



HR.9.3 The performance evaluation is a two-way process conducted at least annually.

HR.9.4 The outcome of the performance evaluation is used to set objectives for performance improvement and professional development.

HR.9.5 The performance evaluation is signed by both the employee and the supervisor and is documented in the personnel file.

Standard Intent:

Annual performance reviews are a key component of employee development.

The performance review is intended to be a fair and balanced assessment of an employee's performance.

The objective of the annual review is to provide all employees and their supervisors an opportunity to; discuss job performance; set goals for professional development; establish objectives for contributing to the department's mission; and to discuss expectations and accomplishments.

Performance reviews require the combined signatures of the employee, the employee's supervisor and the supervisor's supervisor and/or HRD to ensure consistency and fairness.

HR.10 The hospital identifies the staff training and educational needs.

HR.10.1 The hospital has a process in place for identification of the training and educational needs of the different categories of hospital staff.

HR.10.2 The training and educational needs are identified based on objective criteria that include, but are not limited to, the following:

HR.10.2.1 The hospital mission, vision and scope of services.

HR.10.2.2 Individual staff member's education and training history.

HR.10.2.3 Information from quality assessment and improvement activities.

HR.10.2.4 Needs generated by advancements made in the medical and healthcare management fields.

HR.10.2.5 Findings from department performance appraisals of individuals.

HR.10.2.6 Findings from peer review activities.

HR.10.2.7 Findings from the hospital's technology and safety management programs.

HR.10.2.8 Findings from infection control activities.

Standard Intent:

It is essential that any training plan should be linked into the business's long- term objectives. The training needs of an organization and staff should be thoroughly assessed to determine what skills would be required to achieve your strategic goals.

Questions that should be raised include:

- Do staff members need to be more flexible in order to cover a greater range of jobs?
- Do they need to know about new technology, computer systems or software?
- Has the member of staff just started?
- Does everyone in the business need to learn a specific task?

It is important to assess the training needs of the management team as well as other staff. A staff member may have strong skills in a particular field, but consider whether he/she and his/her managers need to improve your general management skills, e.g. finance, IT, marketing, project management and people management and development. Information will be required from a variety of sources in order to determine the development needs of managers and staff. Sources might include the strategic plan, analyzing the organization's strengths, weaknesses, opportunities and threats (SWOT analysis), employee records (development plans, training records, posts held, and qualifications), appraisals, discussions between managers and staff, and analysis of the external environment.

Job descriptions and personal specifications will enable supervisors to identify what skills employees require to carry out their jobs. He/she can also use these when recruiting to assess what skills a candidate already has and the skills they would need to develop in order to do the job well.

HR.11 The hospital supports continuing education for all staff members.

HR.11.1 There is a policy describing the structure and the process used in the continuing education of all categories of staff.

HR.11.2 The hospital grants financial support and time off for staff to attend educational activities.

HR.11.3 The hospital has an educational program with an ongoing schedule of educational activities and training based on the hospital needs.

HR.11.4 The department head recommends and evaluates the educational and training activities required to maintain staff competencies to provide care. This process is linked to performance improvement and documented in the personnel file.
