




<b>HOAG MEMORIAL HOSPITAL PRESBYTERIAN</b> <b>HUMAN RESOURCES</b> <b>DEPARTMENTAL POLICY</b>	Number: <b>07-3-375</b>	Page: <b>Page 1 of 3</b>
	Effective Date: <b>01/01/2012</b>	
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<b>Signatures of Policy Reviewers</b>		
Sr. Vice President, Human Resources	Employment Counsel	Sr. Vice President and CFO
 Jan Blue (Jan 20, 2012)	 Jennifer Rieker (Jan 22, 2012)	 Jennifer Mizner (Jan 23, 2012)
Title/Subject: <b>Rewarding Employee Achievement &amp; Collaboration at Hoag (REACH)</b>		

**1.0 POLICY:**

1.1 REACH is a performance management program that creates and sustains a culture in which employees are recognized for contributions and successes based on predefined strategies that align with the organization goals. Each employee will receive an annual achievement evaluation based on individual job performance and goal attainment.

**2.0 PERFORMANCE CRITERIA RATING:**

The REACH Achievement Evaluation is designed as the supervisor's assessment tool to objectively appraise the employee's skills and abilities to perform their job. The evaluation tool is based on the employee's primary responsibilities as defined in the job description, hospital identified behaviors and competencies, clinical responsibilities and patient service, accountability, core values and accomplishments against goals.

**2.1 Rating Scale:**

The performance rating scale is based upon the acronym REACH which incorporates Hoag Memorial Hospital Presbyterian's (Hoag) core values of performance management. Please see chart below.

Rating	DESCRIPTION
Role Model	Performance is exemplary by a significant degree and surpasses expectations. Consistently exceeds expectations and the normal scope of the job requirements, takes on additional complex responsibilities, and participates as a leader or key resource in a team or cross functional activity. Employee is viewed as a problem-solver, essential resource and role model for Hoag.
Exceeds Expectations	Performance is superior and above expectations. Performs major aspects of the job well and usually exceeds expectations in many aspects of the job. Employee can manage higher level responsibilities. Employee is viewed and recognized as a significant contributor to their Department and the Organization.
Achieves Expectations	Performance fully meets all performance expectations and occasionally exceeds the expectations of the job. Employee performs the job proficiently, successfully completes expected duties of the job, and makes a solid, reliable and meaningful contribution to their Department and the Organization.
Contributions Need Improvement	Performance occasionally falls below what is required of the position, and the employee needs to improve in specified areas. Performs parts of the job proficiently, but consistently performs one or more aspects of the job in a below expectations manner. Additional training, development, or focus may be a consideration.
Has to Improve (at risk)	Employee fails in most aspects of the job, is unable to complete job duties and needs regular supervision in order to complete assignments. Immediate and sustained performance improvement is mandatory.

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### **3.0 Add-To-Base (ATB)**

Increases are not automatic and will be based on the overall REACH rating of an employee's performance as designated on their Achievement Evaluation and the current fiscal year Add-To-Base Guidelines.

### **4.0 Evaluation Period and Eligibility**

#### **4.1 Management level employees:**

- 4.1.1 Management level employees' (classified on the A or B pay grades) review period will coincide with Hoag's fiscal year, which is October 1<sup>st</sup> through September 30. (Focal Review Period).
- 4.1.2 Employees hired in the last three (3) months (July 1- Sept 30<sup>th</sup>) of the focal review period will not be eligible for an ATB.
- 4.1.3 Employees who receive a focal review for a partial year will receive a pro-rated ATB according to the number of months worked during the focal review period.
- 4.1.4 Employees on LOA during the annual focal review period will receive a pro-rated ATB according to the number of days worked during the focal review period.

#### **4.2 Non Management level employees:**

- 4.2.1 Non-Management employees' review period will be based on anniversary date
- 4.2.2 Employees on leave of absence (LOA) during the review period will have their review date adjusted for the amount of time they are on leave.
- 4.2.3 All evaluations are due one week prior to the designated effective date of the evaluation. It is the responsibility of the department director or VP to ensure that reviews are done on time.

### **5.0 Evaluation Process**

#### **5.1 Management Focal Review Process**

- 5.1.1 At the end of the fiscal year, management level employees should complete their self evaluation, draft individual goals and forward on to their direct supervisor.
- 5.1.2 During the three months after the end of the fiscal (October – December) direct supervisors should document performance for employees, establish goals for the next review period, and conduct evaluations.
- 5.1.3 ATB recommendations will then be forwarded to HR Compensation along with the signed evaluations for filing.
- 5.1.4 ATB increases will be effective in January of each calendar year.

#### **5.2 Non-Management Anniversary Review Process**

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- 5.2.1 Two months prior to their evaluation date, employees should complete their self evaluation, draft individual goals and submit to their direct supervisor.
- 5.2.2 Direct supervisor should document performance for employees, establish goals for the next review period and complete evaluations with recommended ATB increase amount.
- 5.2.3 Once approved direct supervisor should conduct evaluations with employees.
- 5.2.4 Director supervisor submits signed evaluations to HR Compensation for processing.
- 5.2.5 Hard to reach staff, i.e. Per Diem and On-Call employees who work infrequently, can have their evaluation sent to their home via certified mail.

**6.0 Re-Evaluation**

Employees who have a performance rating of *Has To Improve (at risk)* may receive a re-evaluation in 30, 60 or 90 days at the manager's discretion. If the performance is brought up to an acceptable level, an add-to-base (ATB) increase may be awarded at the time of re-evaluation. The ATB will not be retroactive to the initial achievement period effective date.

**7.0 Top of Range**

- 7.1 Employees who have reached the top of their salary scale may be eligible for a top stop bonus.
- 7.2 Eligible employees will receive the full value of their ATB increase in the form of a bonus.
- 7.3 Employees who are less than their full ATB percentage from the top will receive their ATB to the top, plus the difference in a bonus.

**8.0 Probationary Period**

All employees shall serve a probationary period for the first six months of employment. Upon completion of the employee's six month probationary period, the employee's performance will be documented on a "short form" evaluation which is available in the REACH section of the WAVE.

**Policy Originator:** Human Resources

**Filename:** 07-3-375 – Rewarding Employee Achievement & Collaboration at Hoag (REACH)