



## II. COMPETENCY ASSESSMENT

The employee and supervisor should provide specific examples of how each competency was demonstrated in action over the review period. A STAR format helps the discussion. Primarily this is best completed by capturing examples of specific situations, specific actions and the resulting outcomes. This can be done in the 'Examples' column of the form. Additional comments regarding performance to the specific competency can be added in the 'Additional Comments' column.

There is also a space provided for a rating of the employee's overall performance in each competency area. The employee and supervisor should both complete this in their individual reviews and be prepared to discuss specific examples in support of the rating given. When meeting together the employee and supervisor will collectively determine the final rating for each competency. In completing this section, the following rating scale should be used:

**Advancing (A)** - Demonstrates competency and performs consistently under non-routine conditions and complex situations. Coaches others on performance and suggests ideas for development. Uses knowledge to challenge current assumptions/practice. Significantly improves specific processes, recommends and facilitates initiatives to improve stakeholder value. Participates as a subject matter expert.

**Performing (P)** - Demonstrates competency and performs consistently under routine conditions/situations. Applies appropriate tools and methods. Shares knowledge and information.

**Learning (L)** - Continues to acquire knowledge and develop skills, due to new technology or newness in position. Acquires knowledge through self-directed and/or formal learning methods, develops skills through practice of acquired knowledge.

**Does not Demonstrate (DN)** - Does not demonstrate competency and/or perform consistently within expectations.

Competencies	Key Behaviors	Examples (STAR/AR)	Additional Comments	Rating
<b>Compelling Communication</b> Clearly and succinctly conveying information and ideas to individuals and groups in a variety of situations, communicating in a focused and compelling way that drives others' thoughts and actions.	<ul style="list-style-type: none"> <li>➤ Delivers clear message</li> <li>➤ Communicates with impact</li> <li>➤ Uses language appropriately</li> <li>➤ Ensures understanding</li> </ul>		Mary is a great asset. She has effectively established communication her employees and the surgeons that operate here. She is a great resource, and has the respect of the doctors.	A
<b>Setting Business Strategy (Establishing Strategic Direction)</b> Establishing and committing to a long-range course of action to accomplish a long-range goal or vision after analyzing factual information and assumptions, taking into consideration resources, constraints, and organizational values.	<ul style="list-style-type: none"> <li>➤ Gathers information</li> <li>➤ Organizes information</li> <li>➤ Performs data analysis</li> <li>➤ Evaluates/Selects strategies</li> <li>➤ Develops timelines</li> <li>➤ Executes Plan</li> </ul>	Resources, constraints, and organizational values were utilized.	Mary consistently performs highly. She has worked hard to focus on learning all the caveats an ASC can present. She utilizes foresight to process and develop a strategy to bring ASC up to the highest standards.	A

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<p><b>Inspiring a Common Vision (Selling the Vision)</b></p> <p>Passionately selling an organizational strategy, creating a clear view of the future state by helping others understand and feel how things will be different when the future vision is achieved</p>	<ul style="list-style-type: none"><li>➤ Paints the picture</li><li>➤ Influences movement</li><li>➤ Compels action</li><li>➤ Leads through vision</li></ul>		<p>Mary is strives to foster a productive team @ ASC She effectively mentors staff and ensures they deliver high quality care She evaluates the staffing and ensures that the assignments are appropriate and within Man Hour specifications She works closely with the medical director and scheduler to best utilize the surgery schedule efficiently</p>	A
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Competencies	Key Behaviors	Examples (STAR/AR)	Additional Comments	Rating
<b>Driving Execution</b> Translating strategy into operational reality Breaking down strategies or business initiatives into key tasks and identifying accountabilities Aligning communication, people, culture, processes, resources and systems to ensure effective implementation and delivery of required results	<ul style="list-style-type: none"> <li>➤ Determines key tasks</li> <li>➤ Establishes communication strategy</li> <li>➤ Creates accountabilities for execution</li> <li>➤ Ensures skills and readiness</li> <li>➤ Aligns systems and process</li> <li>➤ Creates measurement discipline</li> </ul>		Mary delegates responsibilities to ensure her clinical area is able to function accordingly All areas are safely addressed I encourage Mary to continue to work on helping to develop the skills in others in order that she may be able to delegate further	P
<b>Patient Relations (Customer Orientation)</b> Cultivating strategic customer relationships and ensuring that the customer perspective is the driving force behind all value-added business activities	<ul style="list-style-type: none"> <li>➤ Seeks to understand the customer</li> <li>➤ Educates customers</li> <li>➤ Maintains customer trust</li> <li>➤ Takes action to meet customer needs and concerns</li> <li>➤ Develops a partnering relationship</li> <li>➤ Recognizes customer service issues</li> <li>➤ Creates win/win solutions</li> </ul>	Positive patient satisfaction results	Mary is attentive to the concerns of patients' and their families She achieves positive results for the patient as well as the center	A
<b>Cultivating Clinical and Business Partnerships (Developing Strategic Relationships)</b> Using appropriate interpersonal styles and communication methods to influence and build effective relationships with business partners (e g , peers, functional partners, external vendors, and alliance partners)	<ul style="list-style-type: none"> <li>➤ Clarifies information</li> <li>➤ Establishes shared goals</li> <li>➤ Formulates influence strategy</li> <li>➤ Collaboratively develops solutions</li> <li>➤ Influences action</li> <li>➤ Builds commitment</li> <li>➤ Cultivates and active network</li> <li>➤ Acknowledges contributions</li> </ul>	Good interaction between physicians, offices and staff is consistent	Mary effectively communicates with those she interacts with She demonstrates her knowledge confidently and is a great resource She stepped up and provided competent leadership coverage during the vacant Pre-Post op position, in addition to maintaining her OR responsibilities She has been able to establish respect and confidence with the center's most difficult surgeon	A

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Competencies	Key Behaviors	Examples (STAR/AR)	Additional Comments	Rating
<p><b>Coaching and Developing Others</b></p> <p>Providing feedback, instruction, and development guidance to help others excel in their current and future job accountabilities, planning and supporting the development of individual skills and abilities</p>	<ul style="list-style-type: none"> <li>➤ Clarifies performance</li> <li>➤ Provides timely feedback</li> <li>➤ Conveys performance expectations and implications</li> <li>➤ Evaluates skill gaps</li> <li>➤ Guides development</li> <li>➤ Fosters collaborative relationships</li> </ul>		<p>Mary evaluates and identifies areas of strength on an ongoing bases, flexing staff when needed to provide appropriate coverage and competence for the center</p>	A
<p><b>Building Health Care (Organizational) Talent</b></p> <p>Attracting, developing, and retaining talented individuals, creating a learning environment that ensures associates realize their highest potential, allowing the organization as a whole to meet future challenges</p>	<ul style="list-style-type: none"> <li>➤ Diagnoses capability and developmental needs</li> <li>➤ Scans the environment for developmental assignments</li> <li>➤ Champions talent management</li> <li>➤ Creates a learning culture</li> <li>➤ Ensures differential reward systems and processes</li> <li>➤ Emphasizes retention</li> </ul>	<p>Works effectively with Pre-Post Op manager, flexing and sharing staff to competently cover the facility</p>	<p>Mary encourages staff to learn different areas and flex as needed This practice will ensure the stability of the operative areas and aid the long term growth of the ASC business in general</p>	A
<p><b>Integrity (Ethics and Compliance)</b></p> <p>Incorporates the values of the Ethics &amp; Compliance Program in the basic cultural fabric of the facility</p>	<ul style="list-style-type: none"> <li>➤ Behaves ethically and honestly</li> <li>➤ supports workplace diversity</li> <li>➤ communications openly in all directions</li> <li>➤ balances work life issues</li> <li>➤ fosters trust in relationships</li> <li>➤ allocates resources effectively and ethically</li> <li>➤ actions always consistent with code of conduct</li> <li>➤ Supports the Ethics and Compliance Program</li> </ul>	<p>Mary has demonstrated and ensured that she emphasizes the code of conduct and corporate compliance program with all her employees</p>	<p>Mary maintains privacy and confidentiality She conducts herself professionally She demonstrates integrity and honesty She establishes trust and confidence with the individuals she interacts with</p>	A

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## III. SUPERVISOR PERFORMANCE COMMENTS

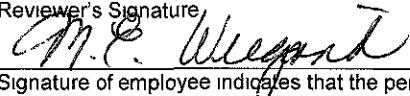
The reviewer should provide a brief assessment of the employee's overall performance

Mary is a most reliable and dedicated manager. She demonstrates a high level of expertise in all areas. Mary rapidly acclimated to the specifics of multi-specialty ASC throughout 2014. She has established herself as valued leader of the facility. Mary is always willing to help out wherever and whenever a need presents. She is a fair and empathetic manager, never asking for tasks she would not do herself. She has been a tremendous resource for the surgeons and the staff, and is viewed as a clinical expert. I look forward to continuing to work with Mary and value her supportive team spirit.

## IV. EMPLOYEE PERFORMANCE COMMENTS

The employee should provide his/her perspective regarding their performance during the evaluation period

## V. SIGNATURES

Reviewer's Signature 	Date 4/24/15	Department Head (prior to employee review)	Date
Signature of employee indicates that the performance appraisal was reviewed with him/her, it does not necessarily indicate that employee agrees with appraisal		Employee Signature	Date