



Human Resources

MEDICAL CENTER HUMAN RESOURCES POLICY NO. 209

A. SUBJECT: Performance Management Program

B. EFFECTIVE DATE: January 1, 2013

C. POLICY:

All Medical Center employees participate in the performance management program, an annual cycle of performance planning, coaching and appraisal review. The purposes of the performance management program are:

- To establish clear performance expectations.
- To provide an accurate and objective process for identifying the employee's performance level and competency.
- To improve work performance by identifying and correcting weaknesses.
- To encourage continued growth and development.
- To provide documentation to support recommendations for salary increases, promotions, transfers, demotions and terminations.

D. PROCEDURE:

1. The performance management process includes performance planning, coaching and feedback, annual performance appraisal and appraisal review.

2. Annual Performance Period

Performance is assessed during the annual performance period designated by the Medical Center. A performance appraisal must be completed for each eligible employee by August 31st. Performance planning, coaching and appraisal shall be conducted by the Primary Reviewer who has direct experience or knowledge of the work being performed. The Primary Reviewer may request colleague input from other individuals in supervisory or senior positions who have directly observed the employee's performance to be used in the performance management process.

3. Performance Planning

Within the first two weeks of initial employment or promotion/transfer to a new position, the employee and the Primary Reviewer shall meet to review the Orientation Competency Assessment and Evaluation (OCAE) form, job description and the performance expectations specific to the employee's position. At the end of the orientation period the employee and

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Primary Reviewer will also discuss and document specific goals and objectives and create a plan for developing any skills that are critical to accomplishing goals, objectives, performance expectations and/or results.

4. Coaching & Feedback

Throughout the performance period the Primary Reviewer shall observe and monitor performance and provide regular, timely and constructive feedback. Both positive and constructive feedback shall be recorded for review at the end of the performance cycle.

5. Probationary Period Evaluation

Prior to the end of the probationary period, the employee and Primary Reviewer shall meet to review the employee's performance, validate competency and document the successful completion of the probationary period ([See Medical Center Human Resources Policy No. 205 "Probationary Period"](#)),

6. Transfer/Promotion

Employees who are accepted for transfer or promotion to a new position that requires significantly different skills and/or competencies shall be in a competency assessment period for up to six months. If during the six month competency assessment period, the Primary Reviewer determines that the employee's performance is unsatisfactory, an OCAE form must be completed to document the unsatisfactory assessment of competency. ([See Medical Center Human Resources Policy No. 116 "Promotions, Demotions and Transfers"](#))

7. Annual Performance Appraisal and Planning

Using the ePerformance system, the Primary Reviewer shall provide an assessment of the employee's performance over the entire performance period. The Primary Reviewer and employee may also decide on any new goals, objectives and development plans for the upcoming performance period.

8. Levels of Achievement

The three possible levels of achievement on the performance appraisal are:

- *Consistently Exceeds Expectations* – Goals exceeded frequently; serves as role model to others; top performer who seeks additional responsibility
- *Fully Meets Expectations* – Dependable results and/or behaviors; occasionally exceeds expectations; demonstrates skills and knowledge to perform effectively
- *Does Not Fully Meet Expectations* – Inconsistent results and/or behaviors; improvement needed; minimum expectations not met

Note: Performance that does not meet expectations shall be addressed through timely Performance Improvement Counseling ([See Medical Center Human Resources Policy No. 701 "Employee Standards of Performance"](#)). The performance appraisal should not be the first notice

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the employee receives of a performance issue. If an employee receives an overall rating of *Does Not Fully Meet Expectations* on his/her annual performance appraisal, the supervisor should initiate a Employee Performance Improvement Plan.

9. Employee Performance Improvement Plan (EPIP)

A written Employee Performance Improvement Plan (EPIP) is used to address employee performance issues such as quality or quantity of work, when other approaches such as coaching and performance feedback/review have not produced the desired results. The EPIP is a tool to monitor and measure the deficient work products, processes and/or behaviors of a particular employee in an effort to improve performance or modify behavior.

- An EPIP is required for any employee who receives an overall rating of “Does Not Fully Meet Expectations” on his/her annual performance appraisal.
- An EPIP may also be used in conjunction with progressive performance improvement counseling when an employee is placed on Performance Warning.
- An EPIP is time limited, usually lasting 90 days, and the focus is on meeting and maintaining performance expectations.

If the employee has performance issues while on an EPIP, the performance issues will be dealt with through progressive performance improvement counseling in accordance with [Medical Center Human Resources Policy No. 701 “Employee Standards of Performance”](#).

Failure to comply with the EPIP, or to make adequate progress under the EPIP, may result in termination of employment in accordance with [Medical Center Human Resources Policy No. 701 “Employee Standards of Performance”](#); termination may occur before the end of the 90 day EPIP period.

10. Organization-wide Mandatory Training

All employees are assigned an organization-wide mandatory training module to complete on an annual basis. ([See Medical Center Human Resources Policy No. 210 “Competency Assessment”](#))

11. Appraisal Review

If the employee disagrees with his/her performance appraisal, he or she must submit a written request for review to his/her Primary Reviewer within ten workdays of the appraisal meeting. The Primary Reviewer shall respond in writing within five workdays of receiving the request and either uphold the initial appraisal or modify it.

If the employee disagrees with the Primary Reviewer’s decision, the employee may submit a written request for further review to his/her Primary Reviewer’s manager within ten workdays of receiving the supervisor’s response. The Primary Reviewer’s manager shall respond in writing within five workdays of receiving the request for further review and either uphold the initial appraisal or modify it.

12. Signatures

The employee shall be given the opportunity to make comments on the appraisal. If the employee refuses to acknowledge receipt of the appraisal, the Primary Reviewer will complete

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the “acknowledge” process for the employee, indicating the employee refused. All completed appraisals are available to both the employee and Primary Reviewer via ePerformance.

13. Absence During Time of Performance Appraisal

Employees who are on a leave of absence during the time of the annual performance appraisal shall be evaluated within 30 days following their return. If the employee is on a leave of absence for 6 or more months during the performance period, the performance appraisal will be deferred until the end of the next performance period.

14. Performance Warning

Employees who are in a performance warning period at the time of the annual performance appraisal will have their appraisal and any performance increase deferred until the performance warning period ends. The appraisal shall be completed within 30 days after satisfactory completion of the performance warning period. ([See Medical Center Human Resources Policy No. 701 “Employee Standards of Performance”](#))

15. Performance Increases

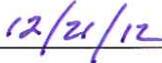
A performance-based pay increase or bonus may be awarded by the Medical Center in an effort to recognize employee performance. The information documented during the annual performance appraisal shall be a factor in determining the amount of the pay increase. To be eligible for a performance-based pay increase or bonus, the employee must be actively employed by the Medical Center, have received an overall performance rating of Fully Meets Expectations or Consistently Exceeds Expectations, and must not be on Performance Warning at the time the pay increase or bonus would be awarded.

SIGNATURE:



R. Edward Howell, CEO, UVA Medical Center

DATE:



Medical Center Human Resources Policy No. 209 (R)

Approved October 1998

Revised March 2002, December 2002, December 2003, September 2004, March 2005, April 2005, September 2006, June 2008, June 2009, March 2011, March 2012, December 2012

Approved by Chief Human Resources Officer

Approved by Medical Center Administration