

# OREGON STATE HOSPITAL

PORTLAND – SALEM

## POLICIES AND PROCEDURES

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SECTION 5: Human Resources

POLICY: 5.027

SUBJECT: Performance Management Plan

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POINT BILLY MARTIN

PERSON: HUMAN RESOURCES MANAGER

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APPROVED: GREGORY P. ROBERTS  
SUPERINTENDENT

DATE: NOVEMBER 16, 2012

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### I. POLICY

This Performance Management Plan is established consistent with HRSD State Policy 50.035.01, and shall serve as the Oregon State Hospital Performance Management Plan.

The Oregon State Hospital Performance Management Plan utilizes the Oregon Health Authority Performance Feedback Model, and has been established to enable employees to receive feedback on their job performance, to assist them to become more effective in their jobs, and to inform employee's supervisors of the employee's career and development aspirations.

### II. DEFINITIONS

- A. "Employee" means any employee of the Oregon State Hospital including all unclassified executive and management service and classified employees at the Oregon State Hospital.
- B. "Employee Development Plan" means a development plan created by the employee and manager focusing on skills aimed at job mastery and/or professional development skills. Employee development plans often include training, cross training, and special project participation as well as other opportunities to develop skills.
- C. "Job Mastery Skills " means those skills and/or competencies that are necessary to successfully perform one's job.
- D. "Professional Development Skills" means skills and knowledge that may go beyond the scope of the employee's job description, although they may indirectly improve job performance.

**III. PROCEDURES**

- A. The Performance Management Plan utilizes a Performance Feedback Model consisting of four essential elements: (1) Manager Training, (2) Employee Development Plan, (3) Regular Performance Feedback, and (4) Annual or Trial Service Performance Feedback.
- B. Manager Training
1. The Office of Human Resources shall be responsible to develop and present classroom training and/or online E-Learning training related to the Oregon Health Authority Performance Feedback Model. The training shall include the Employee Development Plan, Regular Performance Feedback, and the Annual or Trial Service Performance Feedback.
  2. Each manager that supervises subordinate staff shall attend training on the Oregon Health Authority Performance Feedback Model and utilize the Performance Feedback Model in coaching and evaluating staff performance.
- C. The Employee Development Plan (EDP)
1. An EDP shall be created for each employee of the Oregon State Hospital and updated as needed, but no less than annually.
    - a. For newly hired and/or promoted employees, an EDP shall be completed and shall include the skills and competencies necessary for the employee to successfully demonstrate during the employee's trial service period. The Monthly Trial Service Review is an additional tool that the manager may choose to utilize to evaluate and develop trial service employees.
    - b. The employee's EDP shall be reviewed and updated by the employee and manager when the employee transfers to a new work unit.
  2. Managers should work together with the employees who directly report to the manager to create the employee's development plan. The plan shall be documented on the EDP form DHS 0107A and signed by both the employee and manager. The EDP form shall be kept in the supervisory file maintained by the manager and the employee shall have a current copy.

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3. The plan shall focus on skills aimed at job mastery or combine job mastery with professional development skills. Job mastery skills are those skills and competencies that are necessary to successfully perform one's job. Professional development skills are those skills and knowledge that may go beyond the scope of the employee's job description, although they may indirectly improve job performance. Development plans shall include training and other elements including cross-training and special project participation or other opportunities to develop skills.
4. The employee and manager may focus on areas where an employee may need to improve their skills based on previous performance feedback, disciplinary actions, and/or behavioral issues.

**D. Regular Performance Feedback**

1. Once performance objectives are set and the Employee Development Plan is developed, managers shall check in regularly with employees to discuss the status of objectives and to provide feedback based on observations of an employee's performance, and what the manager can do to support that performance. Regular feedback sessions may occur as often as is necessary to acknowledge the employee for accomplishments and to plan together for best performance. It is equally important to provide feedback on areas of success as on those requiring improvement.
2. Feedback sessions help shape the employee's performance and increase the likelihood that an employee's results will meet expectations. The coaching session generally should focus on one or two aspects of performance, rather than the total review that should take place in a formal annual performance feedback session.

**E. Annual Performance Feedback**

The annual performance feedback summarizes the employee's contributions over the entire feedback cycle, the completion of the trial service or promotional trial service period, or the annual performance period (usually one year). The annual performance feedback is simply a continuation of the momentum established throughout the year.

1. The Office of Human Resources shall track all OSH employees' performance evaluation due based on information in the PPDB system and will provide an updated listing of employees needing an annual or trial service performance evaluation. This list shall be

- published at least monthly and include those employees with a scheduled performance evaluation due in the coming 90 days as well as those employees whose performance appraisal is past due.
2. Performance evaluations shall be completed and submitted to Human Resources no later than 30 calendar days after the performance appraisal due date.
  3. Trial service performance evaluations shall be completed prior to the end of the employee's trial service or promotional trial service period.
  4. Prior to the meeting, the manager may encourage employee involvement by asking the employee to:
    - a. Prepare a self-evaluation and/or,
    - b. List accomplishments and identify areas for improvement and/or,
    - c. Propose work-related and professional objectives for the next review period,
    - d. Update the position description.
  5. Prior to the meeting, the manager shall review the employee's:
    - a. Objectives for the feedback period – level of accomplishment and progress,
    - b. Professional development over the feedback period,
    - c. Input provided by key clients and colleagues (optional),
    - d. Previous performance feedback during the period.
  6. The manager shall prepare and write the Annual Performance Appraisal.
  7. The employee's position description shall be reviewed and updated if needed.
  8. The manager shall meet with the employee and review the Annual Performance Appraisal. The following guidelines may be used:
    - a. Set a tone that is open and productive and to ensure that by the end of the discussion, both manager and employee have reached an understanding on any issues that require further discussion, timelines for completion, objectives that need to be met for the next year, and review points.
    - b. Discuss career goals.
    - c. Have employee update an emergency contact form.

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- d. Review Position Description with the employee.
  - e. Provide a copy of the Performance Appraisal and updated position description to the employee.
- F. The manager shall then forward the following completed forms to Human Resources:
- 1. Signed Annual or Trial Service Performance Appraisal to be placed in the employee's official personnel file for 3 years;
  - 2. Signed Position Description to be placed in the position description file and the employee's official personnel file;
  - 3. Updated Employee Emergency Contact Form to be placed in the employee's official personnel file.
  - 4. Driving Record Certification for staff who drive state vehicles or for state business.
- G. For employees who are on Family Medical Leave (FMLA), Oregon Family Medical Leave (OFLA), or other approved extended leave, their annual performance appraisal shall still be completed within the specified timeframe as specified in section III.E.3 of this policy. In those cases, the manager may not be able to present the performance appraisal to the employee or secure the employee's signature. The manager shall write a note on the performance appraisal form documenting that the employee is not available to review or sign the form, and shall forward a copy of the form to Human Resources by the due date. The performance appraisal will be considered complete with this added note. However, the manager shall be responsible for presenting the performance appraisal and having the employee sign the original form as soon as the employee returns to work, and for sending the signed form to Human Resources.

## V. REFERENCES

AFSCME Nurses Collective Bargaining Agreement, Article 23, Performance Appraisal  
AFSCME Physicians Collective Bargaining Agreement, Article 29, Performance Evaluations  
DAS Statewide HRSD Policy 50.035.01 – Performance Management Process

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Oregon Health Authority Performance Feedback Model  
SEIU Collective Bargaining Agreement, Article 85, Section 2; Performance Evaluations  
The Joint Commission Comprehensive Accreditation Manual for Hospitals, 2012, Standard HR.01.06.01, EP 6.  
The Joint Commission Comprehensive Accreditation Manual for Behavioral Health, 2012, Standard HR.01.06.01, EP 6.

Replaces Oregon State Hospital Policy and Procedure 5.027, *Performance Management Plan*, dated 08/22/2012.