

Interviewee Profile and Confirmation Signature

Name

Kevin P. Harris, MSN-HCSM, RN, NE-BC

Healthcare Organization

Houston Methodist

Unit/Department

Nursing operations

Job Title

Manager, Central Staffing / Nursing operations

Years in Position

5 years

HR-Related Responsibilities

Yearly Evaluations

Employee related concerns

Regulator compliance

HR files

Disciplinary Action

Relationship to You/How Identified for Interview

Work together and assist in staffing oversight for the unit and manages

Interviewee's Signature:

Kevin P. Harris, RN

## Conducting the Interview

There are 10 sets of question that follow for examining the performance management system in your interview subject's healthcare organization. Keep the interview focus on the nurse executive's unit (i.e., neonatal, critical care) to obtain as detailed information as possible:

Take notes on the responses in the spaces on the right. If you record the interview, you are still encouraged to take notes on the person's responses, as a safeguard in case there is any problem with the recording.

Questions	Responses
<p>1. What criteria are used to evaluate employee performance within your specific unit (i.e., neonatal, critical care) in the healthcare organization?</p> <p>What are the sources of information (e.g., observation, patient satisfaction) that inform the criteria?</p> <p>How are the criteria communicated to employees?</p>	<p>1. Notes/verbatim quotes:                      Upon hire an employee has "57 downs"                      = Manager at 30, 60, 90 days. We                      base our evaluation on our service pillars                      of unparalleled safety, quality, service                      and innovation.</p>
<p>2. Basically, "performance management" refers to all activities carried out to manage and improve employee performance. This includes obtaining performance information and communicating this information to the employee; supervision; coaching; rewards; training; discipline; and at times, career development.</p> <p>Thinking about the performance management system for nurses in your specific unit, how does the system support</p>	<p>2. Notes/verbatim quotes:                      At HMIT we have several ways to                      recognize our employees. These include:</p> <ul style="list-style-type: none"> <li>• Recognition through an Ecard system called Bravo</li> <li>• "success pay" where we reimburse for sitting certification exam</li> <li>• Free L&amp;L</li> <li>• Differentials</li> <li>• Tuition reimbursement</li> <li>• Magnet institution</li> <li>• "Gold Badge" program for living out our ICARE values</li> </ul>

<p>development and retention of desired employee characteristics and behaviors?</p> <p><b>Note:</b> Ask for both specific examples and comments on how well the system works.</p>	<p>I believe this does work as our employee opinion surveys have improved year after year.</p>
<p>3. To what extent are the various components of performance management interconnected?</p> <p>For example, is performance appraisal information used to help identify training needs for employees?</p>	<p>3. Notes/verbatim quotes:</p> <p>We live by a philosophy that constant feedback and coaching is the best way to engage staff. I personally do not ever want an employee to be surprised when they see their annual evaluation. Recognizing need for additional training not only improved employee morale but also meets safety in our service pillar.</p>
<p>4. What types of training are provided to enhance employee performance and retention?</p>	<p>4. Notes/verbatim quotes:</p> <ul style="list-style-type: none"> <li>• Free cell</li> <li>• Tuition reimbursement</li> <li>• Healthy Directions</li> <li>• Multiple large celebrations</li> <li>• Raffles for big game tickets</li> </ul>
<p>5. How is information collected, maintained, consolidated, and summarized on employee performance and retention?</p> <p>What is the role of technology in this process, including ensuring privacy of employee information?</p>	<p>5. Notes/verbatim quotes:</p> <p>We use a system powered by PeopleSoft called MARS. It is a data bank that holds all this information. All sites are secure in this program software.</p>

<p>6. Are peer reviews or multisource feedback (i.e., 360-degree feedback) used?</p> <p>If it is/has been used, what are/were its strengths and drawbacks?</p> <p>If it was tried and abandoned, why was it discontinued?</p> <p>What is your overall assessment of the multisource feedback, and circumstances (if any) when it might be useful?</p>	<p>6. Notes/verbatim quotes:</p> <p>I have used this tool but not consistently. I mostly use this when interviewing a new candidate.</p> <p>We also use it in annual fiscal point review and fellow coworkers complete the "Peer evaluation"</p>
<p>7. What are two types of training you would recommend to help prepare managers to discuss performance with employees?</p>	<p>7. Notes/verbatim quotes:</p> <ul style="list-style-type: none"> <li>- Developmental and Performance based coaching</li> <li>- Crucial conversations</li> </ul>
<p>8. What are strengths of your performance management system to recommend as exemplars?</p>	<p>8. Notes/verbatim quotes:</p> <p>Always being consistent with all employees.</p>
<p>9. What weaknesses in the performance management system need to be addressed?</p> <p>How do you know the nature of the weaknesses?</p>	<p>9. Notes/verbatim quotes:</p> <p>The MARS system at times can be cumbersome. People &amp; large numbers of employees are not able to make it into a "good" evaluation.</p>
<p>10. What mechanisms are available, if any, for your employees to provide input on the performance management system?</p>	<p>10. Notes/verbatim quotes:</p> <p>The performance evaluation is opened up to them and allow them to complete a self-evaluation prior to the manager.</p>