

# **BRIGHAM AND WOMEN'S HOSPITAL**

## **HUMAN RESOURCES POLICIES AND PROCEDURES**

**SUBJECT: PERFORMANCE APPRAISAL PROGRAM**  
**POLICY #: HR-205**

**EFFECTIVE DATE: January 1, 2008**

### **POLICY**

Brigham and Women's Hospital reviews the performance of employees on a regular basis. A formal review of employees' performance is required annually for all weekly paid regular and per diem employees from their first day of employment. It is also strongly recommended that leaders give continuous feedback, both positive and constructive, to employees on a regular basis to provide all employees with the opportunity to develop and feel recognized for the contributions they make to the hospital. The performance management process and appraisal program should be based on clearly defined expectations, duties, responsibilities, and competencies which should be discussed with all employees at the time of hire or transfer into the department and which should continue to be discussed with employees annually.

It is very important to the satisfaction, effectiveness and development of our employees that performance evaluations are completed on an annual basis and in a timely manner. This is a requirement of Joint Commission and the Board of Directors.

The hospital-wide percent completion, late and other trend information and statistics will be computed and shared with senior leadership. Managers will be held accountable when their areas are identified with greater than five percent late evaluations. This is a primary performance expectation of everyone in a leadership position at Brigham and Women's Hospital.

### **I. PERFORMANCE APPRAISAL PROGRAM GUIDELINES**

The program has five objectives:

- A. To provide all employees with clearly defined job duties, responsibilities, and expectations through the development of job descriptions and performance plans which are reviewed on an annual basis with employees.
- B. To enhance the performance, morale, and overall satisfaction of employees by clearly communicating expectations, providing necessary feedback on an on-going basis and a supportive environment within which the employee strives to improve.

- C. To help identify development opportunities for staff, in their current positions and in other promotional and career development opportunities.
- D. To encourage open and on-going communication between supervisors and their employees.
- E. To provide a legally defensible basis for human resources related decisions, pay increases, promotions, demotions, reductions in force, etc.

**II. DETERMINATION OF MERIT REVIEW DATES**

The hospital evaluates non-contractual employees on a quarterly review cycle, with the exception of select management staff. The review dates are as follows:

- October 1 – For Select Management Staff Only
- December 31
- March 31
- June 30
- September 30

**A. New Hires**

Assignment of review dates are initially based on hire date and would remain as such unless there is a change in employee status (i.e. promotion) resulting in a pay change which would impact the review cycle of the employee (see Section 2)

An employee hired within the quarter is assigned a review date at the end of that quarter (in the next fiscal year). For example:

HIRE DATE BETWEEN	REVIEW DATE
October 1 – December 31	December 31
January 1 – March 31	March 31
April 1 – June 30	June 30
July 1 – September 30	September 30
	October 1 *

(October 1st review date may be used for select management staff with the approval of the Vice President of Human Resources.)

**B. Promotions/Other Employee Status Changes**

Changes to review dates typically occur based on employee status changes (i.e. promotions). It is important to remember that it is the policy of the hospital that all employees must be formally reviewed on an annual basis, so decisions to move

review dates based on an employee change must be discussed and approved by Human Resources.

If the effective date of a promotion occurs within three months of an employee's annual review, it is recommended that the formal review and promotion be done simultaneously. Both the merit increase and any promotional increase should be effective on the effective date of the promotion (even if this date is prior to when the merit would have been effective).

Any change to an employee resulting in a pay change, change in job responsibility, etc. should prompt a discussion with Human Resources regarding the appropriateness of changing the employees formal date of review. For example, in cases where a significant pay increase is given as the result of a promotion, it may be recommended that the employees review date change to a later date. On the contrary, if an employee transfers into another department and receives a small increase based on internal equity or compression, it may be recommended to move the review date to a closer date or keep the review date the same.

#### C. Employees on a Leave of Absence

1. An employee who is on an approved, paid leave of absence or an approved Family Medical Leave (FMLA) on their review date should receive their formal review upon return from leave. Any merit increase given should be retro back to the actual review date.
2. An employee who exhausts their FMLA leave will have their review date changed (moved forward) based on the number of days the employee has been out beyond their FMLA. (This time may be paid or unpaid beyond the 12 week FMLA).
3. An employee who is on an approved, unpaid leave of absence will have their review date changed (moved forward) based on the number of days the employee has been unpaid on their leave.

Formula = Count the number of days unpaid/unprotected and add to the date of the employee's original review date. The closest review date from that point becomes the employees new review date.

### **III. PERFORMANCE APPRAISAL PROGRAM GUIDELINES**

Senior leadership approves the Wage and Salary Program at the start of each fiscal year. Human Resources, in conjunction with the Compensation Department of Partners HealthCare System, Inc. publish formal guidelines and program overview to be used by managers throughout the fiscal year. The packet of information generally includes:

- A. Overview of Fiscal Year Wage and Salary and Performance Appraisal Program
- B. Explanation and description of Merit Program Guidelines, the Range of Percent Increases managers can give to eligible employees, Targeted Budget Averages, and changes to formal Salary Ranges.

The Wage and Salary Program and the Performance Appraisal Program guidelines are the result of a thorough review of economic indicators, external benchmark analysis, internal data collection, and financial review. Historically, the Wage and Salary Program and Performance Appraisal Program guidelines are communicated in the fall prior to the new fiscal year.

#### **IV. REMINDER REPORTS**

Through PeopleSoft Manager Self-Service, manager's will receive regular emailed reminder reports on their employees with upcoming or past due evaluations.

#### **V. RESPONSIBILITY**

The coordination and administration of this program is the responsibility of Human Resources at Brigham and Women's Hospital, in conjunction with the Compensation Department at Partners HealthCare System, Inc.

#### **APPROVED BY:**

**Vice President Human Resources**

**Chief Operating Officer**

This policy is intended as a guideline to assist in the consistent application of Brigham and Women's Hospital policies and programs for employees. The policy does not create a contract implied or expressed, with any hospital employees who are employees at will. The hospital reserves the right to modify this policy in whole or in part, at any time, at its sole discretion.