 <p>CEDARS-SINAI MARINA DEL REY HOSPITAL</p> <p>Clinical Laboratory & Pathology Marina del Rey Hospital 4690 Lincoln Blvd. 90292</p>	Laboratory -Specific Personnel Policies	Policy Number
	ADMINISTRATIVE MANUAL	ADM-005
	RATING ATTENDANCE AND TARDINESS ON	NEW
	PERFORMANCE APPRAISALS PROCEDURE:	Date Revised
	James Keefe, MD	7/16/2019
	Medical Director, Clinical Laboratory	Date Approved
		7/16/2019
	Date Effective	

PURPOSE

A performance appraisal is a formal assessment of expected employee behaviors toward the achievement of prescribed CS-MDRH and departmental goals. The first step in providing effective performance appraisals is to develop clear and measurable performance standards. The second, and perhaps more important step, is to objectively and equitably measure each employee’s performance across departmental lines. To this effect, the following method has been created to rate employee attendance and tardy behaviors impartially on the current performance assessment instrument. Furthermore, through this method, high performers can be identified through measurable performance output , that determines who are excelling in their roles.

POLICIES

1. The current performance appraisal instrument as adapted by the Cedars Sinai Health System and CS-MDRH laboratory uses the following rating scale to reflect level of employee performance:

- 5 = Made outstanding performance contribution
- 4 = Exceeded performance expectations
- 3 = Fully met all performance expectations
- 2 = Met most but not all performance expectations
- 0 = Did not meet performance expectations


2. As an indication of team effort, the director and the manager are asked to rate employees’ reliability by maintaining an acceptable attendance record and meeting departmental standards of punctuality.

3. The rating score for this item is to be calculated as follows:

3.1 Attendance

RATING	INCIDENTS	UNSCHEDULED ABSENCE RATE (UAR)
5	0	0%
4	1-3	<1.6%
3	4-6	1.6-3%
2	7-10	>3.1-5%
0	>10	>5%

- a. Rating of 4 or 5 must have no documented counseling memo.
- b. Written counseling (Step II) memo lowers the rating by one point.
- c. If the rating resulting from the number of incidents differs from that resulting from the UAR, select the lower rating.

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4. Tardiness:

RATING	TARDIES/12-MONTH PERIOD
5	0 - 2
4 (with no documented counseling memo)	3 - 5
3 (with no Step II counselings)	6 - 12
2	13 - 18
0	>18

All above levels must have < 2 tardiness > 30 minutes or the next lower rating will be given.

Total Score

When combining tardiness score with attendance score, average scores to the first decimal place (with attendance weighted twice as much).

Examples-1 :

3 attendance (x 2 = 6)

5 tardiness (x 1 = 5)

11 / 3 = 3.7

Example-2 :

4 attendance (x 2 = 8)

5 tardiness (x 1 = 5)

13 / 3 = 4.3


Example-2 :

4 attendance (x 2 = 8)

2 tardiness (x 1 = 2)

10 / 3 = 3.3

The average for attendance and punctuality will be added to the overall performance evaluation score.

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POLICY APPROVAL

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DATE OF CHANGE	SOP No.	APPROVAL HISTORY	REASON FOR CHANGE
7/16/19	ADM-005	New	Implementation