

## MEDICAL COLLEGE OF OHIO

Subject: PERFORMANCE EVALUATION;  
NON-FACULTY, NON-MANAGEMENT

Policy No.: 05-004

It is the policy of the Medical College of Ohio that all non-faculty employees shall receive a periodic performance appraisal at least annually for all non-management, non-faculty, hourly and salaried staff. Evaluations will consist of an assessment of an employee's performance of individual job elements as contained in the position description. This criteria-based evaluation process should utilize objective, measurable performance results when practical.

In many departments, additional assessment(s) of competence are performed on a regular basis according to each department's policy. Competency assessment documentation may be maintained in each department's files, or sent to Human Resources for inclusion in the personnel file. For all newly hired employees or transferred employees, the probationary period is to be used to assess the competence of employees to perform the specific duties and responsibilities of the job.

Performance evaluations will be conducted at the following times.

- (1) Mid-probationary – Hourly employees in a probationary status may receive an evaluation at the mid-point of their probationary period. This may be verbal only, but must be documented by the manager/supervisor in a memo to the employee's personnel file in the Human Resources Department.
- (2) End-probationary – Hourly employees in a probationary status may, as is appropriate, receive a final probationary evaluation immediately following the end of the probationary period. If probationary removal is contemplated by the manager/supervisor, the probationary evaluation should be completed in advance of the end of the probationary period and allow plenty of time for review and approval. Probationary periods extended by mutual agreement of the appropriate parties shall be treated in this same manner.
- (3) Annual – All non-faculty hourly and salaried employees will receive an evaluation annually under this policy. An annual evaluation is due February 1 if an employee has completed at least six months of service.
- (4) Special - Individuals whose performance warrants intervention or counseling regarding performance of duties, may have their performance re-evaluated according to a schedule determined by the evaluator.

### Evaluation Process

#### Assignment of Responsibilities:

Human Resources is responsible for preparing and maintaining adequate records of all performance evaluations received as completed by department directors and managers of the hospitals. Human Resources will supply the required statistical analysis to the administrator and CEO of the hospital for reporting at the Clinical Care Committee of the Board of Trustees on an annual basis for the period beginning February 1 and ending January 31. Performance appraisals are due for regular employees by February 28 and for contingent employees March 31. Following a one month grace period past these established due dates, an appraisal will be considered as having been submitted late if it is more than one month past these grace period dates.

Human Resources will send periodic reminders to department heads of the hospitals throughout the year regarding their responsibility for completing performance appraisals in a timely manner. As the February and March deadlines approach each year, names of employees whose appraisals are outstanding will be delivered to managers for follow up.

With the exception of mid and end of probationary period appraisals (see next section), a list of employees, by department, will be distributed to department directors and managers and their respective administrator notifying them of appraisals which will be due during the appraisal year. These reports will be distributed several times during the fiscal year.

It is the responsibility of every department director or manager and respective administrator to see that performance appraisals are completed for every employee assigned to their department. The schedule of appraisal periods each department desires to use is discretionary within the year defined as February 1 to January 31. Further, it is each director's responsibility to see that all completed evaluations are submitted to the Human Resources Department for processing and filing in the employee's permanent record. JCAHO requires 100% timely completion of performance evaluations.

Department management determines the performance appraisal tool to be used in the department. The Human Resources Department is available to give guidance to any manager who would like to develop or enhance a performance evaluation tool for their use. Whatever tool is used, it must meet the JCAHO requirement and definition of criteria-based performance appraisal.

#### Probationary Evaluations:

Managers are responsible for keeping track of due dates of mid and end probationary evaluations for newly hired or promoted employees in their departments. Department directors and managers are responsible for completing both a mid and end-probationary evaluation for all employees in a probationary status. The probationary evaluations should be sent to Human Resources, preferably hand delivered, after the end-probationary evaluation is completed. If the supervisor/director believes that more time is needed to assess the potential and ability of the employee to overcome performance deficiencies, Human Resources must be contacted a minimum of two weeks prior to the end of the probationary period. Extension of probationary periods must be approved by the Human Resources Department.

Human Resources must be notified in advance of a department director's intent to remove an individual during probationary period, or not retain an individual beyond the probationary period due to documented performance deficiencies. Human Resources must authorize all probationary removals.

#### Annual Evaluations:

All non-faculty employees will receive an evaluation annually. Human Resources will notify hospital department directors and managers, and their respective administrators regarding outstanding evaluations as the end of the reporting year approaches.

When employees are transferred from one department to another during the year, the following rule will apply regarding assignment of responsibility for the annual appraisal. If the transfer does not involve a promotion, then the department that was the home department for the employee the longest will be responsible for the annual appraisal. If the transfer involves a promotion and the end probationary evaluation is due before the end of the year, then the new home department will be responsible only for the probationary evaluation and no annual evaluation will be due. If the end probationary evaluation will not be due until after February 1, the original department will be responsible for an annual evaluation.

#### Special Evaluations:

Employees whose performance warrants developmental intervention may have their performance re-evaluated according to the schedule determined by the evaluator. Special evaluations should not take the place of training intervention if that is what is more appropriately identified.

#### Evaluation Interviews

Department directors and managers conducting evaluations regardless of the form of evaluation to be used should schedule an evaluation interview with each employee evaluated. Evaluators need to prepare appropriately for evaluation interviews by objectively reviewing the employee's past performance and comparing it with the

expected performance since the last review. Appraisal discussions must be held in a private location, avoiding interruptions. Evaluation interview discussions should be treated as confidential.

During the evaluation interview the objectives of the evaluation process should be discussed. Each job dimension and element should be discussed to ensure the performance expectations are clear and mutually understood. Each element should be considered independently of others. After reviewing the employee's past performance the manager and employee should discuss future job performance expectations and performance development. A specific action plan may be established in order to delineate the development plan.

At the conclusion of the evaluation interview the manager and employee should have the opportunity to make any additional comments on the evaluation form. Both must sign the evaluation as an acknowledgment that they have mutually reviewed it. A copy of the evaluation should be provided to the employee, a copy maintained for the department file and the original of the performance evaluation form taken to Human Resources for processing and filing.

Periodic performance evaluations are designed to identify trends in performance, build on strengths, develop strategies, solve problems and establish goals. Performance evaluations are not a substitute for the informal reviews of job performance that are to take place immediately following a behavior, the ideal time to affect behavior. The primary objective of the performance evaluation is to provide a data base for planning and targeting changes in future performance. The analysis of past performance provides the basis for planning the following year's expectations.

Source: Vice President for Operations

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