

Employee Information				
Employee name	Position title		Department	Employee ID Number
Supervisor's name	Appraisal period from	Appraisal period to	Next appraisal due	Overall rating
Reason for Evaluation				
<input type="checkbox"/> Probation/Trial Service/ Internal Job Change		<input type="checkbox"/> Annual		<input type="checkbox"/> Other (Please explain)
If Other, please explain:				

Purpose
The performance review is designed to create an open dialogue and mutual understanding of performance expectations and standards, achievements, and areas requiring development. Olympia Orthopaedic Associates is committed to helping our employees achieve their fullest potential and to encourage commitment to organizational, departmental and individual goals. The review is intended to formalize a feedback process that is continually occurring throughout the year and is a confidential document. The information on this form will become part of the employee's personnel file and may be used in discussions concerning advancement, future training, corrective action and performance-related salary adjustments.

Performance Levels
5 = Significantly exceeds expectations: Overall performance consistently exceeds standards. Consistent performance at this level is unique and provides significant contribution to the organization. Actual and measurable contributions must accompany this score.
4 = Exceeds expectations: Overall performance frequently exceeds standards. Consistent performance at this level provides an example to other employees and represents an important contribution to the organization.
3 = Meets expectations: Overall performance consistently meets and may occasionally exceed standards.
2 = Below expectations: Overall performance is consistent with the level of knowledge, skill and experience. May meet standards periodically, however quality, quantity, and dependability may be inconsistent. Continuing development is necessary.
1 = Significantly below expectations: Overall performance is significantly below standards.

Section 1: Looking Back

Part A: OOA Core Competencies

The core competencies are the accountabilities shared by all employees. They are behavioral skills and abilities required to successfully accomplish job responsibilities in the OOA environment.

Competency, Definition and Key Indicators	Rating
<p>1. Accountability:</p> <p>*Definition: Ability to establish mutual agreements that result in clear responsibility, taking personal action to accomplish an agreed-upon result and assuming personal responsibility for the results of behavior and actions.</p> <p>*Key Indicators: Makes sound decisions. Self starter who accomplishes performance objectives with little supervisory intervention. When mistakes occur, focuses on finding solution rather than placing blame. Adheres to work schedule, deadlines and guidelines on attendance and punctuality.</p>	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1
Comments:	

2. Integrity:

***Definition:** Actions are consistent with ethical values. Honest in communication and actions.

***Key Indicators:** Ensures personal actions comply with the OOA Code of Conduct, OOA policies and procedures, and applicable rules, regulations and laws. Follows the reporting process in the Code of Conduct to raise concerns or report potential compliance problems. Uses discretion in dealing with confidential/sensitive information and shares only with those who have a legitimate need to know and have the authority to access such information. Makes decisions in an ethical manner.

- 5
- 4
- 3
- 2
- 1

Comments:

3. Diversity:

***Definition:** Honors the uniqueness of each individual, challenges stereotypes and promotes sensitivity and inclusion.

***Key Indicators:** Understands and utilizes cross-cultural perspectives to strengthen quality of interaction with others. Treats others with fairness, dignity and respect regardless of cultural diversity. Able to recognize and correct own attitude and actions when forming stereotypes about other individuals. Intervenes in an appropriate manner when others are engaged in behaviors that show cultural insensitivity. Actively participates in the development and implementation of a diversity strategy plan.

- 5
- 4
- 3
- 2
- 1

Comments:

4. Respect:

***Definition:** Demonstrates consideration and appreciation for colleagues, clients and customers.

***Key Indicators:** Honors the uniqueness of each individual and values the contribution of others. Makes every effort to demonstrate courtesy to colleagues and customers. Is direct in sharing concerns with only individuals who are involved. Does not speak disrespectfully of others. Recognizes the importance of getting along well with colleagues, clients and customers.

- 5
- 4
- 3
- 2
- 1

Comments:

5. Service Orientation:

***Definition:** Seeks opportunities to improve work and work environment to better meet the needs of internal and external customers.

***Key Indicators:** Participates in establishing and monitoring service standards. Utilizes standards to evaluate self and peer performance. Adaptable and initiates changes to create ongoing improvement at OOA. Demonstrates flexibility and a willingness to change for continual improvement.

- 5
- 4
- 3
- 2
- 1

Comments:

6. Teamwork & Collaboration:	
<p>*Definition: Works cooperatively and productively with others to achieve shared goals.</p> <p>*Key Indicators: Finds common ground, gets and gives cooperation. Approaches work with a <i>can do</i> attitude. Shares success with others. Resolves conflict directly and quickly.</p>	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1
Comments:	

7. Communication:	
<p>*Definition: Demonstrates the ability to convey thoughts and ideas as well as understand others' perspectives.</p> <p>Key Indicators: Listens to, understands and respects the views of others. Actively seeks out information related to individual responsibilities and OOA. Remains focused on the issue in conflict situations and works directly with others involved to resolve disagreements constructively. Is able to give and receive feedback constructively.</p>	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1
Comments:	

Organizational Integration	Rating
1. Organizational Perspective:	
<p>*Definition: Thinking and action that considers the organization as a whole in the development of business solutions, e.g. Company-wide or other appropriate organization level depending on the scope of the issue, e.g. Department, Mission. Assure influence and action to achieve success of the organization as a whole, without losing focus on individual's primary responsibilities.</p> <p>*Key Indicators: Business solutions balance a wide range of implications, interests and organizational priorities. Applies a holistic approach to develop alternatives that are efficient, cost effective, are sustainable and are generally supported by stakeholders. Establishes and manages communication with stakeholders to achieve alignment of expectations and action.</p>	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1
Comments:	

2. Managing Performance:

***Definition:** Achieves people, quality, finance, service and growth objectives through effective deployment and management of all systems and resources. Applies a continuous improvement approach to the development, implementation, evaluation and refinement of all processes, procedures and systems.

***Key Indicators:** Ensure work products are efficiently developed, cost effective and advance department goals while remaining aligned with those for the overall organization. Participate in the development of performance metrics and manage performance to meet established standards, including but not limited to financial, quality, service and safety. Apply a performance/process improvement approach to development and management of all staff and systems for which responsible and provide feedback to improve performance of others. Complexity in processes, procedures and other structural obstacles are confronted. Simplicity is not disclosed if that method is right and benefits the system as a whole.

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- 4
- 3
- 2
- 1

Comments:

3. Change Management:

***Definition:** Assures process of change is methodical, clearly understood by stakeholders and achieves desired outcomes.

***Key Indicators:** Remains flexible and accepts change as a vital and necessary element to the ongoing success and viability of the organization. Keeps abreast of thinking and advances in respective field; identifies trends and actively recommend relevant, thoughtful change. Engages employees as appropriate in the change process, actively soliciting input in areas for which they have recommendation or decision making opportunities. Creates strategic understanding of change by gathering relevant facts on issues/initiatives, arranging them logically, establishing need for and linkages among initiatives, translating plans and actions as required to assure end user clarity and focus.

- 5
- 4
- 3
- 2
- 1

Comments:

4. Organizational Talent Acquisition, Development and Retention:

***Definition:** Achieve a high performing engaged workforce committed to advancing the organization's mission.

***Key Indicators:** Recruit qualified individuals who demonstrate values consistent with those of OOA and who possess the competencies to achieve high levels of performance. Visibly demonstrates commitment to cultural competence and diversity and sets the same expectation for others. Proactively and thoughtfully plans for the success of each employee by communicating clear goals and expectations and providing tools and education needed to accomplish work. Demonstrates sense of urgency; encourage reasonable speed and risk taking. Delivers constructive feedback and recognition as appropriate, to keep performance on track and manages performance that is substandard to success of reassignment, if a better fit is reasonable and available. Otherwise, manages low performers out of the organization timely and tactfully, being sensitive to and managing the reactions of other staff. Demonstrates high accountability and follow through to minimize disruption related to unprepared or ill-performing staff.

- 5
- 4
- 3
- 2
- 1

Comments:

Part B: Performance Results

Use this section to document accomplishments related to completion of job responsibilities as set forth in the job description and/or goals set for the review period. Additional detail on individual goals may be provided in Section C below.

	Rating
1. Technical competence: Demonstrates the knowledge, skills, abilities and credentials to perform accurately, safely and to deliver products of high quality.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1
Comments:	

2. Job Results: Achievement of position accountabilities set forth on job description, includes timeliness in the completion of duties.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1
Comments:	

3. Quality Results: Reflection of how well work is accomplished; includes attention to safety, accuracy, and other job quality indicators.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1
Comments:	

Section 2: Key Goals - Other individual accomplishments

Part C: Looking Back		<input type="checkbox"/> Not applicable for this employee
Review the goals established during the previous review cycle. What was the outcome?		
Goal	Measurement	Outcome

Part D: Looking Forward

Set goals for the next review cycle.

Goal	Measurement	Target Date

Part E: Overall Performance Rating for Evaluation Period

The overall performance rating for the evaluation period based on the degree to which goals were met, core competencies demonstrated and key responsibilities performed. It is the exception that an employee with active discipline would be rated as either

<input type="checkbox"/> 5 Significantly exceeds	<input type="checkbox"/> 4 Exceeds	<input type="checkbox"/> 3 Meets	<input type="checkbox"/> 2 Below	<input type="checkbox"/> 1 Significantly below
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Comments:

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Confidentiality

I hereby acknowledge that as an employee of Olympia Orthopaedic Associates, PLLC, I have access to confidential information. I understand and agree that in the performance of my duties as an employee of OOA I must hold all medical, employee and organizational information in strict confidence. I understand that any violation of the Confidentiality Policy will result in corrective action, which may include termination of employment.

Employee Initials: _____

IT Policy

I hereby acknowledge and reaffirm my responsibility to exercise secure computer practices as outlined in the OOA IT Security policies. Further, I acknowledge that I have signed a "computer workstation acceptable use statement" on record and understand that I am bound to all the terms and conditions set forth in that agreement.

Employee Initials: _____

Employee Code of Conduct

I understand that all employees are expected to conduct their duties in a manner that meets the highest legal and ethical standards. I will comply with the standards of conduct and guidelines contained in the Ethics at Work Reference Guide and any other standards or policies set by OOA. I understand that it is my responsibility to report any concerns regarding possible violations of these standards, guidelines and/or policies and to assist all compliance personnel in investigating any alleging of wrongdoing. I understand that I should report any unethical or unlawful activity immediately understanding that I will not be retaliated against in any matter for making a good-faith report.

Employee Initials: _____

Conflict of Interest

I will comply with the standards and guidelines contained in the Conflict of Interest Policy. I understand that I am responsible for recognizing any situation in which conflict of interest is present or might arise. I will immediately report any such situations to my Manager/Lead and will take appropriate action to eliminate or prevent a conflict.

Employee Initials: _____

Mission and Values

Mission: At Olympia Orthopaedic Associates it is our mission to continually strive to become and remain a Center of Excellence for quality, comprehensive, full service musculoskeletal care in Southwest Washington.

Values: Integrity, Responsibility, Compassion, Forgiveness, and Respect.

Employee Initials: _____

Job Description

I have reviewed my current job description and core competencies and understand what is expected of me in my current position.

Employee Initials: _____

Section 3: Employee comments

Empty rectangular box for employee comments.

Section 4: Signatures

Employee Signature:	Date:
Supervisor's Signature:	Date:
Human Resources Signature:	Date: