

Performance Evaluation

SW 843

**Introduction**

Harry S. Truman Children's Neurological Center (TNC Community) employee evaluation will be critiqued for the Program Director who is supervised by the Executive Director. The Program Director is evaluated annually in January. The Executive Director decided that completing evaluations in January gives the Program Director an entire calendar year to focus on goals. It is also mid fiscal year which assist in budgeting for salary increases. Good.

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**Critique of Current Appraisal Process**

The Executive Director is responsible for evaluating six administrative positions. The organization utilizes different performance evaluations for the six administrative positions. Each evaluation is tailored to correlate with each position, however, the Program Director and the Residential Support Managers utilize the same employee performance evaluation form.

The first section of the evaluation is labeled as the "General" category. This section of the evaluation includes thirteen questions and/or statements in which the employee is rated on 0 being Not Applicable, 1- Unsatisfactory, 2- Improvement Expected, 3- Successful, 4- Highly Successful, 5- Excellent. Questions in the category are focus on the actual employee personal performance in relation to the job and contain statements like "Displays a cooperative and positive attitude", "Conducts self in a professional manner", "Reports to work on time.", and "Attends required training/meetings/in-services." The second part of the evaluation is focused on "Staff Supervision". The third section addresses "Administrative Duties" and the fourth area discusses objectives and goals. The agency therefore incorporates job duties based on the essential job functions

listed in the position's job description. The rating categories are the focus of the evaluation and seem to be the area that employees focus on the most when reviewing their evaluations. There are other forms of evaluation included in the evaluation, including objectives and goals. According to Weinbach performance evaluations are to provide feedback to the employee (Weinbach, 2003). [Good.](#)

In reflecting about the last evaluation with the Program Director there are some strengths of the performance evaluation tool and its process. I feel that the evaluation tool and the implementation to be the co-evaluation of the employee's performance by myself and the Program Director. [Good.](#) The evaluation tool is designed so that it can be completed independently or collaboratively with the employee. In most cases the evaluation tool is completed prior to meeting with the employee. The evaluation is then reviewed with the employee, in which revisions can still be made to the evaluation. When the evaluation tool is given to the employee prior to the meeting to rate themselves I have noticed that the employee almost always rate themselves very high in most categories. At the point of reviewing the evaluation with the employee there is a chance for disappointment. It is very difficult at best to maintain a positive conversation or review with someone who has completed their evaluation and rated themselves very high versus successful. Staff sometime do not allow enough time and thought into their scores. I have found that staff relates the evaluation process so closely with salary increases that the focus is on the total score to see what range their salary increase will be according to their evaluation. This is a huge limitation in that staff does not focus a great deal on what goals and objectives are not being met (Personal Interview, April 24, 2006). Staff would also like more feedback in the areas of strengths and weaknesses. [Good.](#)

In comparing TNC Community Program Director evaluation with other evaluations used by another facility within the Mental Retardation/ Developmental Disabilities field, I found that the evaluation tool utilized by the other agency was shorter and less complicated to complete. I discovered that the evaluation utilized by Season's was simpler in that it consisted of a combined essay format with a checklist that resembled the trait/behavior checklist. The administrative duties section consisted of statements that required yes or no responses. The management objectives in the Season's evaluation consisted of an objectives section that is completed by management. The format utilized by TNC gives the manager and the employee an opportunity to complete the objective section together. While the format with Season's appeared to be simpler to complete, it does not ask questions to get staff to expand on their thoughts. [Good.](#)

The second employee evaluation tool examined was with Special Neighbors. This evaluation tool was very similar to the one in which TNC utilized. It consisted of questions that include more specific job duties when evaluating essential and nonessential job functions. It also consisted of performance traits that had a little more depth and explanation than the Season's list of traits. The third page of the evaluation which is next to the last page contains a question about achieving previous goals, accomplishments achieved, and goals for next year. This tool also appeared to be simpler to compile, but it does take more time to complete due to all the open ended questions. [Good.](#)

As TNC begins its transition from a congregate setting to a group home setting it encompasses the changes of administrative staff, which involves the organization setting changes internally. TNC, which was an organization that consisted of an fortress organizational climate is beginning to transition into a defender organization, as defined

by (Taylor and Giannantonio1993), where the organization is primarily seeking loyalty, reliability, and continuity by hiring bottom level (direct care staff) and promoting within the agency. This is apparent by completing the first section of the evaluation labeled “general”, where the employee is evaluated based upon values such as professionalism, reliability, and cooperation. TNC is a small agency so multitasking is very important in the organization. [Good.](#)

The Code of Ethics for TNC values cultural diversity encouraging every staff member to increase training, education, and job skills. I found that the performance appraisal tool currently does not directly address diversity. Diversity is important in the performance of all staff within the organization due to the diverse population served. In recent times discussions of diversity has appeared in the goal section of the evaluation. It is at the importance of the supervisor’s perception of the employee performance whether or not diversity is included in the evaluation. [Good.](#)

### **Create a Performance Appraisal**

TNC evaluation tool allows the supervising staff to somewhat personalize the evaluation on each employee; however, the manager reviews the evaluation with their manager before reviewing with staff. This method assists in the effort of making sure that evaluations are completed fairly. (Peter Kettner, 2002) explains that a key to developing a performance appraisal is to balance the satisfaction process for both the rater and rate. As the evaluation tool becomes more standardized to allow comparison to other employees, it is less challenging to administer, but more challenging to develop.

The appraisal evaluation has remained in much of the same format as the original evaluation. The general section remained at the beginning of the evaluation, but the

questions were altered and the order in which questions were asked has been changed.

We found that by placing the general section at the beginning of the evaluation it will place an emphasis on reliability and the importance on promoting from within. [Good.](#)

The scale ranges remained the same, but now the scores have some different meaning.

[Good.](#) The scores are utilized to assist in making decisions about promotions, salary, bonuses, and other competitive factors. Once all the points and averages at the end of each section have been calculated then an average can be calculated and distributed to the employee so that they can see how they range. At the end of each section there is a space for the total on that particular section and the section average. This also allows the staff to see how they are doing in each area. Because the agency believes in management by walking around there is a question that was added to the “Staff Supervision” area that rates management making routine rounds during a shift. This section is placed directly after the general section of the employee evaluation again to stress the importance on promoting from within the organization. The “Administrative Duties” section includes a question now in regards to maintaining professional and positive working relationships with Funding Sources. This is very important in that the organization exist primarily due to funds received by community grants and federal funding sources. It is very important that management as well as direct care maintain a good professional relationship with funding sources. Because TNC is an organization that places an emphasis on the consumer there is also a question added to the “administrative duties” section that addresses monitoring of overall health and safety of the consumers. Objectives and/or goals for the next evaluation period is at the end of the evaluation so that the manager and employee may work together to develop goals and/or objectives for the next period. An

employee comment section has been added to the evaluation. This allows for input from the employee in regards to his/her evaluation. There is a question that asked if the evaluation was discussed with the employee to ensure that the employee was able to review the evaluation with his/her manager. The recommendation section for future and present job classifications remains at the end of the evaluation. [Good.](#)

To facilitate the completion of the performance appraisal, TNC now conducts training of evaluations. Employee evaluations will be completed using the approved evaluation tool. The employee evaluation will be completed with both the employee and the supervisor participating and reviewing the process. There is an evaluation that is completed at the end of a six-month probationary period. After the initial six-month review, employee evaluations will be completed annually in the month of January. To initiate the process, the supervisor will instruct the employee of the due date. The supervisor will then complete the three sections of the evaluation and schedule the employee review. The employee and the supervisor will participate in the process, including the completion of goals and/or objectives for the following year. Within two weeks of the evaluation review, the employee may appeal the evaluation to the Director if he/she feels the need to appeal the evaluation. [Good.](#)

#### **Critique of the Revised Process**

I have revised and reviewed the entire employee performance evaluation tool. The evaluation has been redesigned to analyze the employee's performance in more depth and detail. It now offers the supervisor and employee the opportunity to engage in a discussion during the evaluation process. It allows for more critical analyzation of work performance. The general section can now be utilized universally throughout other

evaluations due to the revisions with questions. Recommendations for future jobs classification and the objective and/or goal section in the evaluation now allows the organization an opportunity to look towards the future for growth within the organization.

The workers have job descriptions that now have evolved into sections of the evaluations. This allows for the inclusion of criteria for which they are evaluated to have meaning to their specific jobs. A score is produced the evaluation which is tied directly to a reward. The new evaluation now correlates with the purposes identified at the initial part of the evaluation. There are still some limitations to the evaluation which include a pronounce discussion of diversity and open use of goals. We need to look at a way to connect a diversity goal with performance goals. [Yes.](#)

The Program Director really enjoyed and embellished the thought of having a revised evaluation. We agreed that we should seek approval or input from other management staff on the revisions. The Program Director was very excited to see that some the ideas suggested was actually included in the revised evaluation. [Excellent.](#) The Program Director like the idea of an evaluation form that contains specific job duties that would help the supervisor with the evaluation of their essential job functions. The Program Director stated that there is now an observable link between the job description and evaluation.

The new evaluation has the ability to be utilized throughout the organization and that can be viewed as strength. The evaluation will now reflect the shift of the organization to a reactor climate, in which job duties may change and employees are ask to complete multiple tasks. The evaluation now evaluates employees based on a category rather than

each job function, thus allowing for some revisions to the job descriptions without huge changes to the evaluation form. [Good.](#)

### **Conclusion**

Evaluating the current evaluation and revising the form and process allowed me to get a plethora of input from the Program Director. I found that obtaining this information allowed for me to create a better performance appraisal tool that would attempt to meet the needs of the Program Director and other Administrative Staff. Training on this new evaluation is a key component. This assignment also allowed for me to interact with other organizations and develop a professional relationship with each staff. I would definitely say that I have been able to incorporate my education into my work environment. I have been able to observe the outcomes of applying the various theories to practice. [Excellent.](#)

## References

Kettner, P.M. (2002). Achieving Excellence in the Management of Human Service Organization. Boston: Allyn & Bacon.

Taylor, M. & Giannantonio, C. (1993). Forming, Adapting, and Terminating the employment relationship: A review of the literature from individual, organizational, and interactionist perspectives. *Journal of Management*, 19(2).

Weinbach, R.W. (2003). The Social Worker As Manager A Practical Guide To Success. Boston: Allyn & Bacon.

You did an outstanding job on this assignment! You were able to be objective as you critiqued the evaluation process – a process that I'm sure you created. It also seemed like the program director appreciated being involved in the revisions and appreciated his/her voice heard. I also appreciated how you talked about the process compared to the organizational climate and diversity and appreciated how you are still grappling with how to incorporate diversity into the process. Outstanding work! Grade = 100.