Manager Job Description 5 Point Behavioral Rating Scale (Job Code 6606)

If you are completing a self evaluation as a manager or are evaluating a manager, please use this tool to guide your evaluation. It is suggested that you circle or highlight the behaviors that are consistently performed. It you circle behaviors in the "exceed expectation" or the "outstanding" columns, please be prepared to share examples of how you consistently demonstrate those behaviors. If you have questions about using this tool, please email 5point@vanderbilt.edu.

Key Function 1: Leading: Motivating and Influencing

Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	**2**	**Competent - 3**	**Proficient - 4**	**Expert - 5**
1A Collaborates to operationalize the mission, strategic plan, budgets, resources allocation, operational plans, and policies for PCC, Hospitals and Vanderbilt Clinic.			• Actively participates in meetings where goals are established and reviewed. • Assesses progress toward goals by using data. "Course correct" if necessary. • Aligns departmental and individual goals with organizational goals. • Department staff and leadership team able to articulate mission & goals for year and performance expectations that support those goals. • Reports progress toward goals to leadership and departmental staff.	Competent criteria + • Role models and coaches others related to prudent utilization of resources. • Independently anticipates changes in resource needs. • Interprets operational data to make adjustments for department. • Independently manages change initiatives. • Translates organizational mission and vision to and practical implications at the department level.	Proficient criteria + • Uses external networking and benchmarking to evaluate practice, outcomes, and progress toward goals. • Leads projects and teams external to their area of responsibility to improve performance/ establish new practice. • Coaches staff to become change agents through use of Shared Governance principles. • Strategically and independently manages change initiatives evidencing use of theory.
1B. Creates vision, sets objectives, and manages multiple activities aligned with the organizational mission.			• Creates and implements plans to facilitate change. • With coaching, manages change initiatives. • Participates in department-wide committees, councils and other leadership activities.	• Participates in some aspects of organization-wide committees, councils and other leadership activities.	• Department staff and leadership team actively involved in assessment of progress toward goals and can articulate such. • Trends data and develops innovative goals to support mission of the organization. • Active in external networking – includes formal sharing of expertise and experience.
1C Recognizes and rewards desired performance. Supports retention of staff using techniques consistent with Elevate framework.			• Provides direction to enhance the performance of the healthcare team • Fully utilizes organizational Reward and Recognition program. • Full implementation of the Elevate "must haves"- rounding for outcomes, thank you notes. (documented in rounding logs or other reporting mechanisms) • "Manages-up" staff, departments, and organization.	Competent criteria + • Sustained performance of Elevate "must haves" for dept. leadership team and staff. • Purposefully alters leader rounding to coach staff to implement change or sustain desired outcomes. • Strategically uses Reward and Recognition program to reinforce behaviors that support specific outcomes. • Anticipates and plans for growth and other changes that impact staff satisfaction. • Recognizes and rewards staff within and outside of department. • Monitors staff satisfaction and turnover	Proficient criteria + • Mentors others across organization to reward desired performance. • Leads ongoing development and implementation of strategic plan to address local staff satisfaction and retention issues.

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Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	2	Competent - 3	Proficient - 4	Expert - 5
				data and uses information to develop motivational tactics.	

Key Function 2: Communication: Active Listening and Communicating - Clearly (verbal and written)

Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	2	Competent -3	Proficient -4	Expert - 5

2A Develop an environment of trust, fairness, consistency and confidentiality with team members and with other internal and external customers consistency, and confidentiality with team members and with other internal and external customers consistent with VUMC Credo.			• Establishes and implements formal and informal methods of communication. *For example:*
			  • Regular staff meetings
			    o Clinic/Unit board
			    o Rounding
			  • Website
			  • Newsletter
			  • Bulletin boards
			  • Email, phone, pager, etc…
			 • Consistently interprets and applies performance expectations/policies.
			 • Consistently uses organizational resources for managing individual and team performance issues (i.e. HR, OET, EAP, etc).
				Competent criteria +
				 • Involves staff in agreements related to clinical performance and other team behavior expectations.
				 • Role models maintaining an environment of trust, fairness, etc. (feedback from 360 evaluation and/or staff survey data)
				 • Proactively partners with physicians or other healthcare team members in goal setting, information sharing, issue identification, education, and problem solving, process evaluation.
					Proficient criteria +
					 • Mentors other leaders in fostering an environment of trust, fairness, etc.
					 • Active in external (outside of VUMC or own service) networking – includes formal sharing of expertise and experience.

2B Listens and seeks clarification through Elevate rounding. Completes rounding log and uses findings to develop solutions to identified issues within scope of accountability.			• Reviews rounding logs to identify issues and trends. • Develops action plans to address issues identified in rounding.	Competent + • Role models rounding practices to other team members and coaches their development.	Proficient + • Expands target audience for rounding to include key stake-holders and external customers. • Trends data and develops action plans based on identified trends/issues.

| 2C Shares knowledge across multiple disciplines and departments. Represents needs and interests of direct reports to all levels of leadership. Communicates effectively orally and in writing. | | | • Participates in departmental interdisciplinary processes.
• Partners with others to enhance patient care through interdisciplinary activities such as education, consultation, management, technological development, or research opportunities.
• Communicates needs of direct reports to influence the development of department and organizational plans and processes.
• Documents processes and communications.
• With coaching, develops project proposal and communication plan. | Competent +
• Collaborates with other departments for process or quality improvement.
• Independently develops project proposals and effectively communicates proposals both orally and in writing.
• Evaluates and revises plans on a regular basis.
• Independently facilitates group process and follow up.
• Advocates for the needs of direct reports while considering the needs of others and/or the organization in the development of plans and processes. | Proficient +
• Leads interdisciplinary organizational initiatives.
• Demonstrates advanced group facilitation skills and mentors others.
• Influences organizational plans and processes by communicating results of department projects.
• Negotiates for resources to meet the needs identified by stakeholders. |

Key Function 3:   Standards and Accountability - Accountability

Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	2	Competent -3	Proficient -4	Expert – 5
3A Leverages the performance development process of goal setting, ongoing assessment, coaching and performance evaluation to achieve goals. Accountable for formal evaluation of staff.			• Ensures 100% completion of mid-year conversations and annual evaluations for all staff and accurately utilizes tools for appropriate placement in advancement systems (e.g., VPNPP). • Assists staff in establishing goals to progress on continuum from novice to expert. • Provides opportunities that support staff to progress professionally. • Engages in a formal process, seeking feedback regarding one's own practice from patients, peers, professional colleagues, and others. • Manager recognizes each individual's strength, challenges and potential.	Competent + • Coaches staff to relate individual performance to overall goals of dept. • Coaches others in providing effective feedback. • Utilizes formal and informal communications to enhance performance, motivate professional development and recognize goal achievement. • Educate and coach charge nurses and unit leadership re: factors that motivate individual staff performance. • Establishes a feedback process among staff and peers, patients etc., to improve performance.	Proficient + • Motivates and mentors individuals in career progression (i.e. Novice to expert, professional practice model, higher education, certification, promotion). • Mentors other leaders in performance improvement (i.e. educate organizational leaders in peer evaluation).
3B Accountable for the delivery of quality patient care. Interprets policies and procedures to staff and patients/families.			• Ensures that department is compliant with industry standards of care, recommended practices and regulatory requirements, and clinical guidelines. • Monitors and manages safe and effective patient throughput to facilitate patient flow and meet area volume goals. • Communicates resolution of issues identified through leader rounding in a timely and consistent manner.	Competent + • Takes an active role or leads in departmental, interdepartmental, or organizational committees to drive clinical improvement. • Resolves Identified systems issues using quality improvement processes. • Identifies and elevates system issues, and recommends process or structural changes, including policy, procedure, or	Proficient criteria + • Leads organizational efforts to improve patient/work flow. • Leads efforts to resolve system issues either internal or external to department. • Mentors others in effective leader rounding techniques. • Develops a plan for addressing issues requiring additional resources with budgetary justification and an evaluation

			- Demonstrates an understanding of organizational and area policies and ensures compliance. - Ensures that health information resources within the area of practice are accurate, readable, and comprehensible for patients. - Fosters an environment that includes the patient in the decision making process and incorporates patient preference where appropriate.	protocol documentation, as needed.	process.
3C Accountable for ensuring that clinical assignments are based on patient care needs and demonstrated staff competencies			- Responsible for staffing and scheduling of personnel. - Ensures that assignments reflect appropriate utilization of personnel, considering scope of practice, national standards, competencies, patient/client/resident needs, and complexity of care. - Ensures role clarity among immediate team members. - Utilizes benchmarking tools to assess staffing model and advocate for change when changes are indicated. - Ensures staffing model, budget and acuity are aligned (e.g., bi-weekly variance and monthly budget performance report). - Interprets staffing guidelines and professional standards of care to others (e.g., finance). - Coaches unit leadership to meet budgetary staffing targets. - Ensures that staff have resources needed to meet needs of complex patient populations. - Interprets, communicates, and facilitates appropriate use of employee benefits in collaboration with Human Resources (e.g., FMLA, personal leave, medical leave, jury duty, etc.)	Competent + - Independent in providing interpretation of staffing guidelines and professional standards of care to others (i.e. finance). - Standardize services, processes, resources and practice to improve efficiency and productivity. - Coaches unit leadership to understand and meet budgetary staffing targets so they can make appropriate, independent decisions and monitor/report on the process. - Continually evaluates and gathers data on internal and external sources for staffing guidelines and professional standards of care. - Checks for consistency of roles between immediate team and the organization.	Proficient criteria + - Seeks innovative staffing solutions to meet the changing healthcare environment. - Mentors novice leaders as relates to clinical assignments and related issues. - Plans and advocates for innovative staffing solutions based on professional/organization guidelines. - Involved in organizational clarification of roles insuring consistency of practice.

Key Function 3: Standards and Accountability – Clinical Quality Management and Service Orientation

Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	2	Competent -3	Proficient -4	Expert – 5
3D Accountable for a safe, therapeutic and customer-friendly environment. Actively utilizes customer satisfaction information to improve the care delivery system. Monitors quality and satisfaction outcomes and coaches team members as required.			• Monitors and meets targets for clinical quality and internal and external customer satisfaction and utilizes data to develop strategies to improve or sustain service. • Uses Reward and Recognition program to reinforce behaviors that support patient satisfaction. • Recognizes the opportunity and assures service recovery. • Consults experts to support clinical quality and patient satisfaction.	Competent + • Anticipates and plans for growth and other changes that impact patient satisfaction. • Exceeds organizational targets related to patient satisfaction. • Effectively collaborates with Health Care Team to develop improvement tactics.	Proficient + • Mentors others across organization to improve patient satisfaction and clinical quality. • Leads ongoing development and implementation of strategic plan to address patient satisfaction. • Contributes to organizational efforts toward patient satisfaction.
3E Accountable for clinical leadership utilizing evidence based standards.			• Uses current evidence as a foundation to improve performance and supports changes to clinical, leadership, and educational practice. • Creates and sustains an environment that encourages and supports evidence-based practice. • Ensures maintenance, repair, replacement, and upgrade of equipment and supplies in alignment with regulations, policies and procedures.	Competent + • Collaborates to synthesize research or other information that discovers, examines, and evaluates knowledge, theories, criteria, and creative approaches to improve healthcare practice. • Disseminates research findings through activities such as consultations, journal clubs, presentation, publications, etc.	Proficient criteria + • Contributes to nursing knowledge by conducting or synthesizing research or information that discovers, examines, and evaluates knowledge, theories, criteria, and creative approaches to improve healthcare practice.
3F Develops and implements area specific quality plan linked to organizational goals. Uses appropriate processes and models to monitor and proactively manage risk.			• Designs area-based quality improvement initiatives. • Demonstrates an understanding of the organizational goals and external drivers for patient safety and quality. • Participates in the development of standards that incorporate cost and clinical effectiveness, patient satisfaction, patient safety and continuity and consistency among Health Care Team. • Utilizes data sources to monitor established internal and external benchmarks to drive clinical improvement. • Develops, implements and evaluates corrective action plans for identified areas of risk. • Appropriately, delegates assigned tasks and authority to others and holds them accountable for completion.	Competent + • Educates and coaches others to support organizational goals and external drivers for patient and staff safety and quality. • Takes an active role or Leads multidisciplinary departmental teams in quality improvement and safety initiatives. • Participates on organizational quality improvement teams (i.e. Smooth Moves, BSI, VAP). • Seeks additional data sources to enhance understanding and advance improvement efforts (lit review, meta-analysis). • Coaches staff in the interpretation, understanding and application of evidence to practice. • Selects and implements strategies to meet the needs of complex patient populations.	Proficient criteria + • Provides vision and establishes structure to sustain optimal outcomes and improve safety. • Leads multidisciplinary organizational teams in quality improvement and safety initiatives. • Leads organizational quality and safety improvement teams (i.e. Smooth Moves, BSI, VAP). • Partners with informatics to create organizational data reports. • Mentors others in the development and implementation of quality plans.

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				Competent+	Proficient +

3G Monitors and manages safe and effective patient throughput. Address barriers and identifies resources required to maintain patient flow that meet area volume goals. Outpatient/procedural: Measures and contributes to improvement in patient access, cycle times, and patient wait times. Coaches staff on improvement strategies and practices.			• Uses basic continuous improvement tools.
			• Recognizes and identifies needs.
			• Implements plan developed in collaboration with leadership team.
			• Shares results with direct reports through rounding, regular staff meetings, and written communication.
			• Supports staff during change through rounding for outcomes.
			• Increases availability/visibility during planned change events.
			• Demonstrates use of patient /work flow and utilization data to improve throughput.
			• Monitors and meets organizational goals for patient throughput and utilizes data to develop strategies to improve or sustain throughput.
			• Implements tactics for improving and maintaining throughput.
			• Uses Reward and Recognition program to reinforce behaviors that support patient throughput.
				• Prioritizes, summarizes, and presents data to improve patient throughput. For example, NLB, Manager's Council, Quality Council, Oktoberfest.
				• Anticipates and plans for growth and other changes that impact patient throughput.
				• Exceeds targets related to patient throughput.
				• Effectively collaborates with Health Care Team to develop improvement tactics.
					• Drives organizational improvement through sharing of data, motivating and influencing others, and leading the change process.
					  • Mentors others across organization to improve patient throughput.
					  • Leads ongoing development and implementation of strategic plan to address patient throughput.
					  • Contributes to organizational efforts toward patient throughput.

3H Implements area specific policies and practice guidelines in accordance with VUMC policy and regulatory standards.			• Reviews and ensures staff compliance with policies.	Competent + • Recognizes the need for new policies or revision of current policies. • Participates in the development of new policies or revision of current policy.	Proficient criteria + • Leads the development and implementation of new area or organization-wide policy as appropriate.
3I Defines space requirements and monitors the effective utilization of assigned space within the Patient Care Center. Promotes space utilization that supports the vision. Proposes changes in space allocation.			• Monitors current space utilization by using standardized tools and resources.	• Anticipates and plans for growth and other changes that impact space utilization.	• Implements growth plans through organizational collaboration.

Key Function 4: Developing People: Developing and Retaining Top Talent, Identifying and Recruiting Top Talent

Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	2	Competent -3	Proficient -4	Expert – 5
4A Recognizes development needs and identifies/creates development opportunities within own group/discipline.			• Works with unit/area educator or other resources to ensure a comprehensive consistent orientation plan for staff. • Accountable for the purposeful matching of preceptor with new employee. • Holds orientee and preceptor accountable for utilizing the orientation plan. • Provides oversight for student placement and engagement in unit activities.	Competent + • Establishes infrastructure to support preceptor identification and development. • Coaches and develops others to identify and follow up on performance gaps, recognize and reward top performance, and coach others.	Proficient criteria + • Mentors other unit/area leaders to replicate existing programs or develop new staff development and retention programs.
4B Accountable for development of individual and team performance.			• Proactively identifies and ensures staff development needs and provides opportunities to support professional development. • Maintains and develops a plan to ensure initial and on-going training and competency. • Ensures appropriate maintenance of employee files. • Utilizes steps in Performance Improvement process to address performance gaps and uses appropriate steps from verbal counseling up to and including termination.	Competent + • Creates and sustains a culture where staff are empowered to be independent decision makers/problem solvers. • Identifies top talent and creates innovative methods and processes for retaining and developing them.	Proficient criteria + • Mentors other unit/area leaders to replicate existing programs or develop new staff development and retention programs.

4C Accountable for staff retention. Supports retention through initiatives designed to make VUMC an employer of choice.			• Monitors staff satisfaction and turnover data and identifies key issues.
			  o Reports staff satisfaction findings to staff and involves them in action planning.
			  o Reports action plans to leadership.
			  o Executes and evaluates effectiveness of plan.
			• Meets agreed upon unit/department targets related to staff satisfaction and retention.
				• Exceeds organizational targets related to staff satisfaction and retention.	• Contributes to organizational efforts toward staff satisfaction, motivation, and retention.

4D Interviews and hires staff to meet clinical and operational needs for current and future programs using selection processes			• Adheres to established Vanderbilt hiring processes and policies. • Hires staff to meet unit/department staffing model • Meets agreed upon staffing targets. • Engages and educates staff in peer selection process.	Competent + • Coaches area leadership in hiring processes and policies. • Tracks data to recognize change in work demands and develops staffing plans to maintain delivery of quality care.	Proficient criteria + • Strategically recruits for staff to optimize team strengths and narrow weaknesses (i.e., fills talent gaps).

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| consistent with organizational expectations. | | | | | |

Key Function 5: Building Relationships – Team Building/Showing Support AND Conflict Prevention and Management

Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	2	Competent -3	Proficient -4	Expert - 5
5A Builds, maintains and supports a culture that fosters effective working relationships.			• Defines and articulates deficiencies in performance and develops a mutually agreed upon plan of correction. • Sets clear expectations and holds staff and peers accountable for acceptable behavior . • Supports collaboration with nursing colleagues, physicians and other disciplines to implement the plan of care and ensure effective and efficient operations. • Supports staff involvement. • Creates an environment that honors diversity of staff, patients and others.	Competent + • Improves outcomes by optimizing contributions of a diverse work force. • Actively seeks out and promotes staff involvement in organizational initiatives.	Proficient criteria + • Creates processes and structures that purposefully foster creativity and innovation. • Maintains a culture that supports creativity and innovation.
5B Utilizes and models Credo behaviors to build relationships and manage conflict within scope of responsibility. Identifies service recovery strategies that preserve individual dignity.			• Interacts in a respectful manner and holds others responsible. • Manages conflict promptly by utilizing organizational resources. • Holds self and others accountable for utilizing organizational service recovery tactics.	Competent + • Fosters healthy debate that leads to growth of the group and lasting agreements and positive relationships. • Recognizes when conflict may arise. • Models behavior to proactively prevent and manage conflict.	Proficient criteria + • Mentors others throughout the organization in conflict prevention and management. • Utilizes interdepartmental conflict as opportunity for building alliances, improving processes, and improving the patient and staff experience.

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Key Function 6: Planning and Decision Making: Financial Savvy, Prioritization and Time Management, Problem Solving, Innovation and Initiative

Key Function Sub-bullet	Does not Perform	Performs Inconsistently	Meets Expectation	Exceeds Expectation	Outstanding
	1	2	Competent -3	Proficient -4	Expert - 5
6A Prepares annual operating and capital budgets following established guidelines and using benchmark data. Demonstrates fundamental business expertise. Manages expenses to established budget and staffing plan. Develops and implements action plans for variances to the established budget.			• Utilizes historical trends, benchmarks and annual goals to develop annual operating and capital budgets. • Reviews variance analysis reports and develops appropriate action plan to come in line with budget. • Collaborates with one-up leader and Medical Director(s) to develop and manage budgets • Seeks additional information to build a business or clinical case for justifying budget or staffing requests..	Competent + • Identifies area-based practice trends, emerging issues and needs in budget performance. • Develops innovative solutions for patient care problems that address effective resource utilization and maintenance of quality. • Builds support for focused plans and effectively implements plan to meet budgetary goal. • Promotes activities that assist others, in becoming informed about costs, risks, and benefits of care. • Involves team in the development of appropriate financial response and implements change to meet budgetary goals.	Proficient + • Anticipates, monitors and addresses complex relationships between financial performance, economic trends (such as change in payor mix, change in amt of uncompensated care, change in reimbursement strategies and practices, etc), system process performance, staff satisfaction/turnover/ performance and patient outcomes. • Evaluates impact of system changes on financial performance. • Identifies areas for organizational sharing of resources. • Engages in activities that improve financial performance of the organization.
6B Accountable to achieve financial targets in support of PCC and medical center goals. Develops, implements and reports plan of action to address variances for administrative team. Follows all financial policies and guidelines. Has basic knowledge of charging and billing compliance.			• Reviews and analyzes scheduled financial reports. • Creates and implements plans to address variances. • Follows financial policies and guidelines. • Demonstrates basic knowledge of charging and billing compliance. • Approves payroll and other expenses per institutional and departmental policy. • Completes all financial activities in a timely manner without prompting.	Competent + • Exceeds agreed upon financial targets through specific management strategies. • Implements changes required to adhere to billing and compliance requirements. • Anticipates variances and proactively adjusts processes to avoid negative budgetary and service/quality impact.	Proficient + • Reviews and evaluates national standards and/or new evidence to develop strategic financial performance goals which will support area of responsibility's financial plan and pillar goals. • Mentors Health Care Team in billing and compliance requirements.
6C Effectively prioritizes competing demands. Accountable for alignment of priorities in a real time environment.			• Consistently meets deadlines with all required elements addressed. • Manages own time in order to positively impact colleagues when working on collaborative initiatives.	Competent + • Identifies and effectively manages impact of individual time management responsibility on colleagues' and institution's ability to achieve goals. • Surpasses deadlines with all required elements addressed resulting in positive organizational impact.	Proficient criteria + • Mentors Health Care Team on time management for impacting organizational goals.

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				- Tracks and responds to changing organizational goals by adjusting timelines. - Utilizes resources to optimize time management.	
6D Accountable for ensuring a Shared Governance framework that identifies and addresses issues, solves problems and evaluates outcomes. Participates on departmental and interdepartmental committees to address system problems/issues and facilitate information exchange.			- Identifies unit/clinic Board leaders, holds regular unit board meetings, and maintains meeting minutes. - Educates staff in understanding the principles of shared governance. - Actively participates in planning unit board agenda and supports unit board chairperson. - Involves staff in decision making. - Utilizes Rounding as a way to encourage staff participation in shared governance.	Competent + - Fosters the professional development of Unit/Clinic board leaders (i.e. meetings to set agenda, attendance of Board Basics, availability for coaching). - Tracks outcomes and celebrates achievements of shared governance board and committees.	Proficient criteria + - Mentors other leaders on establishing successful strategies to support the shared governance model. - Participates on enterprise-wide shared governance committees and work groups.

6E Collaborates within PCC and across organization to identify and develop innovative strategies that improve service, quality and productivity.			• Identifies and recognizes needs related to service, quality and productivity. • Advocates for organizational resources to meet identified needs.	Competent + • Assists with obtaining appropriate resources. • Collaboratively develops and implements a plan to meet needs. • Evaluates effectiveness of solution and revises plan as needed.	Proficient + • Mentors others in the development of innovative solutions. • Leads others in development, implementation and evaluation of plans to meet needs. • Overcomes barriers or inefficiencies that impact operational effectiveness or timeliness.
6f. Recognizes, initiates, and manages change, utilizing established methods such as Plan, Do, Study, Act (PDSA)			• Manages and plans change initiatives required for the work area using PDSA	Competent + • Identifies needs for process improvement and Initiates change using PDSA • Manages change plans using PDSA across the department	Proficient + • Manages change plans using PDSA across the organization