Baptist Health South Florida

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TYPE: Administrative

POLICY TITLE: Performance Evaluations

Responsible Department: Human Resources

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SUBMITTED BY (AUTHOR): Gary Lyew-Ayee
Title: Sr. Human Resources Consultant

APPROVED BY: Olesea Azevedo
Title: Assistant Vice President, HR Leadership and Talent Management

APPROVED BY: Adriene McCoy
Title: Corporate Vice President and Chief HR Officer

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SUMMARY & PURPOSE:
To explain the policy Baptist Health has established for periodic performance evaluations and the manner in which they are to be conducted.

POLICY:
Managing the performance of employees is best accomplished through frequent informal discussions with employees when the results of their work warrant recognition or constructive feedback. Employees are inclined to accept suggestions for improving and/or maintaining their performance when they are offered periodic feedback throughout the year. . "How am I doing?" is often one of employees' most frequently asked question Providing factual and objective answers to this question is an effective means of enhancing employee development and sustaining good employee relations.

In addition to the above-described informal discussions with employees, as well as the Corrective Action process, Baptist Health utilizes a formal performance evaluation process, also known as performance management, in order to achieve the following results:

- To establish performance expectations and standards.
- To provide feedback and documentation on the employee's ; identifying employee's strengths and areas for improvement
- To reinforce and relate the individual's performance to that of his or her workgroup, team or department.
- To assist the employee in continuous development to master current position and support future career aspirations.
- To reward performance and achievement through a pay-for-performance philosophy.

The Performance Evaluation provides an opportunity for the leader and the employee to establish a mutual understanding of the goals and objectives of the employee's position in order for the leader to assist in the employee's development to achieve set objectives.

- The employee must recognize that their leader's feedback is intended for their personal improvement. The leader must recognize and be concerned with the employee's personal aspiration, motivation, and growth needs.

SCOPE/APPLICABILITY:
Applies to all Baptist Health South Florida employees.

PROCEDURES TO ENSURE COMPLIANCE:

1. Leaders will conduct an annual performance evaluation with each employee, and will measure performance for the previous year. The annual performance evaluation will typically be scheduled during the anniversary month in which the employee completes one year of service following initial employment, promotion, or last annual performance review. Evaluations which are not completed as described within 30 days of the effective date of the performance evaluation will be considered late.

2. Performance evaluations for leaders will be conducted during the first part of the fiscal year and will evaluate performance for the prior fiscal year. (If an employee either is hired into or promoted into leadership between July 1st and September 30 he/she will not receive a Performance Evaluation, and will be reviewed or receive or a merit increase the next fiscal year. The following fiscal year, they will receive a Performance Evaluation and merit increase prorated for more than 12 months.

3. Leaders are expected to make every effort to complete evaluations in a timely manner and in person. For tracking and to ensure timely processing, an evaluation shall be considered complete when it has been reviewed with the employee either in person or by phone. In the infrequent instances when the performance interview cannot be scheduled in the appropriate time frame (i.e. LOA) the evaluation will not be considered late, and will be conducted upon the employee's return from LOA.

4. Formal performance evaluations may be conducted more frequently in the event that the employee's performance requires significant improvement or when an employee is moved in or out of a Leadership position (see BHSF Administrative Human Resources Policy 2400 Pay Adjustments for Promotions & Transfers).

5. Informal written evaluations are encouraged, but are not mandatory, prior to the end of a new employee's 90-day Introductory Period. (see BHSF Administrative Human Resources Policy 5150 Introductory Period (IP)).

6. For Information regarding merit increases, please refer to BHSF Administrative Human Resources Policy 2025 Wage and Salary Administration.

7. Leaves of Absence may affect the performance review cycle. For more information please refer to BHSF Administrative Human Resources Policy 2025 Wage and Salary Administration.

8. All completed evaluations are confidential between Baptist Health and the employees.

9. Performance Evaluation Ratings:
   a. The following performance rating definitions are utilized in the performance evaluation forms. Each employee will be evaluated completely on his/her own merits irrespective of the projected/anticipated distribution within the department.

Performance Level	Employee Distribution
i. Exceeds Expectations (4)	20%
ii. Fully Meets Expectations (3)	75%
iii. Minimally Meets Expectations (2)	4%

iv. Does Not Achieve Expectations (1) 1%

b. Definition of Ratings:

i. Exceeds Expectations (4) - Clearly and consistently produces outstanding work results that far exceed performance standards and job requirements. Demonstrates exceptional initiative, dependability and effort. Demonstrates diligence in continuously seeking quality and productivity improvements. This rating requires specific documentation of efforts and achievements.

ii. Fully Meets Expectations (3) - Capably and consistently produces work results that meet all performance standards and job requirements of the position. Performance results consistently meet and frequently exceed standards of the position. Commendable effort.

iii. Minimally Meets Expectations (2) - Performance is adequate but might occasionally fall below standards or expectations for the position. Plan of performance improvement needs to be formulated. Significant improvement is required within a short period of time to continue in this position, not to exceed 90 days.

iv. Does Not Achieve Expectations (1) - Performance is not acceptable. Corrective action or immediate reassignment may be indicated based on specific circumstances.

NOTE: Employees, whose performance evaluation rating is below "Fully Meets", are ineligible for a merit increase. The employee will forfeit an increase until the next annual performance evaluation, and will not be re-evaluated for an increase at the end of the 90-day performance improvement period. Employees, whose performance evaluation rating is below "Fully Meets" will not be eligible for team bonus in the quarter in which the evaluation is effective. The rating below "Fully Meets" will also impact the year-end expense management bonus.

10. Procedures:

Responsible Party	Procedure
Human Resources	1. Send the Department Director each month a list of employees who are due for an annual evaluation within the next six weeks.
Leader	2. Set a date and time and place for the interview that will permit adequate and uninterrupted time for discussion.
	3. Inform the employee well in advance and suggest ways that he or she can prepare for the meeting (i.e. self-assessment, questions he/she wishes to have discussed).
	4. Give careful objective thought to the individual's performance for the period being evaluated, not earlier performance nor future predictions.
	5. Place special emphasis on professional development goals for the next period.
	6. Encourage open and free discussion during the evaluation interview.
	7. If presented in person, ask employees to sign their evaluations to acknowledge their participation in the evaluation process. The employee's signature does not mean acceptance or agreement with the evaluation, but merely that the evaluation has been discussed.

8. Offer to employees who are dissatisfied with their evaluations the opportunity to express their objections in writing either in the space provided for comments on the form or as an attachment. The rater's immediate leader will review the comments and determine whether remedial action is warranted. All formal performance evaluation documents, including any counter statements filed by employees, are retained in their employment files.
9. Give the employee a copy of the completed evaluation form.
10. Use the performance rating to determine whether a merit pay increase is appropriate at this time. Forward the performance evaluation form and the printed merit confirmation from Manager Self Service (if applicable) to the appropriate human resources representative for the entity/location. Human Resources will review the evaluation to ensure the following components are present:
    - Employee initials in the compliance section.
    - Employee has completed the professional development section.
    - Employee has dated and signed the evaluation or date reviewed over the phone.

    If any of these items are missing, the evaluation will be sent back to the leader for corrections.

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11. Process the merit increase to be effective at the beginning of the next payroll period. The annual performance evaluation form will be placed in the employee's employment file.

Although performance evaluations will not be delayed, merit increases will be delayed if employees fail to meet their mandatory yearly requirements, including annual required education and an annual TB test. Merit increases delayed for this reason are not eligible for retroactive payment. In addition, if the annual education and health requirements are overdue by 30 days, the employee risks suspension from active employment or termination. The department leader will remind the employee that they must complete yearly requirements. Attached to this policy is a sample letter that can be used for this purpose. If the employee requires a special accommodation, Human Resources will attempt to facilitate one.

In the case of promotions, employees will meet the annual requirements for education and TB, if completed within six months of the promotion or by the end of the calendar year, whichever comes first. It will be the employee's responsibility to check departmental policy regarding mandatory requirements.

SUPPORTING/REFERENCE DOCUMENTATION:

- N/A

RELATED POLICIES, PROCEDURES, AND ASSOCIATED FORMS:

- Microsoft Word Template - Performance Evaluation Form
- Attachment A: Sample Letter to Those Late in Completing Annual Requirements
- BHSF Administrative Policy 2025 Wage and Salary Administration – Human Resources
- BHSF Administrative Policy 2400 Pay Adjustments for Promotions & Transfers – Human Resources
- BHSF Administrative Policy 5150 Introductory Period (IP) – Human Resources
- BHSF Payroll Policies

ENFORCEMENT & SANCTIONS:
Violation of this policy may lead to disciplinary action, up to and including termination of employment.

SAMPLE LETTER TO THOSE LATE IN COMPLETING ANNUAL REQUIREMENTS

Date

Name
Address
Address

Re: Required Education and Health Requirements

Dear _____,

Each year employees working in healthcare facilities must complete mandatory education requirements and successfully complete a TB test. This is very important for the safety of patients, visitors and fellow employees.

Our records show that you have not met the annual requirement(s) listed below:

_____

_____

Please complete this requirement as soon as possible and forward the results to me.

Please be advised that Baptist Health policy states that merit increases will be delayed (and will not be eligible for retroactive payment) until the mandatory requirements are completed. Further, since employees working without these requirements would jeopardize our accreditation by The Joint Commission (previously known as JCAHO), continued delay in completing these requirements could be cause for suspension from active employment or even termination. Please contact me if you are experiencing any special problems that keep you from accomplishing these requirements.

Sincerely,

(Dept Leader)