

## FORT DEFIANCE INDIAN HOSPITAL BOARD, INC. (FDIHB)

SUBJECT: Mentorship Advancement Program (MAP)	REFERENCE #: 1.10
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DEPARTMENT: Human Resources	Effective: 4/15/11
APPROVED BY: FDIHB Board of Directors	Revised: 4/24/12

### I. Purpose:

To provide mentoring, educational opportunities and training, including on the job training, to eligible Navajo tribal members who are committed to the goal of successfully assuming director and executive level positions within the Fort Defiance Indian Hospital Board, Inc. (FDIHB).

### II. Policy:

The Mentorship Advancement Program (MAP) provides an opportunity for program participants to fill director and executive level positions and allows for succession planning for FDIHB director and executive level positions. There is no time frame within which a participant is guaranteed to assume a director or executive level position, nor any guarantee that a participant will assume the director or executive level position. Such opportunities are dependent upon the availability of a director or executive level position and the level of development that the participant has achieved during the MAP. All MAP positions shall be posted in accordance with the Hiring, Orientation and Probation policy and MAP hiring decisions shall be made in accordance with the procedures in this policy and the NPEA.

### III. Procedure:

#### A. Definitions

1. "Applicant" means an applicant for the MAP;
2. "CEO MAP Committee" means the committee that includes the Compensation and Benefits Subcommittee Board members, who shall serve as additional members of the MAP Committee, for the purpose of selecting the CEO MAP participant.
3. "Executive level positions" means the following FDIHB positions:
  - a. Chief Executive Officer;

- b. Chief Medical Officer;
  - c. Chief Financial Officer;
  - d. Chief Human Resources Officer;
  - e. Chief Nurse Officer;
  - f. Chief Community Health Officer;
  - g. Chief Planning Officer; and
  - h. Chief Administrative Officer.
4. "Director level positions" means the following FDIHB positions:
- a. Director of Quality Services;
  - b. Director of Information Technology;
  - c. Director of Ancillary Services;
  - d. Director of Facilities Management;
  - e. Director of Nahata' Dziil Health Center;
  - f. Director of Behavioral Health;
  - g. Director of Dental Care Services;
  - h. Director of Medical Services;
  - i. Director of Community Prevention;
  - j. Director of Finance;
  - k. Director of Public Relations; and
  - l. Director of Human Resources.
5. "FDIHB" means the Fort Defiance Indian Hospital Board, Inc., including all health care facilities operated by FDIHB.
6. "Good standing" means all of the following:
- a. No written disciplinary actions in the past three (3) years;

- b. A rating of above average on the employee's most recent performance evaluations; and
  - c. A good attendance record.
- 7. "MAP Committee" means the respective MAP committee (director or executive level) for which the MAP participant is applying for or being trained for.
  - a. "Executive Level MAP Committee" means the committee that includes representation of the major divisions of the hospital: medical, nursing, finance, planning, and community health. The Chief Human Resources Officer (CHRO) is responsible for facilitating the Executive Level MAP Committee and participates as a non-voting member.
  - b. "Director Level MAP Committee" means the committee that includes representation of the appropriate division chief, a director and an employee from the division the MAP participant is being mentored and trained. The Chief Human Resources Officer (CHRO) is responsible for facilitating the Director Level MAP Committee and participates as a non-voting member.
- 8. "MAP participant" means an employee in the MAP who is being mentored and trained for a director or executive level position.
- 9. "MAP Mentor" means the director or executive level manager providing training, oversight and guidance to the MAP participant.
  - a. "Executive Level Mentor" means the executive level manager providing training, oversight and guidance to the MAP participant for an executive level position. If the current executive level position, for which the MAP participant is being trained, is filled, the executive level manager in that position will work with the CHRO in providing training, oversight and guidance to the MAP participant. Section III(H) addresses the affected executive level manager's compensation for successfully training the MAP participant.
  - b. "Director Level Mentor" means the director level manager providing training, oversight and guidance to the MAP participant for a director level position. If the current director level position, for which the MAP participant is being trained, is filled, the director in that position will work with the executive level manager and the CHRO in providing training, oversight and guidance to the

MAP participant. Section III(H) addresses the affected director's compensation for successfully training the MAP participant.

10. "Obligation Service Commitment" means the period of time a MAP participant must commit to employment with FDIHB upon successful completion of the MAP.

B. Funding and Position Description: The Human Resources Department (HR) will be responsible for developing and overseeing the appropriate budget and position description for MAP implementation and expenses for each MAP position.

C. Eligibility and Selection

1. An applicant must be an enrolled member of the Navajo Nation.
2. An applicant must be a direct hire employee of FDIHB or, if accepted into the MAP, become a direct hire employee. Federal Civil Servants and Commissioned Corps Officers must become direct hire employees of FDIHB to be eligible for the MAP.
3. An applicant must meet all minimum mandatory requirements of the open MAP participation position, also called the MAP position. The mandatory requirements of the MAP position are not the same requirements of the director or executive level position being targeted by the MAP.
4. An applicant must have a minimum of five (5) years experience related to the discipline of the open executive level MAP position. An applicant for the Chief Executive Officer (CEO) position must have at least five (5) years of experience in upper level management in an acute care health organization.
5. An applicant for the Chief Medical Officer and Chief Nurse Officer positions must have the necessary licenses and certifications for those positions.
6. An applicant must take a management assessment test that measures the applicant's aptitude and must fall within the acceptable range denoting the ability to be successful in the open MAP position.
7. An applicant must be willing and able to attend training and education that may be required as part of the mentorship, including off-site training and education, which will be funded by FDIHB.
8. An applicant must have positive work references demonstrating above average performance, including positive relationships and interactions with co-workers and management.

9. An applicant whose criminal history includes a deferred judgment or a conviction for theft, assault, or any other offense that bears upon suitability for participation in the MAP shall be disqualified.
10. Any factor that disqualifies an applicant for employment with FDIHB shall also disqualify the applicant from participation in the MAP.

D. Application to the MAP

1. An applicant currently employed by FDIHB must submit a completed application for the MAP by the closing date for the position.
2. An applicant who is not a current employee of FDIHB must submit a completed employment application and a completed application for the MAP by the closing date for the position.
3. An applicant must submit a written letter of interest with the MAP application, and the employment application (if applicable), that must address the following topics:
  - a. Why the applicant is interested in the program;
  - b. Applicant's career goals;
  - c. What applicant has done to date to pursue career goals;
  - d. How this program satisfies applicant's career goals;
  - e. What applicant anticipates to be some of the challenges of participation in the program; and
  - f. Applicant's personal strengths and areas they feel they need improvement.
4. An applicant must participate in a management assessment test administered by HR that measures potential for success in the chosen field.
5. An applicant must participate in a formal interview process with the MAP Committee, which is responsible for screening, interviewing and selecting MAP participants.
6. An applicant shall be considered for selection based on meeting the minimum mandatory qualifications for the MAP position, references, the

management assessment test, career interests, educational level, and length of prior relevant work experience.

7. Compensation for a MAP position is determined by the CHRO.
8. A MAP participant must sign an "Obligation Service Commitment Agreement," whereby the participant agrees upon successful completion of the MAP to perform two (2) years of service to FDIHB for every year of participation in the MAP. For example, if the participant is in the MAP for three (3) years, then the participant must work at FDIHB for six (6) years pursuant to a contract.

E. Reference Checks, Background Investigations and Testing

1. Once the MAP Committee makes a selection, the applicant will be subject to reference checks, background and criminal history investigations, and drug testing, whether or not the applicant is a current employee.
2. An applicant who supplies false information or misrepresents or omits information, either on the application or during the interview process, shall be disqualified from further consideration or, if already selected, shall be removed from the MAP.

F. Restrictions on Selection

1. At no time will an employee directly supervise a member of his immediate family, nor will the immediate family member of a MAP participant be placed in a position that presents a conflict of interest or potential conflict of interest. Whether a particular situation constitutes a conflict of interest will be determined by the MAP Committee and the CHRO. Immediate family is defined in the FDIHB Benefits policy.
2. Previous unsuccessful completion of the MAP, or removal or withdrawal from the MAP, may disqualify an applicant from selection into the MAP at a later time.

G. Participation

1. MAP Committee
  - a. The CHRO chairs the MAP Committee as a non-voting member.
  - b. A member of the MAP Committee shall recuse himself from participation when a MAP participant or mentor is a member of his immediate family as defined in the FDIHB Hiring, Orientation and Probation policy.

- c. In the event of a resignation or a recusal of a member of the MAP Committee, a replacement shall be selected by the CHRO from the same major division.
- d. A quorum of the MAP Committee is required for committee action items.
- e. The MAP Committee shall meet at least quarterly when there is an active MAP participant being mentored.
- f. The MAP Committee shall review and approve the individual MAP plan developed by the mentor.
- g. The MAP Committee shall review monthly progress reports and evaluations from the mentor(s) and quarterly reports from the participant(s).
- h. If the MAP Committee has concerns regarding the progress of a particular participant or the mentoring, the CHRO will follow up on any concerns or issues and report back to the MAP Committee on improvement activities that may be needed or other recommendations.
- i. The MAP Committee shall provide a report to the CEO on a quarterly basis on the status of on-going mentorships.
- j. The MAP Committee shall conduct exit interviews with any participant who withdraws from the MAP.
- k. The MAP Committee has the ultimate authority to determine whether or not a participant should be removed from the program in accordance with this policy.

## 2. MAP Mentor

- a. The mentor will develop a specific plan designed for the individual MAP participant, depending on the participant's previous experience, training, education, and the requirements of the director or executive level position.
  - 1) The individual MAP plan shall include education and cross-training in required departments with an overall focus on hospital operations.

- 2) Each participant's individual MAP plan will be developed to accommodate both the career path of the participant and the needs of FDIHB.
  - 3) The individual MAP plan must include performance goals, measurements and regular on-going assessments. The plan must be submitted in writing to the CHRO for review and input before being submitted to the MAP Committee.
  - 4) The length of the mentorship is contingent upon the participant's successful completion of the MAP plan, which may include a practicum. It is expected that following the successful completion of the MAP plan, the participant will be competent to assume the position for which he has been mentored.
- b. The mentor will work collaboratively with the CHRO and the participant regarding the educational component of the MAP, including assisting in identifying courses that will fulfill the participant's needs in meeting the requirements of the director or executive level position.
  - c. The mentor must submit accurate, objective, and thorough evaluations of the participant's progress and performance in the form of quarterly reports to the MAP Committee, with copies to the participant's file maintained by HR.
  - d. The mentor must submit a self-evaluation with the quarterly reports to the MAP Committee.
  - e. The mentor must interact positively and professionally with the MAP participant and act as a role model.
  - f. The mentor has an obligation to inform the MAP Committee if the participant at any time is not meeting the requirements of the individual MAP plan, which shall include a candid assessment as to whether the mentor believes the participant can successfully complete the program.
  - g. The mentor is responsible for recommending the participant's removal from the MAP to the MAP Committee, in accordance with this policy.

### 3. MAP Participant



- a. The participant shall actively participate in and complete all components of the MAP.
- b. The participant shall maintain open communication with the mentor and discuss difficulties or obstacles he is encountering that could affect his successful completion of the MAP.
- c. The participant shall be evaluated monthly by the mentor to assess job performance, participation in education and/or training, attendance, professionalism, work relationships, and progress on meeting the goals and objectives of the MAP.
- d. If applicable, the participant shall provide official transcripts from current educational pursuits to the MAP Committee at the end of each semester or term, no later than ten (10) days after the date on which grades are published or available.
- e. The participant shall evaluate the mentor on a quarterly basis and provide written reports to the MAP Committee.

4. CEO MAP Participant

- a. The CEO MAP Committee shall be responsible for screening and selecting the CEO MAP participant.
- b. The Board of Directors has the sole responsibility and authority for hiring the CEO MAP participant.
- c. The CEO MAP Committee will follow the same participation procedures set forth for the MAP Committee (see Section III(G)(1) above), not inconsistent with the provisions of this Section III(G)(4).
- d. Upon the participant's successful completion of the MAP plan, recommendation of the mentor and with the approval of the MAP Committee, the Board of Directors has the sole responsibility and authority for hiring the CEO.
- e. The recommendation for removal of the CEO MAP participant by the CEO MAP Committee will be presented to the Board of Directors by the CHRO. The Board of Directors will perform the role of the MAP Committee stated in this policy for removal of a CEO MAP participant.

H. Compensation for Affected Director and Executive Level Positions

1. If a participant is determined to be fully competent by the MAP Committee to assume a director or executive level position, a mentor who is not on contract and is displaced shall receive severance pay at a rate of three months' severance for each year worked, up to a maximum of twelve (12) months total salary, if he leaves employment with FDIHB. FDIHB will provide COBRA insurance for a period of twelve (12) months for the affected employee only, not dependents.
2. In the event the mentor is hired for employment in an open position within FDIHB, he will receive a bonus, but will not be eligible for severance pay. The amount of the bonus, which shall be paid only if the MAP Committee determines that the mentor has successfully mentored the participant, shall be determined by the CEO and the CHRO in their sole discretion.

I. Separations from the MAP

1. Withdrawals

- a. A participant may withdraw from the MAP at any time. If a participant chooses to withdraw from the MAP, he must do so in accordance with FDIHB's Separations from Employment policy and provide copies of his resignation to the mentor, the MAP Committee, and HR.
- b. A participant withdrawing from the MAP shall participate in an exit interview with the MAP Committee.
- c. Withdrawal from the MAP may disqualify the individual from re-entering the program at a later date.
- d. A participant who withdraws from the MAP is not eligible for any severance pay.
- e. At the discretion of the CEO and CHRO, and depending upon the reasons and circumstances for the withdrawal, participants who have received funding for educational advancement as a part of the MAP may be required to reimburse FDIHB for the amounts paid by FDIHB. Any such deductions will be made from the employee's final paycheck.
- f. If a participant withdraws from the MAP, he may apply as an internal applicant within 30 days of withdrawal from the MAP program for any open FDIHB position for which he meets minimum mandatory qualifications.

2. Removal:

- a. A participant may be removed from the MAP for any reason that makes him unsuitable or unqualified for the director or executive level position including, but not limited to the following:
  - 1) A deferred judgment or a conviction for theft, assault, or any other offense that bears upon suitability.
  - 2) Failure to maintain licensure or credentials.
  - 3) Violation of FDIHB personnel policies.
  - 4) Failure to achieve required educational objectives, including failure to achieve a minimum cumulative GPA of 3.0 on a 4.0 scale.
  - 5) Abandonment of position resulting from a no call/no show for three consecutive work days.
  - 6) Disciplinary action that rises to the level of suspension.
  - 7) Failure to maintain confidentiality or professionalism.
  - 8) Failure to meet the goals and objectives of the program, including unsatisfactory performance of the duties and responsibilities of the MAP position.
- b. The mentor must provide written justification to the MAP Committee, as part of a recommendation for removal of the participant from the program.
- c. The MAP Committee will provide the mentor's written recommendation for removal to the participant with notice of the response deadline.
- d. Any response from the participant must be submitted to the MAP Committee within seven (7) calendar days of receiving the mentor's recommendation for removal.
- e. Following the participant's response time, the MAP Committee will review the recommendation and the response, if any, and interview the mentor and the participant. The MAP Committee shall determine if removal is appropriate. Removal shall be at the sole discretion of the MAP Committee.

- f. Within seven (7) days following its review meeting, the MAP Committee will communicate its decision to the mentor and the participant.
- g. If a participant is determined to not be competent for placement in the position for which he has been mentored, he may apply for any open FDIHB position for which he meets minimum mandatory qualifications.
- h. If at the end of MAP plan a participant is determined to not be competent for placement in the director or executive level position for which he is being mentored and there is no other vacant FDIHB position for which the candidate meets minimum mandatory qualifications, the participant may be granted severance pay in an amount not to exceed three (3) months of his regular pay as a participant.

Policy Cross Reference:

Hiring, Orientation and Probation  
Separations from Employment