



Waterford Ambulance Service Policy

Effective September 2, 2019
Scope: All WAS Staff
From: Steven D Garvin, President WAS / Charles Bynum, EMS Manager
Subject: Progressive Discipline & Corrective Action
SOG: Policy 2019 1 0
Type Year Number Revision

Purpose

To define all essential policies, standards of performance, code of conduct and behavior established by Waterford Ambulance Service and to initiate corrective action when those standards are not met.

Requirements

Waterford Ambulance Service will follow a progressive discipline approach whenever possible and as appropriate based upon the severity of the offense, and other important factors to help ensure compliance with established policies and standards.

Progressive Discipline results should be documented on the Waterford Ambulance Service Corrective Action Form, attached.

Instructions

1. Progressive Disciplinary Model. Waterford Ambulance Service follows a progressive discipline model which is a structured flexible disciplinary plan, whereby discipline will be handled in phases and the severity of the discipline will generally increase based upon the severity or frequency of the violation.
2. Waterford Ambulance Service will use this model where appropriate and necessary, but certain violations may warrant immediate and more serious action, based upon the nature or degree of the violation and other factors.



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3. All written warnings, investigations, and other documentation related to an incident investigation shall be retained in the member's personnel file.
4. Due process shall be afforded to any member subject to disciplinary action.
5. Progressive discipline is accomplished through four levels:
 - Verbal Coaching, (with a record of discussion)
 - Written Warning
 - Probation or Suspension
 - Termination
6. Waterford Ambulance Service will ~~to~~ follow this progression whenever possible, but may skip a step or move to more serious discipline in its discretion, depending on the particular circumstances.
7. An overlying theme to administration of discipline is to ensure thorough review of each situation and to make an objective determination. Members subject to discipline will have an opportunity to be heard and to present their "side of the story" whenever possible, so that "due process" is provided.
8. Depending upon the nature and severity of the offense, interviews and statements of persons involved in the incident may be required.
9. The EMS Manager may initiate Progressive Discipline as necessary.
10. All personnel involved in any incident investigation are expected to fully cooperate with any such investigation.
11. Progressive discipline will be imposed only when necessary, and based on substantiated facts and circumstances of the incident. At no time will any disciplinary action be based upon; race, color, national origin, ancestry, religion, sex, age, disability, political belief, military service, or any other protected class.
12. Waterford Ambulance Service's Progressive Discipline Model is structured as follows:



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- a) Verbal Coaching with a record of discussion. A note of this interaction can be placed in the personnel file as a reminder only of the date of violation. Verbal Coaching incidents can be cleared after one (1) year, only at the request of the individual. These are also known as an Oral Warnings. During the coaching, it shall be relayed to the individual that further violations will result in progressive discipline up to and including termination if necessary.
 - b) Written Warning. Written documentation shall be placed in the personnel file. It shall be documented on the written warning that further violations will result in progressive discipline, up to and including termination if necessary.
 - c) Probation or Suspension. Written documentation of the nature of the offense and the starting date of the suspension is placed in the personnel file. Personnel under probation or suspension may be required to complete necessary paperwork as directed by the Board, (charts, investigations, statements, etc.). It shall be documented on the suspension notice that further violations will result in progressive discipline up to and including termination if necessary.
 - d) Termination from Waterford Ambulance Service.
13. Minor violations will typically begin with a verbal coaching, while more serious violations may result in suspension or in rare cases, termination. At all times, because of the at-will nature of employment/volunteer, Waterford Ambulance Service reserves the right to impose any level of discipline upon any employee for any type of violation as is necessary to maintain operational integrity.
14. Generally Waterford Ambulance Service will not initiate corrective counseling or impose progressive discipline for actions and events that occur on non-work time. However, to the extent that unacceptable off duty conduct affects Waterford Ambulance Service, or the member's ability to perform job duties, discipline may be imposed.



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15. The EMS Manager shall have the discretion to impose discipline in situations where off duty activities adversely affect Waterford Ambulance Service, its reputation, its obligations, or personnel's ability to perform.
16. The following are examples of the types of conduct that can result in discipline, as imposed at the discretion of the EMS Manager, based upon the degree and frequency of the offense. This is not an all-inclusive list:
 - Violations of rules, policies, SOG's, directives.
 - Damage or loss of Waterford Ambulance Service property due to carelessness.
 - Inappropriate language or conduct toward other personnel, patients, healthcare facility staff, guests or vendors.
 - Participating in dangerous practical jokes and horseplay.
 - Violation of policies pertaining to patient privacy.
 - Unsatisfactory performance or conduct.
 - Falsification of reimbursement records.
 - Insubordination.
 - Deliberate and willful destruction or misuse of patient information or property.
 - Possession, use, or responding under the influence of illegal drugs, or misusing prescription drugs.
 - Workplace Violence.
 - Theft or other misappropriation of Waterford Ambulance Service property.
 - Any patient care related offense, or other violation related to licensure or certification.
17. To report an incident that may require discipline, a WAS member or civilian may provide an oral statement of the concerns and complaint; however, must submit a documentation to the EMS Manager to initiate the Progressive Discipline & Corrective Action process.
 - a. In the letter explain the events leading up to the action, the action in question and the after effects of the action. Please be specific and direct. These matters can be time sensitive so please report the incident post haste.
18. The level of discipline shall be determined by the EMS Manager, up to and including termination from Waterford Ambulance Service. If after a comprehensive investigation, an individual is recommended by the EMS Manager for suspension or termination, immediate notification to the President or, in his/her absence, the Vice President shall be made. While notification is



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being made, and until the discipline level is deemed appropriate by the President or Vice President, the individual can be placed on suspension, investigation pending status.

19. Personnel have the right to a grievance hearing in front of the Board of Directors for any suspension or termination. A written request must be made to the President no later than 5 days after the discipline. The President will notify the individual within 2 days of the scheduled hearing date.

20. Procedure for a grievance hearing is as follows:

- The sole purpose of the hearing shall be to decide, affirm, modify, or reverse the discipline.
- The EMS Manager will provide to the Board, the full investigation report with statements as soon as the grievance hearing has been requested.
- The hearing shall be held in executive session.
- The EMS Manager shall be given the opportunity to make an opening statement and to present facts related to the investigation
- The member shall be given the opportunity to make an opening statement and to present facts in support of his or her case.
- The EMS Manager shall be given an opportunity to make a closing argument.
- The member shall be given the opportunity to make a closing statement.
- Members of the Board of Directors may ask questions of any witness or of the EMS Manager or member. The discipline by the EMS manager may be modified, by either reducing or increasing the discipline, or by reversing it. The Board of Directors shall provide to the EMS Manager and to the member notice of the decision.
- There shall be no appeal to a decision of the Board of Directors on a disciplinary matter. All decisions of the Board of Directors shall be considered to be final.

Steven D. Garvin

President, Waterford Ambulance Service



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Waterford Ambulance Service Corrective Action Form

Date: _____
Employee: _____
Supervisor: _____

Description of incident: Related Guideline(s):

Type of action: _____ Verbal Coaching _____ Written Warning
_____ Suspension from _____ to _____
_____ Probation from _____ to _____
_____ Termination, effective: _____

Supervisor Signature: _____ Date: _____

This Corrective Action has been reviewed with me. I understand that continued misconduct or poor performance on my part will lead to additional corrective action or termination of employment.

Employee comments:

Employee Signature: _____ Date: _____

The employee signature indicates only that they have read and received this document.