The Executive Director and/or the Managing Director must document follow-up meetings and progress on the PIP.
 - c. If Volunteer's performance has met the goals and expectations described in the PIP, the Executive Director and/or the Managing Director will document that he or she has successfully completed the PIP.
 - d. If the Volunteer's performance has not improved or shown sustained improvement or if new problems have developed during the timeframe outlined in the PIP, the Executive Director and/or the Managing Director will consult with the appropriate Executive Director and/or the Managing Director and will decide the appropriate action to take in the Performance Improvement Process (e.g., short continuance or extension of the Written Warning with Probation by extending the probationary period or Termination).
6. During the performance discussion, in which a Suspension Without Pay has been issued, the Executive Director and/or the Managing Director should:
 - a. Provide the Volunteer with a copy of the PIP.

- b. Clearly and concisely, explain the performance issues that need to be improved, providing examples.
 - c. Communicate expectations for change, including the timeframe.
 - d. Answer Volunteer questions and address his/her concerns.
 - e. Offer the Volunteer the opportunity to write comments on the PIP.
7. Following the meeting with a Volunteer regarding any Suspension Without Pay, the Executive Director and/or the Managing Director should complete a Personnel Action Form placing the Volunteer on Suspension and submit it to Epic-Cure.
8. At the conclusion of the Suspension Without Pay, the Executive Director and/or the Managing Director should complete a Personnel Action Form returning the Volunteer to active, paid status and submit to Epic-Cure.

Termination

1. Before terminating a Volunteer:
 - a. If Termination appears to be warranted, as described in the Performance Improvement Plan, the Executive Director and/or the Managing Director must consult with the appropriate Executive Director and/or the Managing Director to review the circumstances and related documentation.
 - b. Once approved by Epic-Cure, the Executive Director and/or the Managing Director will complete a PIP for termination, and a termination letter will be prepared by the Executive Director and/or the Managing Director. This letter will include the general reason(s) for the Termination, the effective date of termination, and applicable information regarding final pay, continuation of benefits, preliminary retirement plan distribution and any other matters deemed appropriate.
2. The Termination Meeting:
 - a. The Executive Director and/or the Managing Director will meet with the Volunteer privately to inform him/her of the termination decision and to provide him/her with the PIP and the termination letter from Epic-Cure. When possible, this will be done in the presence of the appropriate Executive Director and/or the Managing Director or designee.
 - b. At the termination meeting, the Executive Director and/or the Managing Director and the Volunteer will sign the PIP. If the Volunteer refuses to sign the PIP, the Executive Director and/or the Managing Director must note this refusal above the Volunteer's signature line. The Executive Director and/or the Managing Director will make a copy of the PIP for the Volunteer, a copy for the Volunteer's departmental file, and send the original to Epic-Cure along with a copy of any supporting documents including those used in previous stages of the Performance Improvement Process (if applicable).
 - c. At the termination meeting, the Executive Director and/or the Managing Director will collect from the Volunteer the items outlined in the Termination Checklist to be provided by Epic-Cure.

3. Following the termination meeting, the Executive Director and/or the Managing Director will complete the Termination Checklist and a Personnel Action Form and submit both to Epic-Cure.