What is the PEER Program?

Partnering Employees for Engagement & Retention (PEER) is an onboarding and knowledge-sharing program used to orient new employees. The overarching goals of the PEER Program are to:

1) Ease new employees’ transition into PHS by making them feel welcome
2) Promote a feeling of comfort and acceptance by establishing rapport early in the on-boarding process
3) Provide opportunities for veteran staff members to share their knowledge about PHS and information that is pertinent to being successful in the organization.

Nationally, proven outcomes of similar programs include:

- Engaged new employees from the on-set of their employment;
- Increased feelings of belonging with the company sooner than those not in a peer program
- New employee empowerment through elimination of frustrations associated with organizational idiosyncrasies
- Understanding of the company’s mission, shared values and workplace systems
- Increased comradely between veteran and new employees encouraging open communications; and,
- Increased employee retention.
What is a PEER?

A “PEER” is an existing or veteran employee who is assigned a new employee to help guide through the first months of employment. A PEER provides a reliable, motivated, point of contact for basic questions regarding Piedmont Health Services, Inc. (PHS).

I. OVERVIEW

Effective January 1, 2019 Piedmont Health Services will implement a PEER Program to assist new employees during the first six (6) months of their employment with the company. The PEER Program is an integral part of Piedmont Health’s efforts to acclimate and integrate new employees into the culture of the organization. This document is designed to help veteran employees who will serve as PEERS to:

- understand their roles, responsibilities and expectations as a PEER
- understand the benefit of the PEER program to new employees as well as veteran employees
- gain an appreciation for the relationship built between new and veteran employees.

II. PEER PROGRAM OBJECTIVES

All newly hired PHS employees will be matched with veteran employees upon on-boarding with the company. Although the program is completely voluntary, veteran employees must apply and be approved for participation in the program. The primary objectives of the program are to:

- Provide support to new employees prior to and during initial on-boarding period;
- Offer encouragement and help employees feel welcomed;
- Integrate the new employee within the company by sharing experiences with the culture, attitude, shared values and expectations of the organization
- Help ease the transition of the new employee into their role while reducing the time that it takes for them to add value to the company;
- Build on the knowledge obtained in the new employee and departmental orientation sessions;
- Reduce the initial stress, confusion and uncertainty experienced by new employees; thereby,
- Increase the chances of new employees having feelings of belonging and acceptance as they on-board with PHS.
III. PEER REQUIRED CHARACTERISTICS

PEERS serve as ambassadors for the company and help welcome, engage and reaffirm new employees’ decision to join the Piedmont Health Team. It is important that they have a well-rounded knowledge of PHS, the company’s mission and values. As “a face” of the company, PEERS should be a:

<table>
<thead>
<tr>
<th>Communicator</th>
<th>Role Model</th>
<th>Strong Performer</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Encourages open communication;</td>
<td>- Models professional workplace behavior;</td>
<td>- Ability to guide new employees based on his/her knowledge, skills and abilities;</td>
</tr>
<tr>
<td>- Shares general PHS information;</td>
<td>- Leads by example;</td>
<td>- Has demonstrated strong past performance;</td>
</tr>
<tr>
<td>- Is able to establish rapport quickly and has good people skills;</td>
<td>- Exemplifies PHS shared values;</td>
<td>- Has the time to be accessible to the new/matched employees;</td>
</tr>
<tr>
<td>- Has ability to deliver constructive criticism in good spirit;</td>
<td>- Exhibits the ideals and operational methods of PHS;</td>
<td>- Is well regarded and accepted by current employees;</td>
</tr>
<tr>
<td>- Has excellent communication skills.</td>
<td>- Has and demonstrates a positive outlook.</td>
<td></td>
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</table>


IV. APPLICATION & SELECTION PROCESS

Veteran employees at any level of the organization may serve as a PEER as long as they are in good employment standing (see below). They will be considered for participation in the program on an as-needed-basis (that is, when there is a need or opening for a PEER) following submission of a PEER program application. Employees are selected on the basis of the following criteria:

- Submission of a formal application to include: a statement of explanation indicating the reason(s) for wanting to serve as a PEER; applicant’s understanding and commitment to the Company’s vision and values as well as inquiry into their likes/dislikes and/or hobbies
- Immediate manager’s completed application section indicating approval
- Must have been employed with PHS for at least 12 months
- An annual performance review that meets or exceeds expectations; and,
- No current or active corrective actions on file at the time of application

The Human Resources Department Program Coordinator is responsible the planning and coordination of the program with support from the line managers. The Program Coordinator is also responsible for assigning PEERS to new employees.
V. PEER EXPECTATIONS & TIME COMMITMENT

PEERS are expected to attend an Orientation Session prior to being matched with a new employee. The sessions are designed to provide an overview and expectations of the program.

- PHS Peer will contact new employee prior to on-boarding;
- In-person meetings will occur no less than at the beginning, middle and end of PEER arrangement. That is, a minimum of three in-person meetings are required during the arrangement as described above. Note: initial meeting will be held during New Hire Orientation, if possible;
- Frequent touch-points should occur in between the in-person meetings (examples: telephone or email check-ins).

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>ESTIMATED DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation Session</td>
<td>1 hour</td>
</tr>
<tr>
<td>Contact with New Employee</td>
<td>15 - 30 Minutes</td>
</tr>
<tr>
<td>Prior to On-Boarding</td>
<td></td>
</tr>
<tr>
<td>Three In-person Meetings</td>
<td>30 Minutes Each</td>
</tr>
<tr>
<td>Telephone Check-Ins</td>
<td>10 – 15 Minutes Each</td>
</tr>
<tr>
<td>Completing Program Post Survey</td>
<td>10 Minutes</td>
</tr>
<tr>
<td>Minimal Estimated Time Commitment</td>
<td>4 Hours</td>
</tr>
</tbody>
</table>
PEER PROGRAM APPLICATION

SECTION I – APPLICANT

Both the applicant and manager sections must be complete for consideration as a PEER.

Applicant’s Name:                          Date of Application:   /   /20

Job Title:                      Department:

Please state the reason(s) that you want to be a PEER.

What is your understanding and commitment to the company’s vision and shared values? How will you incorporate them into your PEER relationship with the new employee with whom you are matched?

List any special interests, hobbies and/or dislikes that you might have (will be used to determine PEER/Partner match):

________________________________________    __________________________
Applicant’s Signature                      Date

Human Resources Use Only:                      Employment Date:   /   /20

Received: ___ Performance Appraisal                ___ Yes ___ No Corrective Actions on File

PEER Matched With: ___________________________    Department: ___________________________

Relationship Start Date:   /   /20
PEER PROGRAM APPLICATION

SECTION II – MANAGER

Name/Title: 

PEER Applicant’s Name:

One of your direct reports has applied to serve as a PEER. Please complete the following information, sign and return to indicate your approval and knowledge of the time commitment.

PEERS serve as ambassadors for the company and help welcome, engage and reaffirm new employees' decision to join the Piedmont Health Team. It is important that they have a well-rounded knowledge of PHS, the company’s mission and values. PEERS are “a face” of the company and should be a:

- **Communicator:** Encourages open communication; shares general PHS information; is able to establish rapport quickly and has good people skills; has the ability to deliver constructive criticism in good spirit; has excellent communication skills.
- **Role Model:** Models professional workplace behavior; leads by example; exemplifies PHS shared values; exhibits the ideals and operational methods of PHS; has and demonstrates a positive outlook.
- **Strong Performer:** Ability to guide new employees based on his/her knowledge, skills and abilities; has demonstrated strong past performance; has the time to be accessible to the new/matched employees; is well regarded and accepted by current employees.

Please indicate which of the following apply, by circling “Yes” or “No”. My direct report:

<table>
<thead>
<tr>
<th>Feature</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibits each of the characteristics above</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Has demonstrated strong past performance</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Has the time to be accessible to the new employee</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Has excellent interpersonal skills</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Is well regarded and accepted by his/her peers</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Does not have any disciplinary or corrective actions</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Models Piedmont Health Services’ Shared Values</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Please sign, date and return directly to the Human Resources Team.

Manager’s Signature

Date
PEER PROGRAM QUESTIONNAIRE

This brief questionnaire should be completed at the conclusion of a PEER relationship. It is intended solely to help us in the review and re-design of the PEER Program. The contents of the questionnaire are confidential, and are not used for any other purpose.

Please indicate which of the following apply by circling the relevant number:

1 = Strongly disagree  2 = Disagree  3 = Neither agree not disagree  4 = Agree  5 = Strongly agree

<table>
<thead>
<tr>
<th>I felt prepared to serve as a PEER:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was satisfied with the way in which I was matched with my PEER:</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My new employee was aware of the PEER program:</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I was happy with the support provided by the HR program coordinator:</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The frequency of our meetings was appropriate:</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I believe I helped my new employee acclimate to PHS:</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The aims and objectives of the PEER relationship were met:</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Please feel free to comment on your PEER program experience:
_____________________________________________________________________________________________
_____________________________________________________________________________________________

We sincerely hope that you benefited from the PEER program both personally & professionally.
Please consider serving as a PEER again!

Please return this questionnaire to Human Resources within **5 business days** of the conclusion of a Peer Relationship.

*Thank you for your participation!*
NEW EMPLOYEE PEER PROGRAM QUESTIONNAIRE

This brief questionnaire should be completed at the conclusion of a PEER relationship. It is intended solely to help us in the review and re-design of the PEER Program. The contents of the questionnaire are confidential, and are not used for any other purpose.

Please indicate which of the following apply by circling the relevant number:

1 = Strongly disagree  2 = Disagree  3 = Neither agree not disagree  4 = Agree  5 = Strongly agree

The PEER program was beneficial to my integration into PHS culture:  1  2  3  4  5

My PEER seemed knowledgeable regarding their role:                      1         2  3  4  5

My PEER was enthusiastic and available when I needed their help/advice: 1  2       3       4     5

The content of our discussions was helpful and informative:       1         2          3          4          5

Having a PEER helped my first 6 months of employment helped me acclimate to the organization:
1         2            3        4           5

I will likely apply to become a Piedmont PEER when I reach one year of employment with PHS:
1         2            3        4           5

I would recommend my PEER to serve again with a new employee:
1  2  3  4  5

Please feel free to comment on your PEER program experience:
_____________________________________________________________________________________________
_____________________________________________________________________________________________

We sincerely hope that you benefited from the PEER program both personally & professionally.
Please consider serving as a PEER!