

**CATHOLIC MEDICAL CENTER  
HUMAN RESOURCES POLICIES & PROCEDURES**

**PERFORMANCE MANAGEMENT**

This policy outlines the provisions for regularly scheduled performance evaluation of all employees.

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**Overview**

The performance evaluation process exists to promote a fair review for all employees, as well as assist employees in realizing their maximum growth and potential within the organization.

Catholic Medical Center (“CMC”) evaluates each employee’s performance regularly on:

- 90 day introductory period evaluation upon hire, transfer, promotion, or demotion\*\*
- Annual (12 month) evaluation conducted on an organizational common review date in line with the fiscal year (October 1 – September 30)

\*\*If an employee’s introductory evaluation would be due either 45 days prior to the opening of the annual cycle, during the annual cycle or 45 days after the close of the annual cycle, then the employee will be assigned the annual evaluation rather than the introductory period evaluation.

The evaluation will be both quantitative and qualitative, requiring both scoring within the defined rating scale and a written narrative. The context of the evaluation is based on the established job description and any other criteria based information that had been previously established. If the job specific competencies in an employee’s evaluation do not match the most current job description or reflect the work the employee performs most of the time, it is the manager’s responsibility to alert Human Resources to update the employee’s job profile.

Employees for clinical patient care areas must specifically address demonstration of knowledge and skills in assessing needs, planning care, carrying out interventions, and evaluating patient outcomes and responses in relation to the ages of the patient population served.

**Evaluation Components**

90 day introductory period

- Self-evaluation (optional)
- Manager evaluation (required)
- Goal setting within the current goal plan year (required)

Employee

- Self-Evaluation - Mandatory Annual Questionnaire is a required document that employees must complete on an annual basis. Non-compliance in answering these questions may result in disciplinary action up to termination. All other components of the self-evaluation are optional.
  1. Mandatory Annual Requirements Questionnaire and electronic attestation
  2. Organizational Behaviors
  3. Job Competencies (maximum 10 from most current job description)
  4. Goals
- Manager evaluation of Employee (required)
  1. Mandatory Annual Compliance Checklist
  2. Organizational Behaviors
  3. Job Competencies (maximum 10 from most current job description)

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**This policy replaces and supercedes all previously issued policies of Catholic Medical Center or any of its subsidiaries on this topic.**

## 4. Goals

- Participant feedback (optional)
- Goal setting for the upcoming goal plan year (required)

## Manager and above

- Self-Evaluation (Mandatory Annual Questionnaire required, all other components optional)
  1. Mandatory Annual Requirements Questionnaire and electronic attestation
  2. Organizational Behaviors and Leadership Behaviors
  3. Job Competencies (maximum 10 from most current job description)
  4. Goals
- Manager evaluation (required)
  1. Mandatory Annual Compliance Checklist
  2. Organizational Behaviors and Leadership Behaviors
  3. Job Competencies (maximum 10 from most current job description)
  4. Goals
- Participant feedback (Minimum of 1 required)
- Goal setting for the upcoming goal plan year (required)

**Rating Scale**

## 90 Day Introductory Period Evaluation

Meets	<p>The employee consistently meets the expectations and essential functions indicated for the target level of the role.</p> <p>The employee has a positive impact on their teammates and the department.</p>
Does Not Meet	<p>The employee is not performing the essential functions or expectations indicated for the target level of the role much of the time.</p> <p>Significant improvement, coaching and development are needed.</p>

## Does not meet 90 day introductory period

If an employee is not meeting performance expectations during this introductory period, the period can be extended to provide additional time for orientation, training or coaching to take place. The manager must notify and work with their HR Business Partner about the extension. Any extensions should not exceed an additional 90 days.

## Annual Evaluation Rating Scale

Rating and Score	Description
0 – Does Not Meet	<ul style="list-style-type: none"> <li>▪ The employee is not performing the essential functions or expectations indicated for the target level of the role much of the time.</li> <li>▪ Significant improvement, coaching and development are needed.</li> </ul>
1 – Building	<ul style="list-style-type: none"> <li>▪ The employee sometimes demonstrates the expectations indicated for the target level of the role. While demonstrating progress, the employee is not consistently meeting expectations. Or,</li> <li>▪ The employee has not yet fully demonstrated this competency or has not had the opportunity to demonstrate competence yet.</li> </ul>

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	<ul style="list-style-type: none"> <li>Further development and improvement is needed.</li> </ul>
2 – Solid	<ul style="list-style-type: none"> <li>The employee consistently meets the expectations and essential functions indicated for the target level of the role.</li> <li>The employee has a positive impact on their teammates and the department.</li> </ul>
3 – Strong	<ul style="list-style-type: none"> <li>The employee consistently exceeds expectations and often performs at a level above and beyond what is indicated for the target level of the role.</li> <li>This employee has had a positive impact on outside departments, teams, or cross-functions.</li> </ul>
4 - Leading	<ul style="list-style-type: none"> <li>The employee regularly exceeds expectations and consistently performs at a level far above and always beyond those indicated for the target level of their role. Everyone would agree that the employee serves as a role model and positively influences others in the department.</li> <li>This employee has had a positive organizational and system impact.</li> </ul>

#### Overall Rating Thresholds

0 – 0.49 Does Not Meet

0.5 -1.49 Building

1.5 -2.49 Solid

2.5 – 3.49 Strong

3.5 – 4 Leading

#### Evaluation Section Weights

Annual Mandatory Compliance Checklist (manager completes)	No score calculates, but if an item on the checklist is a Does Not Meet the employee cannot achieve an overall Leading rating
Organizational Behaviors	1/3 overall score
Job Competencies	1/3 overall score
Goals	1/3 overall score Note* manager has the flexibility to weight individual goals within the section to total 100% of overall section score
Overall Rating	Overall total score will be calculated. Managers have the flexibility to override the auto-calculated score but must provide documentation to describe the reason for change.  *1% of the overall score will be deducted from any employee who has received a 2 <sup>nd</sup> warning regarding attendance within the evaluation year.

#### Employee Review Meeting

The written evaluation will be reviewed and *discussed* formally with the employee. The discussion should include examples and facts to support the ratings within the performance document. After the meeting the employee must electronically attest that the review meeting was held to complete the evaluation and will be given the opportunity to provide any final comments.

## Goals

During each evaluation, goals and objectives for the position will be discussed with the employee. Each goal plan year (fiscal year) an employee will have *performance goals* set to work toward. Development goals are recommended but not required.

The overall goals section on the annual evaluation makes up 1/3 of the overall performance score. If an employee has multiple goals set in any plan year, it is at the discretion of the manager and employee to agree on the weightings of each individual goal to total 100% for that section.

Review of goals and objectives should be conducted throughout the year with the employee.

Employees in a per diem position will not be assigned a goal plan and will not have goals as part of their annual evaluation.

## Transfers, Job Changes, Manager Changes and Evaluations

If an employee transfers departments, has a job change (promotion, demotion), manager change or other type of change to their job role, the performance evaluation that was initially assigned to the manager in the system is the one who will be completing the evaluation for that fiscal year.

If it is a department change or manager change – the original manager will have it assigned to them as the owner to complete. There are circumstances where an evaluation can be transferred to a new manager to complete or parts of the evaluation delegated to another manager. The process for handling this will be up to the managers involved in each single circumstance.

## Leaves of Absence and Evaluations

Evaluations for employees who have a leave of absence follow the below guidelines:

- If an employee's leave takes place anytime throughout the year, prior to the annual evaluation cycle opening; then the employee will have their evaluation prepared and delivered during the organizational common review date for that year.
- If an employee's leave takes place anytime throughout the year, and they return to work during the annual evaluation cycle while it is open; then the employee will have their evaluation prepared and delivered during the organizational common review date for that year.
- If an employee's leave takes place during the annual evaluation cycle while it is open and they return after it is closed; the employee will be assigned that year's performance evaluation documents out of cycle to be completed within 30 days of their return to work.

## Late Evaluations

Each leader's own evaluation is based on the timeliness in which they complete the evaluation process for their employees. Sr Leaders, Directors and Managers must complete all of their employee's evaluations on the date specified each year for the common review period. 100% on time will receive a "Leading" rating for this category.

If a leader has not attained 100% compliance (minus employees FMLA and LOA's during the open window for the evaluation period), they will not receive an overall "Leading" rating on their entire evaluation, which will decrease their maximum merit increase by 1%.