

CHAPTER Human Resources	CHAPTER 05	SECTION 001	SUBJECT 25
SECTION Personnel		DESCRIPTION Human Resource Services	
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APPLICATION:

<input checked="" type="checkbox"/> CMH Staff	<input type="checkbox"/> Board Members	<input type="checkbox"/> Provider Network	<input type="checkbox"/> Employment Services Providers
<input type="checkbox"/> Employment Services Provider Agencies	<input type="checkbox"/> Independent Contractors	<input checked="" type="checkbox"/> Students	<input checked="" type="checkbox"/> Interns
<input checked="" type="checkbox"/> Volunteers	<input type="checkbox"/> Persons Served		

POLICY:

Lapeer County Community Mental Health (LCCMH) retains a competent workforce possessing the required education and credentials to meet the needs of persons served.

STANDARDS:

- A. The County of Lapeer and LCCMH are Equal Opportunity Employers and subscribe to an Affirmative Action Plan (Policy 05.001.10 Affirmative Action).
- B. LCCMH complies with applicable federal and state laws.
- C. LCCMH recruits and selects new staff based on their skills, knowledge, training, and work experience.
- D. LCCMH is staffed with individuals who possess the necessary training and credentials to carry out mandates of the Michigan Mental Health Code (Public Act 258 as amended).
- E. The workforce reflects the diversity of persons served.

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F. No administrative action is implemented for the purpose of discriminating against any individual(s) on the basis of race, age, sex, handicap, color, creed, national origin, sexual orientation, spiritual beliefs, socioeconomic status and language regarding employment, work assignments, training, promotion or compensation with LCCMH.

G. The Human Resources (HR) Manager and Chief Executive Officer (CEO) are responsible for the administration of LCCMH HR activities.

PROCEDURES:

A. RECRUITMENT:

1. When a position becomes vacant or a new position is developed, a job posting is created and posted within the agency and advertised outside the agency as necessary. The posting includes specific job qualifications, job responsibilities and salary range.
2. As resumes are received, the HR Department Staff reviews qualifications and conducts a phone interview. The HR Department Staff schedules appropriate candidates with in-person interviews.
3. Individual or group interviews are conducted by the Program Supervisor, the CEO, or by other designated staff. Second and subsequent interviews may be scheduled as appropriate.
4. Prior to an employment offer, reference checks may be conducted by the HR Department Staff. References can be completed utilizing the online check tool, verbally by phone, or in the form of a written request. Form #122 "Applicant Reference Request" may be used for either phone or written requests.
5. The decision to hire (or recall) an applicant is the responsibility of the CEO or their designee.
6. Once an applicant is selected, a written offer of employment is made. All employment offers are contingent upon a satisfactory medical examination by an approved healthcare provider, clear background checks, and verification of credentials (degree, licensure, certification - list is not inclusive).

a. The offer letter contains:

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- I. The position title
 - II. Working hours
 - III. Annual or hourly salary
 - IV. Starting date
 - V. Probationary period
 - VI. The letter of offer also includes instructions to obtain a physical examination and any further proof of licensure, etc., if required.
 - VII. Any other specific items agreed between the CEO, supervisor, and the applicant.
- b. The selected applicant indicates acceptance of employment by signing and returning the offer of employment.
 - c. The selected applicant is also required to complete the Lapeer County Application for Employment. This application is required in order to collect uniform data on individuals who may be employed and to obtain the applicant's signature on the verification statements at the end of the application.
7. HR Staff verifies a prospective employee's State of Michigan professional license, certification, or registration and makes a copy of the license for the personnel file.
 8. New employees meet with the County payroll representative to complete and process new employee forms, according to LCCMH Policy 05.001.150 New Hire Procedures.
 9. Once the position is filled, the HR Department Staff notifies all remaining applicants interviewed they are no longer being considered for the position.

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B. STAFF DEVELOPMENT:

1. Staff development includes development of job descriptions, orientation, and ongoing training.
2. Job descriptions are developed and maintained for all agency positions.
 - a. Job descriptions are annually reviewed during performance appraisals by staff member and their supervisor and updated as needed by HR.
 - b. Electronic copies of all LCCMH job descriptions and evaluation forms are available to all staff in the agency shared templates folder.
3. Orientation is provided within 90 days of hire as outlined in Policy 05.001.155 Employee Orientation.
4. Training is an ongoing process including initial training, in-service training, workshops, conferences, etc. during employment. Training may be done in person or online.
 - a. Program supervisors, clinical directors, and the CEO are responsible for assessing the need for staff training and assuring training is received.
 - b. In-service training is coordinated by program supervisors, clinical directors, or the HR staff and may include clinical presentations, conference feedback, case reviews, and guest presentations.
 - c. Workshops and conferences may be requested by the staff member or may be assigned by the program supervisor or CEO. Approved conference costs and related travel expenses are paid by the agency in accordance with established County policy, according to Policy 05.002.05 Training Registration / Overnight Travel.

C. PERSONNEL FILES:

1. LCCMH Department employee files are created and maintained by the HR Department.

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2. These files include pertinent data including:
 - a. Applications
 - b. Interview summaries
 - c. Letters of reference
 - d. Copies of degrees or transcripts, certificates, and/or licenses
 - e. Emergency contact information
 - f. Medical information
 - g. Performance reviews
 - h. Performance correction/disciplinary action.

3. Employees may submit a written request to review the contents of their LCCMH personnel file.
 - a. The review is done in the presence of the HR Manager or their designee.
 - b. The employee is not allowed to remove the file from the HR office, take photos of the file or remove materials from the file.
 - c. The employee may add a statement of response to any item included in the file.
 - d. If the employee requests a copy of a reasonable number of documents from their file, copies can be made by HR staff.

D. SUPERVISION:

1. Employee supervision includes assessing and utilizing strengths of individual staff members, equitably distributing work, and recognizing compassion fatigue.
2. Both clinical and administrative supervision are provided on an ongoing basis. Staff supervision is scheduled as deemed necessary by the supervisor with input from the staff member.

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3. The equitable distribution of workload is the delegated responsibility of the program supervisor, with checks and balances available through the CEO or their designee.
4. Staff evaluation is a continuous, ongoing process.
 - a. Supervisors complete annual performance evaluations for all staff in their department according to Policy #05.001.170 Employee Evaluations.
 - b. Clinical staff receive peer evaluation through the agency Peer Review for Utilization Management Record Review Process. Peer Evaluations are used to detect training needs and for process improvement opportunities.
 - c. Individual Supervision: Conducted as needed or based on program fidelity. The supervisor meets with employees to address any concerns and documents on the Individual Supervision Form #F421. Supervisors maintain Individual Supervision forms within their record.

E. PERFORMANCE CORRECTION/DISCIPLINARY ACTION:

1. LCCMH supervisors address disciplinary action using progressive discipline outlined below. The program supervisor must notify the CEO and HR Manager of any disciplinary action.
 - a. Any discipline involving a suspension must be initiated and approved by the CEO.
 - b. Progressive discipline is designed to provide a structured corrective action process to improve behavior and prevent recurrence of undesirable behavior and/or performance issues. LCCMH reserves the right to combine or skip steps depending upon the facts of each situation and the nature of the offense.
 - c. Individual Supervision: Supervisors provide the date when Individual Supervision was conducted to address undesirable behavior and/or performance issue.

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- I. Verbal Reprimand: The supervisor consults with the CEO before initiating a verbal reprimand. The CEO and/or supervisor meets with the employee, provides a verbal reprimand to the employee, and documents the details of the reprimand on the Record of Progressive Discipline (Form #340). The employee signs acknowledgment of the verbal reprimand and the corrective action plan. The record of verbal reprimand is filed in the employee's personnel file.
 - II. Written Reprimand: The supervisor consults with CEO before initiating a written reprimand. The CEO and/or Supervisor meets with the employee, provides a written reprimand with the employee. The written reprimand is documented on the Record of Progressive Discipline (Form #340). The employee signs acknowledgement of the written reprimand and the corrective action plan. The written reprimand is filed in the employee's personnel file.
 - III. Suspension without Pay: The supervisor may request the CEO initiate a suspension without pay as a part of the progressive disciplinary process. Notification of the suspension is in writing to the employee from the CEO using the Record of Progressive Discipline (Form #340). The employee signs acknowledgment of receipt of the suspension without pay and the corrective action plan. The suspension without pay is filed in the employee's personnel file.
 - IV. Failure to Comply: If an employee fails to comply with corrective actions outlined in the above progressive disciplinary steps, the CEO may elect to terminate the employment of the individual. Termination is documented on the Record of Progressive Discipline (Form #340). The employee signs acknowledgment of termination and the form is placed in the employee file.
- d. Employee signatures on the Record of Progressive Discipline (Form #340) does not mean the employee agrees, but indicates they are aware of the performance correction, and they have received a copy.

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- e. LCCMH has an appeal and grievance procedure through the Union Contract and Corporate Compliance. Grievance and Appeals may be filed through any of these venues depending on the nature of the issue.
- f. Members of the Teamsters Union are entitled to union representation and notification according to the terms stated in the collective bargaining agreement.
- g. If an employee is transferred to another program or to a new supervisor, the performance correction/disciplinary action plan continues until such timeframes or action items established in the corrective action plan are completed.

F. SEPARATION FROM EMPLOYMENT

1. When a staff member voluntarily resigns or retires, they have their paperwork in order and provide an update to the supervisor prior to leaving the agency.
 - a. Clinical Staff transition with persons served are done by the primary case holder when the employee or employment service provider voluntarily resigns from LCCMH.
2. If a staff member is involuntarily terminated, they provide a verbal report of their workload or case statuses prior to leaving the agency when appropriate.
 - a. Notification of case reassignment is made to the person served by the program supervisor or their designee when an employee has been terminated by action of the agency.
3. A member of Management Team may offer an exit interview.
4. The Employment Termination Checklist Form #148 is completed by the supervisor and appropriately signed by the designated staff prior to their last day.
5. If the staff member wants the agency to provide a reference for prospective employers, it is the staff member's responsibility to provide a signed, written release of reference to the HR Department. The letter is kept in the employee file.

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6. The County benefits representative offers the employee the opportunity to continue healthcare insurance benefits at their own expense in accordance with the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA).

REFERENCES:

- Applicable federal and state employment law
- LCCMH Form #340 Record of Progressive Discipline
- LCCMH Form #122 Applicant Reference Request
- Bargaining Unit agreement provisions relating to human resources
- Corporate Compliance Policy 01.002.05
- LCCMH Form #148 Employment Termination Checklist
- LCCMH Policy 05.001.150 New Employee Procedures
- LCCMH Policy 05.001.155 Employee Orientation
- LCCMH Policy 05.001.170 Employee Evaluations
- LCCMH Policy #05.002.05 Training Registration / Overnight Travel
- LCCMH Policy #05.001.10 Affirmative Action
- Michigan Mental Health Code (Public Act 258 as amended)

AM:lr/js

This policy supersedes
#02/06011 dated 02/23/2006.
