

## FORCE 4: PERSONNEL POLICIES AND PROGRAMS

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### **EXPECTATIONS OF THE MAGNET ORGANIZATION**

Salaries and benefits are competitive. Creative and flexible staffing models that support a safe and healthy work environment are used. Personnel policies are created with direct care nurse involvement. Significant opportunities for professional growth exist in administrative and clinical tracks. Personnel policies and programs support professional nursing practice, work/life balance, and the delivery of quality care.

### **COMPONENTS**

1. The performance appraisal process for all nurses is goal oriented and is linked to professional standards of practice and career development.
2. There are workplace advocacy policies and procedures that reflect safeguards for employee rights and a safe and healthy work environment.
3. The staffing system adapts and flexes to internal and external factors such as staff illness, unanticipated shifts in workload, and so forth.
4. Strategic nursing recruitment and retention programs exist that involve direct care nurses and show evidence of professional practice opportunities.
5. There is collaboration between nursing, finance, and human resources.
6. Personnel policies support career development and advancement.
7. Formal, informal, regular, and ongoing performance appraisal processes are evident and include self-appraisal and peer review. 360° appraisal is used as appropriate.