

Staff Performance Evaluation

Evaluations to be completed within 30 days of the anniversary date.

The mission of Northwest Kidney Centers is to promote the optimal health, quality of life and independence of people with kidney disease through patient care, education, and research.

Employee Name _____ Reviewer Name _____

Job Title _____ Review Period from _____ to _____

Dept/Unit _____ Annual End Probation
 Self-Appraisal Other _____

*Rating Scale: Please see attached Performance Standards
 1=Unsatisfactory, 2=Marginal, 3=Good, 4=Excellent, 5=Outstanding*

Extent to which goals
were achieved

	1	2	3	4	5
Attendance Unscheduled PTO/Tardiness occurrences Outstanding=0, Excellent=1-2, Good=3-4, Marginal=5-6, Unsatisfactory = more than 6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsibility Shows accountability, dependability, addresses problems quickly, maintains a safe work environment displays a commitment to NKC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality Accurate, thorough, consistent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time Management Completes duties, meets deadlines, anticipates workload changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Knowledge and Skills Demonstrates comprehensive understanding and abilities required for position; keeps up-to date; shares job expertise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork/Interpersonal Relations Cooperative, courteous, willing to assist others, fosters open dialog, gives and receives feedback effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuing Education Internal/External (e.g. staff meetings, CPR, clinical Education, conferences).	Satisfactory			<input type="checkbox"/> Yes	<input type="checkbox"/> No
4Cs Utilizes consideration, concern, confidence, conduct in daily practice	Satisfactory			<input type="checkbox"/> Yes	<input type="checkbox"/> No

Major Job Functions	Satisfactory	Unsatisfactory*
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Performance Standards

For NKC Annual Staff Evaluation

A. Attendance

1. **Unsatisfactory** – *Performance does not meet minimum expectations or basic NKC requirement. Immediate changes are essential.*
 - i. Has greater than 6 occurrences of unscheduled PTO or tardiness in the last rolling 12-month period.
 - ii. Currently under disciplinary action for attendance related issues.

2. **Marginal** – *Performance is inconsistent. Expectations are sometimes not met. Improvement is required.*
 - i. Has had 5-6 unscheduled occurrences of unscheduled PTO or tardiness in the last rolling 12-month period.

3. **Good** – *Performance generally meets all expectations of minimum requirements. Enhancement and improvement activities are encouraged.*
 - i. Has had 3-4 unscheduled occurrences of unscheduled PTO or tardiness in the last rolling 12-month period.

4. **Excellent** – *Performance regularly meets, and often exceeds all expectations and NKC requirements.*
 - i. Has had only 1-2 unscheduled occurrence of unscheduled PTO or tardiness in the last rolling 12-month period.

5. **Outstanding** – *Performance ALWAYS exceeds the expectations and NKC requirements. Overall exceptional performance in every respect.*
 - i. No unscheduled PTO or tardiness in the last rolling 12-month period.

B. Responsibility

1. **Unsatisfactory** – *Performance does not meet minimum expectations or basic NKC requirement. Immediate changes are essential.*
 - i. Currently under disciplinary action regarding responsibility.

2. **Marginal** – *Performance is inconsistent. Expectations are sometimes not met. Improvement is required.*
 - i. Requires some additional supervision to complete routine and assigned duties.
 - ii. Difficulty adjusting to changes in workload and/or work schedule.

3. **Good** – Performance generally meets all expectations of minimum requirements. Enhancement and improvement activities are encouraged.
 - i. Is reliable to complete routine and assigned duties in a timely manner without additional supervision.
 - ii. Flexible and adapts to change in workload and/or work schedule.
 - iii. Willing to learn new duties within job scope.
 - iv. Identifies problems/safety issues and refers appropriately.

4. **Excellent** – Performance regularly meets, and often exceeds all expectations and NKC requirements.
Same as Good Plus:
 - i. Supports and helps teach staff.
 - ii. Demonstrates commitment to NKC

5. **Outstanding** – Performance ALWAYS exceeds the expectations and NKC requirements. Overall exceptional performance in every respect.
Same as Excellent plus:
 - i. Helps accommodate changes in the unit.
 - ii. Seeks and readily accepts additional tasks.

C. Quality

1. **Unsatisfactory** – Performance does not meet minimum expectations or basic NKC requirement. Immediate changes are essential.
 - i. Currently under disciplinary action for quality related issues.

2. **Marginal** – Performance is inconsistent. Expectations are sometimes not met. Improvement is required.
 - i. Has had counseling from supervisor, but not in active disciplinary action.

3. **Good** – Performance generally meets all expectations of minimum requirements. Enhancement and improvement activities are encouraged.
 - i. Accurate, consistent and thorough in practice as defined by job specifications.
 - ii. Anticipates unit or departmental needs.
 - iii. Identifies problems and refers appropriately.

4. **Excellent** – Performance regularly meets, and often exceeds all expectations and NKC requirements.
Same as Good plus:
 - i. Regularly promotes and assists in improving workflow process.
 - ii. Identifies problems and needs, intervenes, and follows up to evaluate his/her interventions.

5. **Outstanding** – Performance ALWAYS exceeds the expectations and NKC requirements. Overall exceptional performance in every respect.
Same as Excellent plus:
 - i. Acts as a role model.

D. Time Management

1. **Unsatisfactory** – *Performance does not meet minimum expectations or basic NKC requirement. Immediate changes are essential.*
 - i. Currently under disciplinary action.

2. **Marginal** – *Performance is inconsistent. Expectations are sometimes not met. Improvement is required.*
 - i. Requires additional supervision to complete tasks in a timely manner.
 - ii. Struggles to complete assigned duties.

3. **Good** – *Performance generally meets all expectations of minimum requirements. Enhancement and improvement activities are encouraged.*
 - i. Completes assigned duties within deadlines.
 - ii. Manages time to accommodate occasional changes in workload.

4. **Excellent** – *Performance regularly meets, and often exceeds all expectations and NKC requirements.*

Same as Good plus:

 - i. Uses unscheduled work time productively
 - ii. Consistently organizes workload to meet assignment changes.
 - iii. Anticipates unit or departmental needs.

5. **Outstanding** – *Performance ALWAYS exceeds the expectations and NKC requirements. Overall exceptional performance in every respect.*

Same as Excellent plus:

 - i. Look for ways for unit/department to be more efficient.
 - ii. Seeks additional duties to allow for non-routine activities.
 - iii. Presents creative and innovative ways to be more effective/efficient.

E. Job Knowledge and Skills

1. **Unsatisfactory** – *Performance does not meet minimum expectations or basic NKC requirement. Immediate changes are essential.*
 - i. Currently under disciplinary action.

2. **Marginal** – *Performance is inconsistent. Expectations are sometimes not met. Improvement is required.*
 - i. Has had counseling from supervisor, but not in active disciplinary action.

3. **Good** – *Performance generally meets all expectations of minimum requirements. Enhancement and improvement activities are encouraged.*
 - i. Demonstrates skills needed to meet job responsibilities.
 - ii. Follows and applies procedures correctly.

4. **Excellent** – *Performance regularly meets, and often exceeds all expectations and NKC requirements.*

Same as Good plus:

- i. Acts as a resource to staff, patients and others.

5. **Outstanding** – Performance ALWAYS exceeds the expectations and NKC requirements. Overall exceptional performance in every respect.

Same as Excellent plus:

- i. Adapts to uncommon situations.
- ii. Willingness to seek, acquire, and share new knowledge.
- iii. Excels in working with new staff. (Applies to clinical staff.)

F. Teamwork/Interpersonal Relations

1. **Unsatisfactory** – Performance does not meet minimum expectations or basic NKC requirement. Immediate changes are essential.

- i. Currently under disciplinary action.

2. **Marginal** – Performance is inconsistent. Expectations are sometimes not met. Improvement is required.

- i. Displays unwillingness to assist without prompting.

3. **Good** – Performance generally meets all expectations of minimum requirements. Enhancement and improvement activities are encouraged.

- i. Is cooperative and courteous, respecting the rights and privacy of others.
- ii. Assists willingly in time of need. Asks for and gives help.
- iii. Appropriately resolves conflicts.
- iv. Shows adequate written, listening, verbal and nonverbal communication skills.

4. **Excellent** – Performance regularly meets, and often exceeds all expectations and NKC requirements.

Same as Good plus:

- i. Takes an active role in promoting teamwork and enhancing morale.
- ii. Identifies needs and offers resolutions.
- iii. Gains respect and cooperation.

5. **Outstanding** – Performance ALWAYS exceeds the expectations and NKC requirements. Overall exceptional performance in every respect.

Same as Excellent plus:

- i. Fosters teamwork by coordinating cooperative involvement in tasks and projects.
- ii. Identifies, resolves, and takes lead in offering suggestions to prevent future conflicts.

Suggestions for Setting Goals:

Taking WA Employers class

Certification

Continuing Education

Discuss career path

Identify opportunities for growth

Think **SMART**

Specific **M**easurable **A**chievable **R**elevant **T**imebound

How to define "goal"?

An explicit statement that

- Describes a desired key result or accomplishment
- Must be completed by a specific date
- Supports or has impact on the success of program, department and/or organization-wide goals