PEP Definitions

FNA

Performance Excellence Process (PEP)
## Rating Scale

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>-- Too New to Rate</td>
<td>Employee is currently on probation has been in role less than 90 days. More observation required to assess.</td>
</tr>
<tr>
<td>1* - Unsatisfactory</td>
<td>Performance does not meet job requirements and is considered unsatisfactory.</td>
</tr>
<tr>
<td>3 - Fully Meets</td>
<td>Fully meets and sometimes exceeds challenging standards, expectations, and goals. Accomplishments show competent skill, ability and effort.</td>
</tr>
<tr>
<td>4 - Consistently Exceeds</td>
<td>Consistently exceeds challenging standards, expectations, and goals. Accomplishments show a commendable degree of skill, ability and effort.</td>
</tr>
<tr>
<td>5 - Far Exceeds</td>
<td>Consistently far exceeds challenging standards, expectations, and goals. Accomplishments show a stellar degree of skill, ability and effort.</td>
</tr>
</tbody>
</table>

*Supervisors must notify the Department of Employee and Labor Relations (ELR) of any pending performance or behavioral issues.*
<table>
<thead>
<tr>
<th>#</th>
<th>Definition</th>
<th>Behavioral Indicators</th>
</tr>
</thead>
</table>
| 1 | **Job Knowledge** – Understands present job duties and related work. Demonstrates skills and abilities necessary for full job performance. | • Performs all tasks included on job description.  
• Familiar with terminology and medical equipment required for the job.  
• Requires minimal guidance or supervision / works independently.  
• Capable of assisting others in learning the job.  
• Keeps current with Continuing Education Units (CEU). Is familiar with and understands clinical guidelines and nursing protocols.  
1 - Lacks understanding of duties and knows little about related work.  
2 - Understands minimum requirements of the position; extensive instruction required.  
3 - Solid knowledge of the position; routine instructions given.  
4 - Very good knowledge of position and related work; needs little instruction.  
5 - Exceptionally well informed; rarely needs instructions, even in new assignment or other areas of the department. |
| 2 | **Safety** – Understands and follows all safety procedures; maintains awareness of surroundings and prevents workplace accidents. | • Follows safety procedures for all tasks, i.e., Personal Protective Equipment (PPE).  
• Completes all safety training.  
• Properly identifies patient information for their safety.  
• Uses proper methods for lifting.  
• Accident-free.  
• Aware of emergency contacts and procedures, evacuation plans, and location of first-aid equipment.  
1 - Does not follow safety procedures; is considered unsatisfactory in safety awareness and practices; creates or contributes to unsafe conditions.  
2 - Occasionally does not follow all safety procedures; sometimes does not demonstrate expected levels of safety awareness.  
3 - Consistently achieves full safety awareness, follows all procedures; completes all required training.  
4 - Consistently exceeds safety awareness and safe practices standards; commendable safety awareness; follows all procedures for safe operations and accident prevention; exceeds required training.  
5 - Far exceeds safety awareness and expectations, demonstrates exemplary use of safety procedures, sets the example for others, seeks additional safety training, and communicates and encourages safety practices to others. |
| 3 | **Service Excellence** – Exhibits a positive attitude; is courteous and tactful; responds to the needs of others in a timely manner; solves problems, prevents problems, and is a positive and professional representative of the University. | • Proactively and professionally greets patients.  
• Wears name tag consistently.  
• Demonstrates courtesy and respect.  
• Follows through on commitments.  
• Assesses patients promptly to meet patients’ needs.  
• Listens for and responds to patients requests.  
• Remains empathetic, calm and professional.  
1 - Insensitive or unresponsive to the needs of others.  
2 - Inconsistently responds to the needs of others in a timely or professional manner.  
3 - Consistently responds to the needs of others in a timely or professional manner.  
4 - Routinely exceeds expectations of others in a timely and professional manner.  
5 - Far exceeds expectations to meet the needs of others, anticipate needs, and adapt solutions. |
<table>
<thead>
<tr>
<th>#</th>
<th>Definition</th>
<th>Behavioral Indicators</th>
</tr>
</thead>
</table>
| 4 | Compliance and Accountability  – Fully complies with federal, state, local, and University rules, regulations, and policies. Meets all additional role-related compliance requirements, e.g., FERPA, and HIPAA. Accepts responsibility for self and contribution as a team member; displays integrity, and truthfulness; demonstrates careful and responsible use of University resources; demonstrates a commitment to delivering on his/her public duty. | • Complies with all rules, regulations, and policies. Maintains confidentiality of records. Follows through and meets commitments.  
• Follows through and meets commitments. Holds self and others accountable for making honest decisions.  
• Presents a calm, competent, and professional image. Responds to emergency situations.  
• Does the right thing, the right way with careful use of University resources.  
1 - Does not accept responsibility; blames others for errors; "bends the rules".  
2 - Occasionally does not meet commitments or delivers late; sometimes does not present professional image.  
3 - Reliably meets commitments, and holds self and others accountable for actions and compliance.  
4 - Consistently exceeds commitments; consistently demonstrates outstanding stewardship of University resources.  
5 - Far exceeds commitments, maintains ethical principles even in the most challenging circumstances. |
| 5 | Attendance – Reports to work on time, adheres to work schedule, and requests leave appropriately. | • Communicates and plans leaves in advance according to the department’s procedures.  
• Adheres to work schedule, and is where expected throughout the shift. Is on time to work, and returns promptly from breaks.  
• Communicates appropriately regarding any changes to attendance and location.  
1 - Excessively absent or abuses leave.  
2 - Sometimes is lax in attendance or reporting to work on time; recurring unexplained absences.  
3 - Attendance, punctuality, and leave usage are planned in consideration of department demands.  
4 - Rarely has unplanned absences; attendance and punctuality are commendable.  
5 - Attendance and punctuality are exemplary; plans leave usage in consideration of department demands; always shows up for emergency needs after hours. |
| 6 | Critical Thinking - Uses sound problem-solving methods and applies the nursing process in decision making; able to understand the big picture and translate into actions and results; seeks data and input before drawing conclusions or making decisions; generates innovative ideas and solutions; anticipates potential problems and offers ideas for prevention. | • Recognizes and takes appropriate actions to address problems or opportunities.  
• Clarifies understanding and seeks out information as needed.  
• Demonstrates resilience against obstacles and challenges.  
• Identifies improvements and brings ideas and suggestions to manager.  
1 - Fails to exercise judgment and independent action; does not seek additional responsibilities.  
2 - Requires some direction to exercise judgment and independent action; seldom seeks additional tasks.  
3 - Routinely exercises sound judgment and independent action with little direction.  
4 - Exercises good judgment and independent action; proactive and completes additional work without direction.  
5 - Exercises superior judgment and independent action; keen interest in improving knowledge and skills. |
<table>
<thead>
<tr>
<th>Definition</th>
<th>Behavioral Indicators</th>
</tr>
</thead>
</table>
| **7** **Communication Skills** – Shares and provides relevant, timely, and accurate information; expresses ideas clearly; comprehends oral and written direction and takes appropriate action. | • Actively listens.  
• Delivers accurate, clear, and concise messages that effectively inform patients, colleagues and vendors.  
• Communicates intentions, ideas, and feelings openly and directly.  
• Asks questions when unsure of a message or needing more clarification.  
1 - Communication is repeatedly inaccurate, lacking, or unclear.  
2 - Communications are occasionally unclear, lacking, or inaccurate; sometimes messages are not provided timely.  
3 - Has clear communication skills; listens and asks questions to clarify understanding; provides accurate information.  
4 - Consistently exceeds standards, and has a commendable ability to listen, communicate thoughts and ideas, and provide clear messages.  
5 - Consistently far exceeds standards, listens actively, and demonstrates exceptional communication skills. |
| **8** **Quality of Work** – Accurately, neatly, and effectively completes tasks; produces work that is comprehensive in scope of practice, complete in detail, and accurate in content. | • Uses correct equipment and tools to perform tasks.  
• Uses Electronic Medical Record (EMR) correctly.  
• Completes all procedures without error.  
• Work produced and work environment is neat and organized.  
1 - Work is unacceptable and must be redone often; consistently below standards.  
2 - Sometimes meets work standards; work must occasionally be redone.  
3 - Produces quality work; meets all expectations of the position; work is seldom redone.  
4 - Consistently exceeds expectations; performs commendable work.  
5 - Far exceeds expectations; performs work of the highest quality. |
| **9** **Efficiency** - Organizes work and sets priorities; creates or understands goals and the steps necessary to accomplish them; manages time effectively; processes are clear and used consistently; demonstrates a high level of effort; works smarter; monitors progress; keeps accurate records; uses University resources responsibly. | • Maintains equipment and tools needed to perform the work.  
• Organizes and plans tasks to minimize wasted time and effort.  
• Accurately documents work performed, and inputs hours in required system.  
• Stays focused on the task until completed.  
• Able to work around typical obstacles and challenges to get results.  
• Develops patient plans that are comprehensive, realistic and effective.  
• Cares for patients in an expeditious and timely manner.  
1 - Work output is inadequate, late, or incomplete.  
2 - Volume of work does not meet all expectations; occasionally misses deadlines.  
3 - Output consistently achieves all job requirements, and meets deadlines.  
4 - Consistently exceeds expectations in amount of work accomplished on time.  
5 - Far exceeds standards of productivity; accomplishes and organizes work at the highest level. |
<table>
<thead>
<tr>
<th>Definition</th>
<th>Behavioral Indicators</th>
</tr>
</thead>
</table>
| Cooperation & Teamwork – Shows respect, fosters relationships; willingly cooperates with others to achieve department and University goals. | - Works well with others.  
- Considers the views of others.  
- Shows respect.  
- Sensitive to cultural diversity, race, gender, disabilities and other individual differences.  
- Able to work across departments to accomplish tasks and goals.  
  Initiates communication to help solve problems or resolve conflict.  
1 - Disruptive and antagonistic in working with others; discourteous to public, student, supervisor, or co-workers.  
2 - Occasionally does not collaborate or cooperate within the department or with another department; demonstrated lack of courtesy on occasion to the public, students, supervisor, or co-workers; needs to improve relationships.  
3 - Consistently works cooperatively and effectively with others; demonstrates respect consistently.  
4 - Consistently commendable cooperation and teamwork; actions demonstrate ability to work highly effectively within and across departments.  
5 - Consistently demonstrates the highest levels of courtesy and respect for others; seeks opportunities to cooperate and collaborate with others. |