

Due Process for Postdoctoral Program

Employment standards

Postdocs are employees of C&FD and receive feedback and guidance from their administrative and clinical supervisors on a regular basis. Fellows routinely record assessment and therapy sessions using secure means to review content with clinical supervisors in weekly supervision. Fellows regularly observe their clinical supervisors in the provision of services to improve training outcomes. Fellows review all raw data from assessment cases with clinical supervisors to ensure accuracy scoring and interpretation of data. All clinical documentation is reviewed and signed off by clinical supervisors for the entirety of their training year to ensure they are meeting quality metrics.

Performance metrics include productivity, documentation audits, patient survey data, and feedback regarding proficiency in core areas of competence related to clinical work (i.e., assessment and therapy). Patient survey data is gathered on an ongoing basis from our patient check-in interface and is designed to measure how a parent/patient believes that are making progress on treatment goals, quality of communication with provider, amount of time provider spends with them to answer questions, and overall satisfaction with services. On a quarterly basis, administrative supervisor provides data in each of these areas using an HR communication tool (i.e., Bamboo). Productivity is based on billable hours during the month and factors in PTO and holidays related to individual goals. Individual ratio of assessment to therapy is based on Fellow's interest and training needs and is aligned with administrative supervisor input. Our Quality Management program provides guidance for meeting medical necessity on clinical documentation and is reviewed by one of our clinical supervisors three times per year. Any areas for improvement are shared with the Fellow by the administrative supervisor.

On an annual basis, to align with performance review, comprehensive peer and patient survey data is gathered and reviewed with the Fellow. Peer survey data gathers input on collaboration on clinical cases, timeliness of interactions with accounts or medical records department, and level of engagement in company culture and is shared with the Fellow. The scope of the training year is to provide the Fellow time to build core competencies in assessment and therapy and these areas are informally assessed weekly during individual supervision. If clinical supervisors have concerns regarding the quality of services being provided they will seek guidance from both the administrative supervisor and training director.

If a Fellow is performing consistently below expectations on performance standards: productivity, documentation, or patient satisfaction then the Fellow's administrative supervisor will initiate our discipline procedure to begin with a discussion note. If the clinical supervisor has concerns regarding the quality of psychological services being provided, they will initiate a discussion with the administrative supervisor and the training director. A training plan will be developed and reviewed with the Fellow that may include focused continuing education, increased supervision, temporary reduction to type of services being provided or removal from certain cases that are problematic, recording of all clinical services provided to ensure quality.

Depending upon the facts and circumstances involved in each situation, management may choose to discipline at any of the following steps. In general, the guidelines of progressive discipline will follow this sequence; however, C&FD reserves the right to start at any level and the right to skip levels if the behavior and/or actions determined it to be warranted. C&FD current has a professional employment organization contract for co-employment with Insperity Holdings. Based on our contractual agreement, we are required to consult with our representative prior to any employee termination.

Any employee under current written corrective action will not be eligible for any discretionary incentives or bonus payments for six (6) months following the signature date of the written corrective action document.

Steps for Due Process for Fellows

Discussion Note to be signed by the employee.

Supervisor will meet with employee for a coaching conversation. The conversation will be documented and outline specific recommendations for improvement.

Verbal Notice

When coaching is not successful, a verbal warning will be issued. A time frame will be determined for evaluation, usually thirty (30) days. If the employee does not receive any other warnings either verbal or written within the following six (6) month period, the employee will be placed off of current corrective action. If the behavior is not corrected within the time frame given, the progressive corrective action procedure will proceed.

Hearing

Fellow has a chance to hear concerns during the verbal notice step. Fellow may submit details regarding their performance to the Training Director for review. An investigation of the matter will be undertaken with assistance by HR as needed. Written response to the appeal will be provided with 15 calendar days or as soon as possible following receipt of formal complaint. Following the hearing, a plan of action would be created-Written Notice-Performance Improvement Plan.

Written Notice –Performance Improvement Plan

For a repeat minor infraction or a more substantial infraction, C&FD may start the discipline process with a formal written warning. This warning should state the inappropriate actions or behavior, the corrective action necessary, a time frame to correct the problem and stated progressive discipline for not correcting the action within the stated time frames.

Appeal Process

In the event that the Fellow does not feel comfortable raising concerns with their administrative supervisor, Human Resources will be the alternative first contact and any investigation will be conducted by them. Additional alternatives to due process if there is a conflict of interest (i.e., the person of concern is the training director). Human Resources will involve the primary Supervisor for personnel management issues if Training Director needs to be excluded. The President may also become involved as an additional party as it relates to Appeals. Fellows can appeal any decision and it must be made in writing to HR within 5 days of receipt of corrective action plan. The President is the final decision maker regarding personnel management. Additionally, Fellows can communicate with APPIC directly for appeal or consultation during this process.

Final Written Warning

The final written warning is usually the last chance for an employee to show sustained, improved performance or conduct. It should be used after other corrective actions have failed or there is a very serious problem. If immediate and demonstrated improvement is not shown after a final written warning, an employee will be subject to immediate termination.

Discharge

C&FD reserves the right to discharge at any time. However, supervisors must approve any discharge of an employee with the President prior to termination.

Additional Due Process Tools

Suspension from work

Employees may be suspended from work while an investigation is being conducted, or any time that the employee's presence would jeopardize safe and efficient business operations. Supervisors will consult with the Human Resources Manager and/or President when suspension is recommended. Whether this suspension is paid or unpaid will be determined based on the outcome of the incident.

Day or time of contemplation

Time off where an employee showing lack of dedication to the job is granted the opportunity to rethink their commitment to working at C&FD.

C&FD has a goal that all employees understand expectations of job performance and conduct, and receive support in meeting those standards. While it is impossible to provide rules or guidelines for every type of situation, C&FD has created a non-inclusive list meant to assist employees in adhering to C&FD standards and expectations.

Infractions that will be cause for immediate dismissal from job duties is provided. The list provided in that document is not all inclusive based on unforeseen situations.

- Unauthorized possession or use of C&FD property including intellectual property and information technology including hardware, software and equipment, or telephone systems, for illicit purposes such as sales, inappropriate conduct, conducting outside business, gambling or any other illicit activity.
- Having possession of items intended to cause harm such as weapons or explosives on your person or on the premises.
- Conviction of a felony while employed by C&FD.
- The purchase, sale, possession of any controlled substances or being under the influence of alcohol or other intoxicants while being on C&FD time.
- This includes failure to report use of prescription drugs that may cause work-related threat or harm others.
- Excessive use of C&FD materials, time or equipment for personal use or being wasteful of materials, property or working time.
- Falsification of C&FD records, resumes/applications or reports.
- Release or misuse of confidential and private information regarding C&FD as a whole, C&FD business, clients or any violation of current HIPAA regulations.
- Verbal, written or physical assault on anyone including horseplay, practical jokes or other disorderly conduct.
- The use of threatening, abusive or profane language.
- Failure to perform or meet essential job functions as well as the insubordination or willful refusal to carry out instruction and job assignments and attend required meetings and trainings.
- Failure to maintain a cooperative and helpful work environment to the extent that work being performed is hindered or below required standards including failure to disclose or eliminate conflict of interests.
- Failure to meet and adhere to Attendance Standards

[Grievance Policy for Postdoctoral Program at CFD](#)

[Problem Resolution](#)

C&FD expects its employees, co-workers, and their supervisors will make every reasonable effort to resolve the issue(s) or grievances following these steps:

[Initial Contact - Direct Supervisor:](#)

Employee must first discuss any problem(s) or complaint(s) with their immediate supervisor within five (5) days or as soon as possible after the employee could have reasonably known of the perceived grievous act or omission within the scope of employment with C&FD. Should the Fellow not feel comfortable initiating a discussion with immediate supervisor, then Human Resources may be an alternative initial point of contact.

Employees are encouraged to discuss these matters in person, and not by email.

Supervisors are expected to take prompt, and positive action to answer any questions or resolve the complaints brought to their attention.

Should the supervisor's efforts be unsuccessful in resolving the employee's complaint, the employee, within (5) working days or as soon as possible after final discussion with the supervisor, should contact Human Resources.

Subsequent contact - Human Resources (HR)

HR will investigate all reports of problems and will hold meetings to discuss the situation with involved individuals.

Meetings and discussions are informal meetings which are held to review all the facts pertaining to the situation in question. For this reason, only employees of C&FD will be permitted to attend.

HR will provide a solution or explanation within five (5) working days or as soon as possible after reviewing all gathered information.

If the employee believes that HR was not helpful with respect to their grievances, they may contact the President for further review and resolution.

Final Contact - President of C&FD

If the problem or situation is still not settled, the involved parties will meet with the President and HR to discuss the situation further.

This is the final step in the problem resolution procedure.

C&FD will attempt, at any point in this process, to resolve all employee grievances in the most prompt and confidential manner possible and will issue a final written decision within fifteen (15) calendar days or as soon as possible from receipt of the initial complaint by the employee.