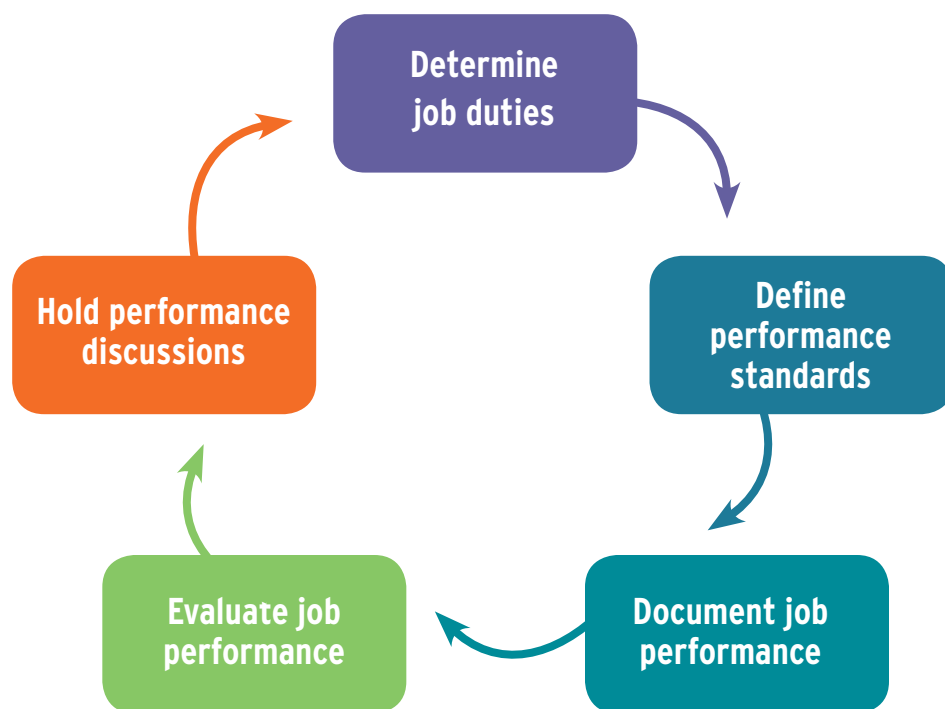




Performance management resources

Program managers are responsible for supporting and addressing employee performance. Providing a solid orientation and developing clear job descriptions and mentoring are important to quality patient care and employee satisfaction. The goal is to provide the support and resources for staff to succeed. In cases where specific employee performance needs to be addressed, doing so in a manner that is ethical, effective, and legal requires that managers must know their policies and engage with human resources.

Performance management is a cycle:



Most SANEs are at-will employees, which means that employment is at the discretion of the employer. Policies must be consistent with an at-will approach. If the policy binds the program manager to a specific way of disciplining employees, it must be followed or the employee being disciplined could have cause for a grievance or even a lawsuit. Additionally each state has a different set of laws regarding employment, even at-will employment. If the SANE program is in a hospital setting, both the hospital attorneys and the human resources department should be familiar with the laws governing employment.



Program managers should know their organization's discrimination and harassment policies, and ensure that employees do, as well. This knowledge should be documented. Managers also need to understand what type of disciplinary action is used in their organization: progressive (often used in organizations with unions) or corrective. Both consist of the same steps, but in corrective situations, managers have the discretion to choose the appropriate action versus being obligated to move through all of the steps in a progressive situation.

The purpose of discipline is to assist employees in changing their performance, attendance, or behavior. This requires that the employees have adequate information about the specifics of their existing issues and are not just provided information about what is expected to change. When disciplining or terminating an employee, managers decrease their legal risk if they can show that prior formal communication about the issues has taken place, as a documented warning and/or counseling, making it clear to the employee what the identified problems were and the necessary steps needed to correct them and meet expectations.

Online Performance Management Resources

Tips for Improving Nurse Performance

<http://www.healthleadersmedia.com/page-1/NRS-257295/Tips-for-Improving-Nurse-Performance>

Key Issues in a Performance Improvement Plan

<http://www.utdallas.edu/hrm/er/pm/documents/guidelines-pip.pdf>

Employee Disciplinary Action Form

<http://www.inc.com/tools/employee-disciplinary-action-form-with-checklist.html>

How to Fire an Employee

<http://www.inc.com/resources/leadership/articles/20060801/musselwhite.html>

Five Sins Of Discipline

<http://performance-appraisals.org/Bacalsappraisalarticles/articles/sinsdisci.htm>

Seven Steps to Coaching Your Employees to Success

<http://www.entrepreneur.com/article/220133>

Communication: The Key to Performance Management

http://www.nps.gov/training/tel/Guides/Communication_pg_200705.pdf



About the author

Dr. Jenifer Markowitz is a forensic nursing consultant, writer, curriculum developer, and educator. She received her clinical doctorate in nursing from the University of Colorado Health Sciences Center, and is board certified as a Women's Health Nurse Practitioner and Sexual Assault Nurse Examiner – Adolescent/Adult. She spends a great deal of time on airplanes, on military installations, online, and in court (in no particular order). You can find her at her website, Forensic Healthcare Online (www.forensichealth.com) or on Twitter: @ForensicHealth.

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