



**Wesley Woods Senior Living, Inc.**

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**SUBJECT:** Performance Advantage

**THIS POLICY**

Policy Number: 313

Effective Date: 03/01/2007

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**REPLACES POLICY**

Policy Number: 313

Effective Date: 02/01/2004

**Statement:**

Performance Advantage is Wesley Woods system-wide process of planning, developing, coaching, providing feedback and evaluating employee contributions and performance. The process connects employee performance with pay. Under Performance Advantage, leaders align employee efforts with department/facility/corporate goals. This process helps focus employee performance towards Wesley Wood's key business objectives of being a high-performing, resident focused organization.

Performance Advantage is designed to:

- Encourage open discussions between employees and leaders about performance
- Establish opportunities to contribute and/or measurable S.M.A.R.T. goals
- Inspire and support professional development for employees
- Ensure that our business strategies are directly linked to specific department/unit and individual goals and/or responsibilities
- Promote behaviors that are consistent with Wesley Wood's core dimensions
- Defines reward levels that take into account WHAT you have accomplished and HOW you have accomplished it

The performance levels are based on rating categories to ensure an appropriate differentiation that accurately reflects each employee's contribution.

**Purpose:**

To develop a high-performing, resident-focused culture with the necessary capabilities to fulfill our promise to our residents of a quality experience - clinical outcomes, safety and service.

**Administrative Responsibility:**

Wesley Woods Administration is responsible for establishing policies, procedures and guidelines to ensure all employees are competent to provide services to residents, patients, clients, customers, significant others and fellow staff members.

Facility management is responsible for validating the initial orientation and continuing education of all persons in the facility.

Facility management are responsible for the annual review of department education and training documentation for all staff in the facility.

### Three Key Phases of Performance Review:

Performance Advantage is not solely driven by leaders, but shared by employees and leaders alike — both have responsibilities for making it work. Performance Advantage has three distinct phases during the annual performance cycle.

**Plan:** Departments/facilities will communicate their specific vision, mission and goals for each year. Employees meet with their leader to review *what* he/she needs to accomplish (i.e. job responsibilities, opportunities for contributions, and their alignment with facility goals) and *how* he/she is to get there (i.e. core dimensions, expected behaviors, resources for growth and development.)

- Leader establishes goals for the department
- Leader and employee review department goals, responsibilities, and expected behaviors for employee and opportunity for employee contribution.
- Leader and employee determine courses of action to achieve expectations and opportunities for contribution.
- Commence continual observation and documentation of performance throughout the fiscal year.

**Coach:** With clearly discussed and documented expectations and developmental opportunities, employees are then empowered to perform. Through the year, employees and leaders continue their discussions about objectives, development activities, career interests and demonstration of the core dimensions. They redirect efforts if needed.

- Leader and employee meet to review progress. (Some conversations will be informal during “coachable” moments. Employees and leaders will formally sit down together for a mid-year check-up sometime in March or April each year.)
- Reinforce progress/redirect when necessary.

**Review:** At the end of each year, leaders review and rate each employee’s performance based on contributions during the evaluation period. Two weeks prior to the meeting, employees should provide input to leaders through the Employee Feedback Form, e-mails or by presenting a copy of their own notes. Leader documents and rates performance. Leader discusses staff’s overall performance advantage review with his/her leader. Then leaders discuss one-on-one with the employee the specific performance, contributions, growth opportunities and the reward level rating the leader has given the employee.

Leader and employee discuss the ratings, growth opportunities, and sign the Performance Advisor document.

### Documentation:

In addition to any specific mandatory meetings or coachable moment discussions, employees and leaders should regularly track and notate employee successes, achievements and overall performance. This includes regular documentation of performance and competency assessments. Leaders will do this formally with an online tool called the Performance Advisor, and employees will do this informally through their own notes. Mechanisms for validating performance and competencies may include:

- Checklist for priority procedures and activities.
- Human Relations, interpersonal and critical thinking situations.
- Teaching plans for educational programs.
- Description for the learning need and how it was determined.
- Learner-oriented objectives.
- Teaching and learning methods used to accomplish the learning objectives and methods that reflect adult learning principles.
- Evaluation data assessing the effectiveness of each activity in meeting the learning outcomes.
- Direct observation of performance.

**Levels of Performance:**

In order to encourage employees to contribute at a higher level, reward levels that take into account what an employee accomplished and how the employee accomplished it have been developed. These levels were established to ensure an appropriate differentiation among categories in order to accurately reflect each employee's contribution.

**(3) Exemplary Contributor**

Clearly and consistently exceeds the performance expectations of the position; demonstrates a pattern of exceptional performance; excels in every aspect of the performance relative to this responsibility; implements innovative and highly effective solutions to problems; is generally recognized as a "role model" by others inside and outside the organization.

**(2+) High Contributor**

Consistently meets and sometimes exceeds the performance expectations of the position without the need for supervisory review. Effective solutions to problems are generally initiated. Fully qualified in all aspects of the position; employee delivers actions and exhibits behaviors resulting in the effective performance of the position requirements.

**(2) Solid Contributor**

Meets the performance expectations of the position with occasional guidance from supervisor. Normally functions independently. Generally qualified in all aspects of the position; employee delivers actions and exhibits behaviors resulting in the effective performance of the position requirements.

**(2-) Developing Contributor**

Generally meets performance expectations of the position often with assistance of supervisor. Generally qualified for the position and meets most of the position requirements. Employee may have one or more developmental areas.

**(1) Insufficient Contributor**

Does not consistently meet the performance expectations of the position. Frequent supervisory review or assistance is required. Additional effort, training and/or experience are necessary for the employee to meet the performance expectations of the position.

**Employee Commitments:**

At Wesley Woods, our promise to our residents and patients is that of a quality experience defined by impeccable clinical outcomes, resident and patient safety and resident and patient service. The Employee Commitments (formerly known as Key Requirements/Showstoppers) help us meet this promise by fulfilling our moral obligation to protect our residents and patients and their family members, our families, our colleagues and ourselves. Providing the safe environment our residents deserve is so important to us that completion of our Employee Commitments is a condition of employment. Compliance also helps us meet state and federal regulations.

Here are the Employee Commitments for Wesley Woods Senior Living employees:

1. Annual compliance with facility/departmental guidelines for in-service education.
2. Regulatory/safety training.
3. Absenteeism and Tardiness.
4. Annual Health Assessment (Facilities with Skilled Care only)

Completion of Employee Commitments within the specified timeframe is a condition of employment and each applicable commitment must be completed in accordance with the defined provisions. Late completion may be reflected in the overall Performance Advantage WHAT or HOW performance rating.

## **What Ratings Job Responsibilities**

The “WHAT” portion of the performance review is based on accomplishments of goals and job responsibilities. Each employee has a job description outlining specific job responsibilities. This job description should be reviewed in the planning session at the beginning of the performance cycle.

### **GOALS**

Leaders will work with employees to establish S.M.A.R.T. goals during the planning stage of Performance Advantage. S.M.A.R.T. stands for Specific, Measurable or observable, Agreed upon, Realistic, Time-bound. The leader and the employee need to agree on the goals and specific points for evaluating success.

## **How Rating Core Dimensions**

The “HOW” portion of the performance review is based on core dimensions. Each job family has specific core dimensions and these should be clearly conveyed to the applicable employee. For example, the Individual Contributor core dimensions are:

- Communication
- Customer Loyalty and Satisfaction
- Teamwork
- Problem Solving
- Initiative
- Performance Standards
- Adaptability
- Planning and Organizing
- Applied/Continuous Learning

There are similar core dimensions for Professional Leaders and Senior Leaders.

## **Performance Links to Rewards**

Leaders rate both components of employee performance (WHAT and HOW) for job responsibilities and core dimensions as discussed during the planning session. The result is an exemplary, high, solid, developing or insufficient contributor rating for WHAT the employee did (e.g., changed a patient’s dressing, repaired a piece of equipment, or gave directions to a visitor), and an exemplary, high, solid, developing or insufficient contributor rating for HOW the employee accomplished it (e.g., teamwork, initiative, customer-friendly response). Leaders determine the overall rating for the WHAT and an overall rating for the HOW for each employee. Later, after all leaders have completed their Performance Advantage reviews, executive leadership review, approve and determine the percentage increase for each reward level. The leader then communicates to the employee the amount of increase, if applicable.

## **Performance Advantage Planning, and Review Timeline**

Continuous feedback to employees regarding work performance is essential to maintaining a proper work environment, facilitating change and meeting employee-customer expectations. Likewise, seeking feedback from employees about work processes is critical to improving these processes and achieving optimum outcomes and job satisfaction. Formal conferences where an employee and leader discuss the employee's goals, competencies and performance are conducted ongoing as defined above and completed by November each year.

## **New Hires, Transfers and Promotions**

New Hires, promotions or transfers should receive a performance planning discussion within 30 days of hire, promotion, or transfer.

### **New Hires:**

Employees hired before August 1 are reviewed in the current cycle (assumes cycle is aligned with fiscal year) and any increases are pro-rated accordingly by number of months worked that cycle (or subject to current Performance Advantage policy). Employees hired on August 1 or later are reviewed in next annual review cycle and do not receive an increase in this fiscal year (or subject to current Performance Advantage policy).

### **Promotions and Transfers:**

The current reviewing manager is responsible for completing the appropriate phase of the Performance Advantage review cycle. For example, the current reviewing manager at the end of the Performance Advantage cycle is responsible for completing the online performance review and should coordinate the collection of feedback from the previous manager.

## **Pay for Performance Increases for New Employees:**

Pay for Performance increases for all new employees are pro-rated on the number of months worked during the fiscal year. Increases are calculated based on 1/12 of the yearly eligible award amount multiplied by the number of months worked in the fiscal year and payable on January 1 (subject to current pay rules issued by Human Resources).

Employees hired in August of any fiscal year are eligible for an increase at the end of the next Performance Advantage fiscal year review cycle.

## **Performance Improvement Plan (PIP)**

Employees who receive an Insufficient Contributor overall rating (1, 1) are placed on an immediate Performance Improvement Plan (PIP). The PIP further details the areas identified in the employee's annual performance appraisal which do not meet the performance expectations of the position, available resources to achieve the desired results, and the timetable for completion. Weekly feedback sessions are to be scheduled with the employee and documented by reviewing manager for the duration of the PIP.

At the end of the PIP the following will occur:

1. Successful completion of the PIP as evidenced by an overall rating of 2 or above;
2. Extension of the PIP for an additional 30 days; or
3. Termination of employment

A Performance Improvement Plan (PIP) is not to exceed 90 days.

Approved By: Kenneth Weber, President/CEO, Wesley Woods Senior Living, Inc.  
Date Reviewed: 2/8/2005 Adair Maller, Wesley Woods Human Resources  
Date Revised: 09/01/2007 Adair Maller, Wesley Woods Human Resources