

HACKETTSTOWN COMMUNITY HOSPITAL
Administrative Policy and Procedure

SECTION: HUMAN RESOURCES

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TITLE: PERFORMANCE DIALOGUE PROCESS (PDP)

PURPOSE:

This Standard Operating Procedure (SOP) describes the requirements and procedures regarding the Performance Dialogue Process (PDP) for Hackettstown Community Hospital and is intended to assist the evaluator through the PDP process.

I. SCOPE

This procedure applies to all Adventist HealthCare employees located at Hackettstown Community Hospital.

II. PERFORMANCE DIALOGUE PROCESS (PDP) PHILOSOPHY

The PDP philosophy supports the belief that the performance dialogue is an “ongoing series of discussions” throughout the year between the employee and his/her supervisor and the issue of pay is an altogether separate discussion.

These series of performance dialogues are summarized and annotated on the PDP tool and discussed at the employee’s anniversary date. The PDP tools are designed to guide the performance dialogue discussion. There are two distinct PDP tools.

There is the Performance Dialogue Individual Tool (PDPIT) that is for documenting the performance dialogue of non-leadership/or non-management level employees. Then there is the Performance Leadership Tool (PDPLT) that is for documenting the performance dialogue of leadership/management level employees. *(See section VI for tool determination.)*

The PDP tool is divided up into four sections: (1) Summary of Competency; (2) Job Description; (3) Organizational Values and, (4) Goal/Performance Outcomes.

III. DEFINITIONS

Below is a listing of key terms of the performance dialogue process:

1. **Job Description:** Documentation of the principle duties and responsibilities of the job. The key sections of the job description are: general summary; principle duties and responsibilities; knowledge, skills, and abilities (KSA); working conditions; disclaimer statement, and administrative approval.
2. **SMART Goal (Specific/Measurable/Achievable/Relevant/Time Sensitive):** A statement of what will be accomplished to a standard of performance by a specific date. SMART goals can be measurable business outcomes, or observable employee behaviors, but always have a documented measure. The SMART goal is a concise statement of how the employee's behaviors support the organization's critical success factors.
3. **CSFs (Critical Success Factors):** A short list of the most important strategies that done well will achieve the vision and mission of Adventist HealthCare. Each performer should document how they contribute to achieving the CSFs by writing SMART goals for each CSF category.
4. **RISES VALUES:** A list of the qualities of character expected from all employees of Adventist HealthCare: Respect, Integrity, Service, Excellence, Stewardship. Each employee will identify the specific behaviors that exemplify the RISES VALUES as part of their annual goal plan and evaluation.
5. **THE "WHAT":** The employee's job description. A listing of "what" is expected of the employee performing a specific job.
6. **THE "HOW":** A list of specific measurable/observable activities for an *INDIVIDUAL* that will lead to attaining the SMART goals. Work processes/procedures (such as: processing an invoice, dispensing medication, calibrating a machine, admitting a patient) to achieve the result. A list of SMART goals for a *LEADER* that describes the results the performer will achieve in the coming 12 months.
7. **PERFORMANCE OUTCOMES:** A performer's results relative to their SMART goals, documented after one year. Specific behavioral feedback with examples and incidents.
8. **COMMENTS/ACTION PLAN:** Specific action steps the leader and performer agree upon through on-going dialogue. Specific things the performer will do to achieve their SMART goals. Specific learning activities the performer will undertake to enhance skills and competencies. Documents developmental needs and actions for improvement.
9. **360 DEGREE FEEDBACK:** Feedback provided by the employee's supervisor, employee's peers, and employee's customers.

IV. RESPONSIBILITIES

Human Resources is responsible for maintaining a list of employees with hire anniversary dates. This list will determine who will have a annual dialogue tool completed each month. Each entity will determine a process for disseminating this information.

Leadership is responsible for skillfully providing regular performance feedback throughout the year, setting up the summary dialogue meeting agenda, gathering 360 degree feedback, summarizing the feedback for the meeting, and documenting the conversation.

Employees are responsible for collecting their completed competency dates and preparing a thorough self-evaluation using the performance dialogue tool, as well as fully engaging in the dialogue, receiving feedback non-defensively, and following through on learning plans.

V. APPLICABLE DOCUMENTS

- A. 2003-Transition Year Flowchart** (Appendix I)
Hackettstown Community Hospital introduced the PDP during 2003.
- B. PDP Process Flowchart effective January 1, 2004** (Appendix II)
- C. FLSA Test** (Appendix III)
The FLSA test is utilized to determine the appropriate classification (Exempt or Non-Exempt) status under the provisions of the Federal Fair Labor Standards Act (FLSA).
- D. Employee Performance Improvement Plan** (Appendix III)
A performance improvement plan is initiated when an employee's performance falls below the expectations of any aspect ("Hows" and "RISES") of the position. The manager meets with the employee at least biweekly during the performance improvement period to provide feedback and record the employees progress in meeting performance goals.
- E. Per Diem Tool** (Appendix IV)
The per diem tool is utilized in evaluating the performance of per diem employees who have worked fewer than 250 hours during the review period.
- E. PDP Anecdotal Notes** (Appendix V)
The PDPAnecdotal Notes form is utilized to document the dialogue between manager and employee during the review period.
- F. Customer Feedback Form** (Appendix VI)
The Customer Feedback form is utilized to document feedback about the employee's performance provided by customers of the employee.

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G. Introductory Period Review Form (Appendix VII)

The introductory period review form is completed two weeks prior to the end of the new employee's introductory period.

VI. PROCEDURE

A. PDP Process (Appendix VII)

1. **New Employees.** A PDP folder is prepared for each new employee and forwarded to the employee's manager the week the employee begins employment. Managers explain the PDP to new employees as part of the new employee department orientation. Also included in the folder is an introductory period performance review form. A performance review is completed two weeks prior to the end of the employee's introductory period.
2. **Current Employees.** The PDP tool is completed annually at the time of the employee's anniversary. The month prior to the employee's anniversary month, Human Resources reminds managers that the PDP tool is due and sends to the manager a new PDP tool for the next review period. Managers have a formal discussion with the employee and sends to Human Resources the completed tool, documenting the employee's performance during the previous 12 months. The completed PDP tool must be turned in to Human Resources no later than the end of the month following the employee's anniversary month. Completed PDP tools are maintained in the employee's personnel file.
3. **Transferring Employees.** When employees transfer from one department to another, the manager forwards the transferring employee's PDP folder to the new manager.
4. **Compliance.** Human Resources monitors compliance with timeliness of completing PDP tools. Human Resources notifies Administrative Directors if managers have not turned in PDP tools two weeks before the required deadline.
5. **Step Increases.** A step increase for eligible employees will be processed when the PDP tool is turned in to Human Resources. Increases are effective the beginning of the first full pay period following the employee's anniversary date. ("Eligible employees" are regular full-time and part-time employees who are not currently on a performance improvement plan. Employees who satisfactorily complete their performance improvement plan will become eligible for a step increase the beginning of the pay period following satisfactory completion of the plan.)

B. Tool Determination

1. **"L" Tool.** The "L" tool is utilized for Managers, Directors, or Administrative Directors.
2. **"I" Tool.** The "I" tool is utilized for all other regular full-time, part-time, and per diem employees who work more than 250 hours in the 12- month review period.

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3. **Per Diem Tool.** The per diem tool is utilized for per diem employees who worked fewer than 250 hours in the review period.

C. PDP System Maintenance

1. The Human Resources Department is responsible for maintaining the PDP database of performance dialogue tools.
2. Managers are responsible for drafting a PDP tool and forwarding it to Human Resources for approval before new positions are reviewed by the Exception to Budget Committee. Human Resources will determine the appropriate FLSA status of the new position (see Appendix III).
3. Managers are responsible for revising PDP tools when changes in job duties occur. Changes are forwarded to the Human Resources Department, where the document revisions will be entered in the PDP database.