

# **PERFORMANCE EVALUATION INSTRUCTIONS**

The following is to assist supervisors/managers with completing a Performance Evaluation. To adhere to The Joint Commission standards, Performance Evaluations at The Johns Hopkins Hospital and The Johns Hopkins Health System Corporation are connected to the Job Description to ensure the requirements of the positions are adequately documented. Although the job description is the basis for the performance management system, the performance management sections are used to evaluate employees on an annual basis (or more often as needed).

The Joint Commission standards dictate that Performance Evaluations must be completed annually. JHHSC/JHH requires that documentation be submitted no later than 60 days after the review date.

## **Definition Of Terms**

Essential Job Functions are 4-8 broad functions of the job that define a key result of an area.

Secondary functions may also be listed for the position. These functions are those which are not critical for the completion of the job, but may occasionally be performed by incumbents.

Measures define the essential job functions and are used to measure statements to appraise an individual's performance regarding quality, quantity or time.

Weight assigned to each essential job function indicates the relative importance of that function to the overall job. It is not meant to be an indication of time spent.

The Essential Job Functions and Secondary Functions have a total weighting of 70% for all of the jobs.

Service Standards - Hospital's Vision, Mission and Organizational Service Goals are the foundation for the Service Standards. Service Standards are a part of each job description and comprise a total of 30% of the employees' performance review and final rating.

The Service Standards are divided into six categories: Customer Relations, Self-Management, Teamwork, Communications, Ownership/Accountability, and Continuous Performance Improvement.

## **Instructions**

1. In both the Essential Job Functions and Customer Service sections, the employee's performance on each measure should be rated between 0 and 4 (a 4 rating being the highest possible score). Each rating is defined below:

- 4 = Exceptional performance above established standards
- 3 = Consistently exceeds standards
- 2 = Meets expectation
- 1 = Needs improvement
- 0 = Failed to meet minimum standards

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- If a function has multiple measures, than each measure is either scored individually or an overall average is calculated.

For example, if a Function has three Measures, each Measure is rated zero, one, two, three, or four for proficiency. In the example below, Measure One is rated “2”, Measure Two is rated “3”, and Measure Three is rated “2”. The average score for that Function is “2.33”. If the weight of the Function is .15, than the overall score is .346 (2.33 X .15).

Example:

Essential Job Functions/Performance Standards Needed to Achieve Goals	Measures (Quality, Quantity, Time)	Wt.	0	1	2	3	4	Enter Score Here	Score
<b>1. MONITORS OPERATIONAL BUDGET</b>  A. Monitors office budgets and other accounts.	A-1 Gathers appropriate reports and records on a consistent basis according to departmental standards	0.15						2.00	
	A-2 Discrepancies are identified and communicated to supervisor within two weeks of receipt of monthly reports.							3.00	
	A-3 Errors and/or discrepancies are consistently resolved.							2.00	
	<b>Subtotal</b>		<b>0.15</b>						<b>2.33</b>

Whether or not to score the Measures individually or as a unit depends on the Manager's preference.

- All scores are added from both the Essential Job Functions and Service Standards sections and recorded on the Summary Sheet based on the chart below:

Rating	Points	Overall Performance Levels
0	Up to and including .99	Employee <b><i>FAILED TO MEET</i></b> minimum job standards.
1	Above .99, up to and including 1.90	Employee <b><i>NEEDS IMPROVEMENT</i></b> performing overall job standards.
2	Above 1.90, up to and including 2.90	Employee <b><i>fully MET EXPECTATIONS</i></b> of the established job standards.
3	Above 2.90, up to and including 3.85	Employee <b><i>consistently EXCEEDED EXPECTATIONS</i></b> of the established job standards.
4	3.86 and above	<b><i>Majority of</i></b> employee's work was consistently <b><i>EXCEPTIONAL</i></b> in all areas of responsibility.

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4. The overall Performance Rating is determined based on total points and the overall performance level.

Rating of "4" = Exceptional performance above established standards

Rating of "3" = Consistently exceeds standards

Rating of "2" = Meets expectation

Rating of "1" = Needs improvement

Rating of "0" = Failed to meet minimum standards

5. The Evaluator, Manager (if applicable) and Employee must all sign the Summary Sheet.
6. Refer to the Salary Planning Guidelines to obtain the corresponding Merit increase percentage.
7. Employees with an overall performance rating of "0" are not eligible for a merit increase, and should be placed on a Performance Plan. Employees with an overall performance rating of "1" are eligible for a merit increase, and should be placed on a Performance Plan. If you have any questions regarding the Performance Plan, please refer to Policy "HR004 - Performance Management."
8. Vice P signature is required for any Performance Evaluation with an overall rating of "4", Exceptional.
9. When submitting the ISR Lite, select rate change or review-no change and completed the following:
  - Contact Information Section
  - Payroll Action Data, Section 2 as appropriate, including:
    - i. Rate Change Reason
    - ii. Base Rate and New Base Rate
    - iii. Performance Score
    - iv. Performance Rating
    - v. VP Signature on file as appropriate
    - vi. Review Completion Date
    - vii. Percent Change

Note: For employees receiving a Performance evaluation and prorated merit due to a promotion, complete Section 3, Position Data change as well