

## MANAGEMENT PERFORMANCE APPRAISAL FORM

<b>NAME:</b>	<b>A NUMBER:</b>
<b>TITLE:</b>	
<b>UNIT:</b>	<b>DEPARTMENT:</b>
<b>TYPE OF APPRAISAL:</b> <input type="checkbox"/> PROBATIONARY <input type="checkbox"/> ANNUAL <input type="checkbox"/> REAPPRAISAL	<b>EVALUATION PERIOD:</b> <b>FROM:</b> _____ <b>TO:</b> _____ Month/Year                      Month/Year

### INSTRUCTIONS:

1. Clinical and Ancillary Department will separately conduct competency assessment (core and ongoing) for new and existing employees.
2. Check the box that corresponds to your assessment of performance using the Job Specific Rating Guidelines below.
3. Use previous Performance Check-In forms, Core Values Behavioral Assessment Worksheet, and discussions held during the performance year. Make note of when those Check-Ins occurred on the form.
4. Complete the Core Values, Essential Job Functions, Hospital-Wide Standards, Assessment of Goals, and Summary of Performance sections.
5. Review the entire evaluation and determine the staff member's overall performance using the rating assigned to each major section and the Overall Rating Guidelines on the last page of the form. When determining the overall rating, consider the elements of performance that are important to success for that position.
6. Place the corresponding number (1, 2, or 3) that best describes your assessment of overall performance in the Evaluation Summary section.
7. Ensure that the next level of management signs the evaluation, prior to the discussion with the employee.
8. Discuss the evaluation with the employee.
9. Allow the employee to record his/her comments. Give the employee a copy of the evaluation and the most recent, approved copy of the job description. Ensure the employee has an opportunity to comment and all requested signatures are included.
10. If there is a change in salary, attach a completed Staff Information Adjustment Form. Forward the forms to the Human Resources Department.

## UH'S CORE VALUES RATING GUIDELINES:

### SECTION 1: UNIVERSITY HOSPITAL CORE VALUES

Below is a list of core values to be upheld by every employee at University Hospital. Click on the attached calibration chart that provides behavioral examples for each of the three performance ratings. Check the box that corresponds to your assessment of performance for each corresponding five values. Use the Core Values Assessment Worksheet from previous Performance Check-In forms conducted earlier in the performance year.

University Hospital's Core Values	Rating	
<b>Respect:</b> <i>The employee embraces the value of each person, sensitive to each individual's unique and diverse needs.</i>	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Does Not Meet Standard	Core Values Worksheet <input type="checkbox"/>
<b>Reliability:</b> <i>The employee is passionate about the care we provide and is accountable to others to achieve high quality, safety, and service.</i>	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Does Not Meet Standard	Core Values Worksheet <input type="checkbox"/>
<b>Teamwork:</b> <i>The employee communicates and collaborates to achieve shared goals, recognizing the contribution of each team member.</i>	<input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standard <input type="checkbox"/> Does Not Meet Standard	Core Values Worksheet <input type="checkbox"/>
<b>Integrity:</b> <i>The employee holds themselves to the highest ethical standards and is committed to an honest and equitable environment.</i>	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Does Not Meet Standard	Core Values Worksheet <input type="checkbox"/>
<b>Stewardship:</b> <i>The employee responsibly manages resources for our patients, their families and the communities we serve.</i>	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Does Not Meet Standard	Core Values Worksheet <input type="checkbox"/>
<p><b>Comments with behavioral examples should be provided when performance exceeds or does not meet standard for each value.</b></p>		
<p><b>OVERALL PERFORMANCE RATING FOR SECTION #1: UNIVERSITY HOSPITAL CORE VALUES</b></p> <p><b>RATING:</b> <input type="checkbox"/> EXCEEDS STANDARD <input type="checkbox"/> MEETS STANDARD <input type="checkbox"/> DOES NOT MEET STANDARD</p>		

## SECTION 2: ESSENTIAL JOB FUNCTIONS AND EXPECTATIONS

Following are performance factors specific to the employee's job. Rate each job factor checking one of the three boxes below. You must include a comment stating the reason you selected either exceeds standard or does not meet standard, for that factor.

### **JOB KNOWLEDGE AND TECHNICAL EXPERTISE:**

Has significant professional expertise in their current field and overall knowledge of hospital operations, policies and procedures; improves capabilities to meet the changing requirements of the job.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

### **COLLABORATION AND TEAMWORK:**

Works with others to create conditions that support teamwork both internal, and across functional areas.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

### **PROCESS AND PERFORMANCE IMPROVEMENT:**

Looks at ways to lead improvement efforts with an eye towards continuous learning.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

### **FINANCIAL MANAGEMENT:**

Ensures budget dollars are used responsibly; introduces ways to reduce costs.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**COMMUNICATES EFFECTIVELY:**

Expresses self well in verbal and written communications, listens to others and fosters open communication within the team and others.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**LEADERSHIP:**

Gains support and commitment; provides clear direction; clarifies roles and responsibilities; coaches and develops others.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**JUDGEMENT:**

Analyzes issues and exercises sound judgment in performance of job duties; demonstrates ability to set priorities.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**DIVERSITY AND INCLUSION:**

Recruits, hires, and develops a diverse team; elicits the team's perspective and includes them in decision making, when appropriate.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**SECTION 3: UNIVERSITY HOSPITAL - WIDE STANDARDS AND EXPECTATIONS:**

Following are the competencies and corresponding performance standards for all employees at University Hospital. Indicate how the employee performed relative to these standards by checking the appropriate boxes.

**CULTURAL COMPETENCE:**

Considers and incorporates the culture-specific needs of others in order to work with patients/customers from a variety of racial, ethnic and socioeconomic backgrounds.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**SAFETY:**

Demonstrates work habits that contribute to a safe work environment.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**TIME AND ATTENDANCE:**

Maintains a level of attendance and punctuality necessary to meet the responsibilities for the job.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**CORPORATE COMPLIANCE RESPONSIBILITIES:**

Understands and adheres to University Hospital's compliance standards as they appear in the Corporate Compliance Policy; protects the confidentiality of all University Hospital information.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**PROFESSIONAL IMAGE:**

Maintains a professional image in keeping with the job's responsibilities as stated in the Dress Code Policy.

**Rating:**     Exceeds Standard     Meets Standard     Does Not Meet Standard

Indicate reason(s) the above rating was given:

**MANDATORY REQUIRMENTS:**

Has completed the following mandatory requirements.

- Mandatory Training:  Yes  No
- Skill Requirements/Competencies:  Yes  No

**OVERALL PERFORMANCE RATING FOR SECTION 2 AND 3: ESSENTIAL JOB FUNCTIONS AND HOSPITAL-WIDE STANDARDS**

**RATING:**  EXCEEDS STANDARD  MEETS STANDARD  DOES NOT MEET STANDARD

**Comments:**

*Comments should be provided when performance exceeds or does not meet standard for essential job functions and hospital-wide standards.*

**SECTION 4: ASSESSMENT OF GOALS**

Discuss the extent to which the staff member met established goals for the evaluation period. List in priority order. When creating goals use the Goal Development Tool to ensure they align with UH organization and department goals. For managers, look to include measures in which the employee has impact. These may include, but not limited to, Patient Experience, Patient Safety, Employee Engagement, Employee Turnover, etc.

GOAL	RESULTS/OUTCOME

**SECTION 5: OVERALL PERFORMANCE**

Discuss the overall performance of the employee during the evaluation period and developmental goals.

**OVERALL RATING GUIDELINES:**

- 3 - Consistently Exceeds Standard
- 2 - Generally Meets Standard and May Occasionally Exceed Standard
- 1 - Does Not Meet Standard; Improvement is Required

**OVERALL RATING:**

Review all the ratings assigned. Enter the number from the Overall Rating Guidelines above that best represents your overall rating of this employee’s performance during the evaluation period. Consider which elements of performance are important for success in this position.

**OVERALL RATING:**

If re-appraisal is recommended, indicate the date: \_\_\_\_\_

**PERFORMANCE CHECK IN DISCUSSION(S) THAT OCCURRED DURING THE PERFORMANCE YEAR:**

*Check and complete the appropriate answer.*

- Yes \_\_\_\_\_ No \_\_\_\_\_
- If yes, date(s) when those discussions occurred: \_\_\_\_\_

**EMPLOYEE:**

Discuss your thoughts on this evaluation.

**Employee's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

*Note: Employee's signature indicates the appraisal was discussed. It does not necessarily denote agreement.*

**EVALUATOR:**

*I certify that I have reviewed the most current, HR approved Job Description for which this performance appraisal is based, and accurately reflects the employee’s job responsibilities.*

**Evaluator's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Next level Manager's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## CORE VALUES WORKSHEET

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_ Supervisor: \_\_\_\_\_

VALUE	DOES NOT MEET STANDARDS	MEETS STANDARDS	EXCEEDS STANDARDS	SELF	MRG
<p style="text-align: center;"><b>Respect</b></p> <p><i>Employee embraces the value of each person, sensitive to each individual's unique and diverse needs.</i></p>	<ul style="list-style-type: none"> <li>Interrupts others.</li> <li>Shows indifference to others.</li> <li>Responds in an intolerant, discourteous tone.</li> <li>Uses inappropriate facial and other nonverbal messages such as eye-rolling, raised eyebrows, etc.</li> <li>Gossips and disregards the impact it may have on others or the hospital.</li> <li>Not responsive to the opinions or needs of others.</li> <li>Fails to respond in a timely manner.</li> <li>Acts rushed.</li> <li>Does not greet patients and co-workers.</li> <li>Uses poor phone etiquette.</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledges and greets patients, co-workers and visitors using eye contact where appropriate.</li> <li>Uses tone and approach that is empathetic and culturally sensitive.</li> <li>Displays assertive non-verbal communication that complements the message.</li> <li>Listens with the intent to understand; lets people speak before speaking.</li> <li>Suspends judgment and treats each individual fairly.</li> <li>Shows patience, kindness, and offers assistance.</li> <li>Ask people what they need vs. tell people what is needed.</li> <li>Is on time for meetings and appointments; is respectful of other's time; and communicates delays.</li> <li>Does not condemn or criticize others for their differences; instead, is accepting and is an advocate for the UH community.</li> <li>Sees the value in every person, from the housekeeper to the CEO. Treats everyone equally, regardless of the position.</li> <li>Is present, ignores distractions such as cell phone, phones, and other electronic devices.</li> <li>Responds to emails and phone messages within 24 hours, empties voice mailbox daily, and uses out of office message when absent.</li> <li><b>Allows employees to make decisions that affect their work (S).</b></li> <li><b>Keeps staff informed of hospital events and department and hospital initiatives consistently (S).</b></li> </ul>	<ul style="list-style-type: none"> <li>Takes time to genuinely know others; not just what they do, but who they are.</li> <li>Anticipates the needs of others.</li> <li>Is the first to volunteer for hospital initiatives both during and outside of the work day.</li> <li>Always show kindness and patience with patients and co-workers, even under difficult circumstances.</li> <li>Takes the time to nominate worthy candidates for employee awards.</li> <li><b>Invests time, knowledge and when appropriate, hospital resources to develop people's talents and self-confidence (S).</b></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>					
<p style="text-align: center;"><b>Reliability</b></p> <p><i>Employee is passionate about the care we provide and is accountable to other's to achieve high quality, safety and service.</i></p>	<ul style="list-style-type: none"> <li>Lacks enthusiasm and regularly acts glum and negative.</li> <li>Resists learning new skills.</li> <li>Cuts corners regarding safety and quality; puts people at risk.</li> <li>Does not respect hospital processes, procedures and protocol.</li> <li>Blames others.</li> <li>Does not follow through.</li> <li>Doesn't report or attempt to improve a dangerous situation.</li> <li>Accepts "good enough" behavior (S).</li> </ul>	<ul style="list-style-type: none"> <li>Provides high-quality care and service.</li> <li>Follows infection control protocols.</li> <li>Is on time and ready to work.</li> <li>Admits mistakes and apologizes when appropriate.</li> <li>Does the job to the best of your ability, consistently.</li> <li>Follows through with what you say you are going to do.</li> <li>Meets deadlines and keeps people updated.</li> <li>Takes initiative to be informed.</li> <li>Works efficiently and effectively, even when no one is watching.</li> <li>Takes ownership for job responsibilities and job duties.</li> </ul>	<ul style="list-style-type: none"> <li>Approaches others when infection control practices are not followed.</li> <li>Arrives early and ready to work. (to work, meetings, events, etc.)</li> <li>Is a relentless and creative problem-solver.</li> <li>Always tries to help; regardless of who has the problem or what it is.</li> <li>Is flexible and adaptable under all circumstances.</li> <li>Provides regular feedback to department members; always tries to be motivating and constructive.</li> <li>Always follows hospital policies, procedures, or protocols even during difficult situations.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>					



## CORE VALUES WORKSHEET

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_ Supervisor: \_\_\_\_\_

VALUE	DOES NOT MEET STANDARDS	MEETS STANDARDS	EXCEEDS STANDARDS	SELF	MRG
<p style="text-align: center;"><b>Teamwork</b></p> <p><i>Employee communicates and collaborates to achieve shared goals, recognizing the contribution of each team member.</i></p>	<ul style="list-style-type: none"> <li>Uses the phrase, "It's not my job."</li> <li>Unwilling to cooperate with the team.</li> <li>Shirks or avoids responsibility.</li> <li>Acts controlling of others.</li> <li>Promotes conflict and infighting.</li> <li>Self-promoting.</li> </ul>	<ul style="list-style-type: none"> <li>Works well with others.</li> <li>Does not hold grudges.</li> <li>Encourages and respects other's input.</li> <li>Is proactive; willing to pitch in where needed.</li> <li>Is aware if someone needs help.</li> <li>Demonstrates that it is everyone's job to address the issue and solve the problem.</li> <li>Shows empathy for your co-workers.</li> <li>Shares resources; eager to learn and shares information.</li> <li>Includes patients and families as part of the team.</li> <li>Gives credit to others.</li> <li>Supports team decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Is able to energize, orient and engage team members.</li> <li>Acts appreciative of everyone's contributions.</li> <li>Recognizes that an effective team is comprised of a diversity of people and talents.</li> <li>Promotes a peaceful and productive environment.</li> <li>Publically praises the team and expresses appreciation.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>					
<p style="text-align: center;"><b>Integrity</b></p> <p><i>Employee holds themselves to the highest ethical standard and is committed to an honest and equitable environment.</i></p>	<ul style="list-style-type: none"> <li>Hides facts and figures to protect oneself.</li> <li>Makes frequent compromises that negatively impact others.</li> <li>Takes the easy way out; rather than doing what's best.</li> <li>Does not keep promises or commitments.</li> <li>Possesses a weak or inconsistent morale compass.</li> </ul>	<ul style="list-style-type: none"> <li>Complies with all federal, state, and hospital policies.</li> <li>Is truthful and honest in all interactions and job responsibilities.</li> <li>Does the right thing when no one is looking.</li> <li>Shows consistent safe and multicultural care for patient.</li> <li>Does not gossip or perpetuate rumors about patients and co-workers.</li> <li>Maintains confidentiality.</li> <li>Work is thorough and accurate.</li> </ul>	<ul style="list-style-type: none"> <li>Is transparent in all business dealings without exception.</li> <li>Has excellent communication skills; keeps everyone informed; even if the news is bad.</li> <li>Is honest, fair and straightforward.</li> <li>Leads by example.</li> <li>Admits mistakes and provides ideas for correcting the problem.</li> <li>Is always confidential.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>					
<p style="text-align: center;"><b>Stewardship</b></p> <p><i>Employee responsibly manages resources for our patients, their families and the communities we serve.</i></p>	<ul style="list-style-type: none"> <li>Uses supplies for personal use.</li> <li>Orders unnecessary supplies or equipment.</li> <li>Hires outside vendors rather than utilizing hospital personnel.</li> <li>Does not consider practical ways to conserve the hospital's budget.</li> <li>Fails to research more cost-effective options, when making departmental purchases.</li> </ul>	<ul style="list-style-type: none"> <li>Is fiscally responsible; uses judgment when making purchases.</li> <li>Comes to work, leaves work, and returns from breaks on time.</li> <li>Does not waste resources, conserves use of hospital supplies.</li> <li>Provides suggestions to streamline processes and cost saving measures to be more efficient.</li> <li>Volunteers service to our community (internal and external).</li> </ul>	<ul style="list-style-type: none"> <li>Is proactive about finding ways to economize within the organization and encourages others to do the same.</li> <li>Utilizes hospital talent first, rather than hiring outside consultants.</li> <li>Designs programs which benefit our community, patients or staff; engenders others to participate.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Overall Comments:</b>					

I commit to enhancing the life of the people we serve by demonstrating the behaviors that show our University Hospital Core Values.

**GO BACK**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**SCORE:**      1 • Does Not Meet Standards      2 • Meets Standards      3 • Exceeds Standards