

Beaumont® | HEALTH SYSTEM

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GENERAL

It is the policy of Beaumont Health System to formally evaluate staff performance at regular intervals. The definition of "staff" includes regular employees, contingents, and students. Volunteers, who work in the same capacity as staff providing care, treatment and service, are also included in the performance appraisal program.** The purpose of the appraisal is to assist the staff member in attaining the desired level of performance, evaluate progress towards meeting performance objectives, develop and communicate future performance expectations and provide for individual growth and development. Performance is evaluated as an ongoing process for providing positive and constructive feedback.

It is also the policy of Beaumont Health System to periodically assess the competency of all staff with respect to the set of skills the individual possesses in order to perform their job. This assessment is designed to result in improved performance and the continuous development of an individual's skills.

Further, it is the policy of Beaumont Health System to provide a summary report to the Leadership Council, who shall review the report with the Board of Directors. The report shall include the performance results of individual staff members and contain findings pertinent to the competence of Beaumont staff.

**** Not included** are volunteers who deliver flowers, staff the information desk, gift shop or library services, perform patient errands, conduct marketing or fundraising activities, or provide simple wheelchair transport services (discharging patients).

EMPLOYEE PERFORMANCE APPRAISAL AND DEVELOPMENT

The assessment of performance and development will be based upon the specific job duties and competencies, special objectives (improvements or projects) as well as Hospital Standards. Job competencies refer to the skills and abilities necessary to perform a specific job. Specific job duties and competencies shall be completed and documented within the individual's department.

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**EMPLOYEE PERFORMANCE
APPRAISAL AND DEVELOPMENT
(Continued):**

Competencies are acquired and assessed in many ways including, but not limited to: formal training, demonstration, observation, orientation, and professional development. Staff are responsible for their own performance and for ensuring they have sufficient skills to perform their jobs.

The performance appraisal process is a shared responsibility between the manager and the employee. Performance assessment is a process of two-way communication throughout the appraisal year, which can be documented on a regular basis using the on line performance journal. The annual appraisal should be a summary document of that ongoing dialog.

**CORPORATE STANDARDS
OF PERFORMANCE**

Employee performance appraisals will be based on the following:

- Quality and Safety
- Customer Service
- People and Systems
- Financial Performance

**PERFORMANCE
RATINGS**

Performance ratings are as follows:

Role Model: Highest possible level of achievement

Commendable: Performance deserves special recognition

Fully Effective: Fully engaged and effective performance

Developing: Performance exhibited by new employee or learning a new role/responsibility

Fails to Meet: Lowest level of performance, may require a plan for performance improvement.

MANAGER RESPONSIBILITY

The standards and expectations that assess performance must be documented and communicated to staff members. Standards and expectations may come from professional standards, training, history, or comparisons to peer groups. Standards may be contained in the job description, training materials and/or departmental manuals.

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MANAGER RESPONSIBILITY
(Cont'd.)

All staff shall receive an annual performance appraisal. As part of the annual appraisal process, staff are responsible for completing a self appraisal.

Performance appraisals are the responsibility of the current manager during the annual appraisal process. It is the responsibility of the current manager to solicit input from an employee's former manager(s) or other sources, if required to adequately assess performance during the previous twelve month period. The former manager(s) has continuing responsibility to provide that input.

Staff members whose performance is below standard in any area are subject to improvement actions as determined by the department manager. Individuals who fail to improve to at least the "Developing" level of performance may be subject to the Program for Performance Management.

90 DAY APPRAISAL

Newly-hired, promoted or transferred staff are subject to a ninety (90) day appraisal period and may receive a formal appraisal based upon the discretion of the department manager. While 90 Day Appraisals are not required, it remains the responsibility of department management to document the orientation and assessment of competence of staff within the first 90 days in their positions. If the staff member does not meet the standards, responsibilities or competencies of the job, this performance must be documented in an appraisal.

INQUIRIES

Any questions pertaining to performance evaluations should be directed to Human Resources.

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<u>DETAILED PROCEDURES</u> None.			

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