

# Fairview Performance Review

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Resources for Team Members



# Annual Performance Review

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## Understanding the Performance Review Cycle



Performance Reviews support you as you grow in your career by celebrating your accomplishments and identifying areas of opportunities for development and growth.

Fairview requires a performance review for each employee every year. They're about being accountable for our results and behaviors in support of strategic goals so that we're all going the same direction. This drives better results for our patients and the communities we serve.

“What we can control is our performance... and that’s what we’re going to focus on.”  
– Bill Belichick

### Our Performance Management Philosophy

Our philosophy is to regularly coach, learn, and recognize performance. Talent Connect is the system that supports this process.

### Our Performance Review Process

The graphic below describes the annual review process that we follow. The process allows you to work with your leader to identify strengths and opportunities. The Performance Review cycle is launched in early November and all 2024 reviews are due by February 28, 2025.



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## What is evaluated?

Team members will be rated in three areas: Performance to Goals, Daily Work, and the Fairview Commitments.\* The system will determine an overall rating based on the ratings in those areas.

Daily Work	33%	<ul style="list-style-type: none"><li>✓ Essential job functions</li><li>✓ Skills, knowledge, abilities, and other characteristics needed for satisfactory performance of the job found in the team member's job description</li></ul>
Performance to Goals	33%	<ul style="list-style-type: none"><li>✓ Performance and accomplishments related to Fairview's strategic priorities and performance dimensions</li><li>✓ Each team member needs to have at least one goal in the system for the review to be completed</li></ul>
Fairview Commitments	34%	<ul style="list-style-type: none"><li>✓ Behaviors to help achieve our mission and vision</li><li>✓ Consider how the team member demonstrates the guiding principles of our commitments: Respect for People and Continuous Improvement</li></ul>

[You can review the Fairview Commitments here.](#)

\* Please note: Ebenezer is an affiliate of MHealth Fairview and therefore, Ebenezer employees follow the Fairview Commitments.

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## How is my Performance Rated?

There are 5 possible ratings for each category. Most employees will fall into **Meets Expectations**.

Ratings	Daily Work Job Description & everyday duties	Performance to Goals Organizational & Individual Development Goals	Fairview Commitments Respect for People & Continuous Improvement
<b>5</b> Exceptional	<ul style="list-style-type: none"> <li>✓ Quality of work related to key functions of the role is easily recognized by others as exceptional</li> <li>✓ Efforts toward achievements far exceed expectations</li> <li>✓ Actively coaches and supports others</li> </ul>	<ul style="list-style-type: none"> <li>✓ Key contributor and role model to fulfilling organizational goals</li> <li>✓ Consistently demonstrates exceptional accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>✓ Consistently surpasses expectations in demonstrating Fairview's Commitments</li> <li>✓ Serves as a role model and inspiration to others</li> </ul>
<b>4</b> Exceeds Expectations	<ul style="list-style-type: none"> <li>✓ Demonstrates a high quality of work related to the key functions of the role</li> <li>✓ Efforts are regularly above expected levels and are sustained</li> </ul>	<ul style="list-style-type: none"> <li>✓ Accomplishments frequently exceed expectations in achieving organizational goals</li> </ul>	<ul style="list-style-type: none"> <li>✓ Consistently exceeds expectations in demonstrating Fairview's Commitments</li> <li>✓ Serves as a role model to others</li> </ul>
<b>3</b> Meets Expectations	<ul style="list-style-type: none"> <li>✓ Clearly meets expectations related to the key functions of the role as written in the job description</li> </ul>	<ul style="list-style-type: none"> <li>✓ Team member achieves organizational goals</li> <li>✓ Results are thorough and on-time</li> <li>✓ Efforts toward achievements are consistent</li> </ul>	<ul style="list-style-type: none"> <li>✓ Consistently demonstrates Fairview's Commitments as they are written</li> </ul>
<b>2</b> Needs Improvement	<ul style="list-style-type: none"> <li>✓ Performance does not consistently meet expectations in work quality related to the role's function</li> <li>✓ May meet most of the job requirements but struggles to meet them all</li> <li>✓ Efforts toward achievements are inconsistent or noticeably less than expected</li> </ul>	<ul style="list-style-type: none"> <li>✓ Organizational goals are not consistently achieved as written</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inconsistently demonstrates Fairview's Commitments</li> </ul>
<b>1</b> Unsatisfactory	<ul style="list-style-type: none"> <li>✓ Efforts toward achievement are minimal</li> <li>✓ Performance is consistently below expectations in quality of work related to the function of the role</li> <li>✓ Not meeting job requirements</li> </ul>	<ul style="list-style-type: none"> <li>✓ Organizational goals are not achieved</li> </ul>	<ul style="list-style-type: none"> <li>✓ Consistently lacks demonstration of Fairview's Commitments</li> <li>✓ Effort toward these behaviors is minimal</li> </ul>

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## To Do: Expectations of Me

You are an active part of the performance review process. There are several optional opportunities for you to share your thoughts and highlight your accomplishments throughout the process.



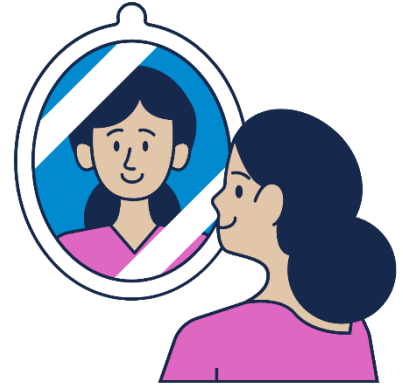
Goals	Required	<ul style="list-style-type: none"><li>✓ <b>You must have a goal in Talent Connect to receive a performance review.</b></li></ul>
Self-Evaluation	Optional	<ul style="list-style-type: none"><li>✓ <b>Optional</b>, Encouraged</li><li>✓ <b>Due December 31, 2024</b></li><li>✓ Complete in Talent Connect</li><li>✓ Opportunity to showcase the work you've done</li><li>✓ Make comments about your daily work, performance to goals, and application of the Fairview Commitments<ul style="list-style-type: none"><li>○ The comments you make on the review will be seen by your leader and be permanently attached to your completed annual performance review in Talent Connect</li></ul></li></ul>
360-Feedback	Optional	<ul style="list-style-type: none"><li>✓ <b>Optional</b>; Joint decision between you and your leader</li><li>✓ Can be completed any time during the year</li><li>✓ Opportunity to support development and performance conversations, increase self-awareness, and provide a well-rounded view of work</li><li>✓ Work with leader to identify 3 or more peers to give anonymous feedback</li><li>✓ Can not be used for merit increases or corrective action</li><li>✓ Not used to influence ratings in performance review</li></ul>
1:1 Meeting with Leader	Required	<ul style="list-style-type: none"><li>✓ Scheduled by leader</li><li>✓ Discuss feedback, accomplishments, opportunities for growth and development</li></ul>
Acknowledgement	Required	<ul style="list-style-type: none"><li>✓ <b>Due February 28, 2025</b></li><li>✓ Completed in Talent Connect; will receive email link</li><li>✓ Acknowledge that you had 1:1 conversation to review your Performance Review form and job description</li></ul>

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## Optional: Self-Appraisal

All team members are encouraged to complete a self-evaluation for their annual performance review.



### What is a self-review?

Self-appraisal is an opportunity to highlight achievements from the past year in your own words. While optional, we recommend completing the self-evaluation in Talent Connect **by December 31, 2024**. Your leader may set a different deadline for your team.

### What do I comment on?

The self-evaluation provides space to comment on key areas: daily work, performance to goals, Fairview Commitments, and personal development goals.

### How does a self-review fit into my annual performance review?

These comments will appear in the review form, making it easier for your leader to incorporate them as they add their feedback. Your comments can help your leader recall important contributions, like a major project you worked on earlier in the year.

### How do I access the self-review form?

Log into Talent Connect using your organizational username and password. You can access Talent Connect from the Intranet home page: Go to the “Apps” drop down menu and select “Talent Connect” under “More Business Applications.”

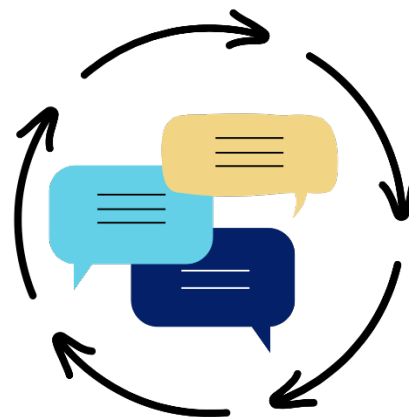
For a complete tutorial, check out this [interactive user guide](#).

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## Optional: 360 Feedback

360-Feedback is a team member-driven process that is available year-round to support development discussions. You and your leader select three or more colleagues or customers to provide written feedback on strengths and areas for growth, with key themes shared during the discussion.



### What is 360 Feedback?

360 Feedback provides additional information about your work from the perspective of your peers and customers. Aligned with our Continuous Feedback philosophy, 360 feedback offers diverse perspectives, promoting engagement and development.

360 Feedback is an opportunity to...	360 Feedback is NOT an opportunity to....
Increase self-awareness through insights into strengths, opportunities and performance	Seek out feedback the leader can use to deliver difficult messages to the team member
Provide a well-rounded view of performance & development through multiple perspectives	Air grievances or judgements about a team member
Discover new strengths and highlight existing ones	Praise a team member's performance without any actionable feedback
Discover new areas of opportunity and highlight existing ones	Simply discredit or criticize a team member's performance without any actionable feedback
Help build self-awareness and new skills	Create confusion or uncertainty
Create a collaborative feedback culture	Pit team members against each other

### How is 360 Feedback used?

1. **360 Feedback is optional** – it is **not required** as part of the Performance Review process or continuous development throughout the year.
2. 360 Feedback is **not** used to determine a rating for any part of the Performance Review.
3. 360 Feedback has **no impact or influence** on merit increases.
4. The decision to participate in the 360 Feedback process will **not impact** or influence your Performance Review.
5. Both you and your leader should **agree to use 360 Feedback** before moving forward.



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## Who should I ask to give me feedback?

Both the leader and the team member should **collaboratively decide** on the feedback participants to be selected for 360 feedback. These should be individuals (internal or external) that you work with most closely in your daily work and can accurately and honestly share your strengths and opportunities.

## What do I do with 360 Feedback?

When you receive 360 Feedback, it will be anonymous. Your leader will share themes that emerge from the comments. Reflect on what you learn. How can you use your strengths more effectively? How can you grow in the areas noted as areas of opportunity?

## Frequently Asked Questions about 360 Feedback

### What if I don't want 360 Feedback to be part of my Performance Review process?

360 Feedback is optional to support the development and performance conversation. It does not impact the rating, or any other part of the review process. It is perfectly acceptable and without consequence to decline to use it.

### What if my leader wants to use it as part of my Performance Review process but I do not?

Leaders **and** team members should both agree to use 360 Feedback to move forward with the process.

### Why is 360 Feedback anonymous?

We want everyone to feel comfortable giving feedback. It is the leader's role to identify themes from the feedback and share these with the employee. Employees should view feedback as an opportunity for development.

### Does 360 Feedback affect any merit increase I might get?

No. 360 Feedback is not tied to merit increases.

### Can 360 Feedback be used for corrective action?

No. 360 Feedback is separate from the corrective action process. Leaders should not use feedback received from the 360 process to take corrective action.

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Can 360 Feedback only be used during Performance Review season?

No. 360 Feedback is designed to be used as a continuous feedback tool any time of the year to support ongoing growth and development conversations. The annual performance review is just one example of an appropriate time when 360 feedback can be used.

What if I do not feel comfortable providing 360 Feedback when asked?

You can decline to provide 360 Feedback in Talent Connect. Please decline as soon as possible so the leader is aware and not waiting for your feedback.

I've been asked to give 360 Feedback and I'm terrible at providing feedback. What should I do? 360 Feedback process is based on the Fairview Commitments. Based on your experience you select the strengths of the employee and the opportunities. You have additional space for added comments.

To give great feedback, keep these tips in mind:

- 1) **Focus on specific behaviors, not personal traits.** Frame your feedback around specific actions or examples rather than personal attributes. For example, instead of saying, "you're disorganized," you could say, "I've noticed that project deadlines are sometimes missed, which impacts the team's workflow."
- 2) **Use "I" statements to share your perspective.** Consider starting statements with, "I've observed..." or "In my experience..."
- 3) **Balance constructive feedback with positive feedback.** Start with positive observations and contributions of the person. Then, address any areas where you see opportunities for growth.
- 4) **Keep the goal of supporting growth in mind.** 360 feedback is designed to foster development and success for everyone involved. Approaching feedback as a tool for growth, rather than judgment, can make it easier to share observations openly and help create a constructive feedback experience.

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## 1:1 Meeting

2024 Performance Reviews are due February 28, 2025. Your leader will work with you to schedule your review.

To prepare for your meeting, you can:

- 1) **Reflect on key achievements and challenges.** Consider your recent accomplishments, the impact of your work, and any challenges you faced.
- 2) **Seek constructive feedback.** Request specific feedback on areas for improvement and ask for examples.
- 3) **Bring questions and clarify expectations.** Listen carefully to the feedback that your leader provides. Ask questions about expectations, future projects, or the examples they provide.
- 4) **Discuss career goals and development needs.** Share your career aspirations and ask for guidance on development opportunities that would support these goals.



After your meeting, you can sustain the momentum built during your 1:1 meeting by:

- 1) **Send a brief email** summarizing key takeaway ideas. Capture the main points discussed, including any specific feedback, areas for improvement, and actionable items.
- 2) **Create an action plan** based on the feedback and goals set in the meeting. Break down objectives into smaller, manageable tasks with timelines to track your progress effectively. Share your plan with your leader, especially if you agreed on specific targets or deadlines.
- 3) **Schedule checkpoints.** Propose regular checkpoints or mini follow-up meetings to review progress on the action plan.
- 4) **Follow up on developmental resources.** Make an effort to explore opportunities for training, mentorship, or resources. Update your leader on your progress with these initiatives during later check-ins.
- 5) **Request feedback on progress.** As you work through your action plan, periodically ask for feedback on any changes or improvements you've implemented.



## Acknowledgement

Talent Connect will send you an email with a link to acknowledge that you had your 1:1 conversation to review your Performance Review form and your job description. Log into the system using your organizational username and password. If you do not have a computer or laptop, you can use your phone or tablet. If you are not able to use one of those, work with your leader to find a solution.

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## How To Access Talent Connect

This [interactive guide](#) can help you learn how to use Talent Connect. It is designed specifically for team members to do the tasks that you need to do as part of the performance review.

These interactive modules walk you through all the tasks you need to complete in Talent Connect. You can opt to see the process or try it yourself with an interactive tutorial.

Contents include:

- Access Talent Connect
- Complete a Self-Appraisal
- Nominate 360 Participants
- Provide 360 Feedback
- Set Goals
- Acknowledge Your Review

The screenshot shows the 'Apps' dropdown menu in the Fairview Intranet. The 'Apps' menu item in the top navigation bar is highlighted with a yellow box. Below it, the 'Apps' dropdown menu is open, showing three columns of application links. In the 'More Business Applications' column, the 'Talent Connect' link is highlighted with a yellow box and has a mouse cursor hovering over it.

Clinical Applications	Business Applications	More Business Applications
<a href="#">Childrens Hospital Resource Center</a>	<a href="#">Amcom SmartWeb</a>	<a href="#">Occupational Health Manager (OHM ...</a>
<a href="#">Elsevier Skills</a>	<a href="#">Career Connection</a>	<a href="#">Outlook Web</a>
<a href="#">Epic</a>	<a href="#">Collibra</a>	<a href="#">PCard/Out-of-Pocket</a>
<a href="#">FICK Calculator</a>	<a href="#">Compass: Safety Reporting</a>	<a href="#">PeopleSoft</a>
<a href="#">Forms on Demand</a>	<a href="#">ControlCheck</a>	<a href="#">PolicyTech</a>
<a href="#">Homecare Web Chart</a>	<a href="#">E-time (archive)</a>	<a href="#">Power BI</a>
<a href="#">Lab Test Directory (new)</a>	<a href="#">Engage Code Paging</a>	<a href="#">SharePoint at Fairview</a>
<a href="#">Muse Web</a>	<a href="#">Enterprise Report Viewer (e-time/staff...</a>	<a href="#">Staffing Availability</a>
<a href="#">MyChart</a>	<a href="#">Enterprise Report Viewer (ERV)</a>	<a href="#">Talent Connect</a>
<a href="#">OnCore</a>	<a href="#">EZCall</a>	<a href="#">TempTrak</a>
<a href="#">Philips Patient Monitoring Applications</a>	<a href="#">Fairview Alert Admin (Everbridge)</a>	<a href="#">Web-based Paging</a>
<a href="#">UpToDate</a>	<a href="#">iCIMS Manager Portal</a>	<a href="#">M Physicians: RESOURCE</a>
<a href="#">Vocera Platform Assignments</a>	<a href="#">iManage for Legal</a>	<a href="#">M Physicians: Workday</a>
<a href="#">Vocera Web Console</a>	<a href="#">IT Hub</a>	
	<a href="#">Lawson HR Self-Service</a>	
	<a href="#">Learning Management System (LMS)</a>	
	<a href="#">MyTime</a>	
	<a href="#">MyTime Clinical Scheduling Extensions</a>	

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## Goals

Every team member must have at least one goal in Talent Connect to receive a performance evaluation.

There are two types of goals: organizational and individual. Your organizational goals will come from your leader. These relate to your work supporting the goals of the organization.

Your individual goals will focus on your development - set in collaboration with your leader. These goals are kept in Talent Connect, but they aren't visible across the organization and are unrated. You should establish at least one goal focused on your professional development, which you'll discuss during your 1:1 meeting with your leader.



### Why do I have to have a goal? What if I don't have any goals?

Performance to Goals is one part (33%) of the criteria that you are rated on. If you don't have an organizational goal entered in Talent Connect, you can't receive a performance review. Work with your leader to find an appropriate organizational goal.

### How do I access goals in Talent Connect?

You can access Talent Connect through the intranet. From your home page, go to the "Apps" drop down menu and select "Talent Connect" under "More Business Applications." Then, select "Goals" from the "Home" drop down menu in Talent Connect.

Find full instructions, including an option to watch the process or participate in an [interactive guided tutorial for team members](#) on the OD&L website.

### How are goals decided?

Each employee will enter a minimum of one (1) organizational goal in the Talent Connect system and one (1) development goal. Organizational goals may also be cascaded from your leader. Development goals should be created by each employee.

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## How do I choose my own goal?

Team members set their individual goals in collaboration with their leader.

Some things you may want to consider as you develop your goals:

- 1) What are your long-term career goals? Select a goal that supports your career ambitions or helps develop skills relevant to future roles you're interested in.
- 2) Where do you have gaps in your skills or knowledge? Choosing a goal to strengthen a known skill gap can lead to impactful progress in your role.
- 3) What impact do I want this goal to have on my team?



Share your proposed goal with your leader to gain their perspective. They can help refine it to ensure it aligns with team objectives and may be able to offer advice and resources to support your progress.

## How do I write an effective goal?

Aim for a goal that pushes you out of your comfort zone but remains feasible given your current workload.

SMART goals are Specific, Measurable, Achievable, Relevant, and Time-Bound. When we use the SMART acronym to create goals, we know we have a meaningful goal that can be measured. Using the SMART framework allows you to clarify your ideas, focus your efforts, and allocate your time in a way that promises the most return with the highest chance of achievement.

Please see the [How to Guide – SMART goals](#) at the OD&L website.

## Other Frequently Asked Questions

What if I have more than one role in my organization?

If you have multiple roles, you will receive a review for your first and second level roles.

What is the best web browser to use with Talent Connect?

Talent Connect works best with Chrome.



## If You Need Help

Talk to your leader if you need help or have additional questions about the process or need additional support.

If you have a technical issue, you can submit an IT Ticket through [IT Hub](#).

Looking for more resources? You can find them at [www.odandl.org/performance-management](http://www.odandl.org/performance-management).