

The University of Kansas

Performance Evaluation

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April 27, 2007

By: [student 4](#)

The position that I will be reviewing for the performance evaluation is the Residential Therapist position at Crittenton Children's Center. This paper will discuss the strengths and limitations I faced when analyzing the performance evaluation for this position. I will give suggestions on strengths and suggests improvements in a performance evaluation that I will create. Then I will conclude the overall assignment. [Good intro.](#)

Critique of Current Appraisal Process

The Residential Therapist (Therapist) evaluation consists of two parts. The first part of the process occurs on a quarterly basis. [Quarterly each Therapist has their patient files reviewed](#) by their **co-workers peers** ([pick one but not both](#)), other Residential Therapist. [Awkward sentence structure.](#) The **reviewal** ([not a word](#)) is done with a Clinical Record Audit Form-Residential form. This form includes a checklist format all of the documents are in each patient's folder. The checklist covers the following areas:

Psychosocial Assessment ensures that the paper work was done in a proper time, proper signatures have been added, that information was documented on time, all of the proper lines were filled out and the thoroughness of the paper work in the file. **That referring professionals were identified and contacted within 72 hours.** [Incomplete sentence.](#)

The Master Treatment plan identifies specific goals, strengths and other information for the patient. Progress notes have proper lengths, clear documentation, and the types of groups are properly documented. [Good.](#)

The Discharge Plan is to be specified within 72 hours and appointments are made for the patient and the family.

The Therapist performing the peer review of the charts has to go through each file, of the therapist they have been assigned, and check for these areas for accuracy. The information is

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indicated as Present, Incomplete, or Missing. The checkmarks are tallied in each area and a score is written at the bottom of the sheet. Once all of these points are covered this information is filled out and scored. Once the information is scored it is submitted to the Clinical Director, the Therapist's direct supervisor. Then the information is to be photocopied for the Therapist and added to their file for annual evaluations. The information is then reviewed with the Therapist if any significant issues arise and/or if the Therapist or Clinical Director has any questions about comments or feedback. All missing or incomplete information is to be corrected, if possible, (i.e. signatures, missing documents.). [interesting process. Good description.](#)

The peer evaluation is a good measure in acting as a preventative measure for mistakes that may be consistently occurring with an individual's work habits. [Yes.](#) It allows the supervisor to be alerted of potential documentation errors of individual employees without the stress of having to check EVERY employee's patient files on a regular basis. It also helps the staff stay more accountable to not only their supervisor but also to their peers. [Yes.](#) The peer evaluation system also strengthens the rapport among staff as they find out areas that their constituents might struggle by offering suggestions on how they have overcome some of those weaknesses.

The limitations that I see with peer evaluations are that the staff might be more lenient than the Clinical Director when reviewing certain areas that allow for more ambiguous discretion. A limitation with peer evaluations would be that the staff could pick staff that they have a better rapport with to give feedback. This could also allow for more flexibility in the manner in which the files are viewed. For example if a patient file was missing a certain piece of documentation the peer reviewer might close that file and "remind" the therapist that they would be looking at that file the next day. [Good.](#)

The second type of performance evaluation a Therapist receives is given annually. The Clinical Director gives this evaluation to each Residential Therapist. Although the evaluation form is completed once a year the evaluation process is on going throughout the year. The Clinical Director continually observes and collects feedback on the performance of each staff member. The information collected includes thank you cards from clients, documented phone calls, as well as the peer evaluation results. This information is put into an employee file. When the annual files are [??](#) The Clinical Director (CD) has the therapist fill out Employee Performance worksheet. Therapists are to rate themselves in the areas of Quality/Excellence, Resource Management, Customer Focus, and Teamwork. Each of these areas has an overall value in which Therapist rate himself or herself on a scale of Below Expectations, Achieving Expectations, Exceeding Expectations, or Outstanding.

Therapist are also asked to indicate ways that there are limitations in resources and skills needed to do their job. On each evaluation form the Therapist is given an opportunity to document concerns, suggestions, or comments for discussion during the performance review with the Clinical Director. The evaluation form also allows the Therapist to react to how they felt the Manager helped meet their expectations in giving direction and support. Finally, the Clinical Director and Therapist meet and discuss the results each one had for their evaluation form and justification for each area. During the evaluative process the Therapist goals from the prior year are reviewed to see if they have been achieved. If these goals are not yet achieved the Clinical Director and Therapist will discuss hindrances that prevented the goals(s) from being accomplished. New goals to be accomplished for the current year will be made by the Therapist and documented on the evaluation sheet. The goals that were written for the prior year are also documented. The performance evaluation looks to see if these goals were completed and the

therapist justifies how they were completed. This allows the Therapist to process the steps taken to reach these goals it also allows the Therapist to think through strengths that were obtained while doing the goal attainment and weakness that will continue to be worked through. [Good overview of the process & forms.](#)

Strengths

The strengths to this evaluation are that it allows the therapist an opportunity to identify and work through issues that might have been identified throughout the year. The Therapists also receive continual feedback throughout the year so there are no surprises when evaluations are given. The therapist are allowed the chance to write there own evaluations and process them prior to the evaluation so there are opportunities to justify areas of strengths and weakness. The therapists also are present for this evaluation there is dialogue between the supervisor and staff so no questions are unanswered and many of the comments that could be misinterpreted have an opportunity to receive feedback immediately. The therapist also have time to think through any questions, concerns, and/or needs that they have so that they can have a more accessible way to the resources and communication needed to have more efficient and productive employees.

[Good.](#)

Limitations

I cannot think of any limitations for this method. I believe it covers a great deal of topics. I also believe that it is beneficial for the Therapist to be able to voice their concerns regarding their position and indicate any ways that they felt they were not adequately assisted in terms of resources and or supervision. [I'm a little confused; didn't you identify some limitations earlier with the peer evaluations? Aren't their work included in the annual evaluation? Did you talk](#)

[with the staff about their thoughts on the strengths & limitations & suggestions for improvements?](#)

Comparison

When finding performance evaluation to compare to Crittenton's I chose Spofford and Children's Mercy Hospital. Children's Mercy is similar to Crittenton because both of these agencies are part of a Health System. Though the position duties may vary at Crittenton and Children's Mercy the medical model is strongly enforced in both agencies. The evaluation comparison between Spofford and Crittenton was chosen because both of these agencies cater to similar populations adolescent and young children, primarily those with a mental illness.

Children's Mercy has an extremely elaborate performance evaluation that does not leave much room for question regarding the grading scales used. This evaluation also takes into consideration diversity in a candid and in depth manner. I appreciate the way that the evaluation covers individual points under each topic so that an employee's work performance could be more accurately measured, meaning if some one was weak in a certain area a complete section of their evaluation would not be compromised. Children Mercy's evaluation is extremely detailed, categorized and long. However, I believe there is room for slight flexibility if a supervisor felt a staff member was doing their job. For example if an employee didn't come to work at their designated time but they were always staying late, this could be justified in the section that is allocated for comments. To me this is important because the staff member does not have to wait until the end of the evaluation to "state their reasoning in a particular area". When comparing evaluations I felt that the justification spaces on the evaluation were also reflected in the evaluations done by Crittenton. [Good.](#)

Spofford's performance evaluation is not as detailed as Children's Mercy in terms of descriptions in each category for the ratings. Both Spofford and Children Mercy's evaluations give explicit directions on what is expected when completing them, at the beginning of the evaluation as well as throughout. Crittenton leaves an extremely subjective standpoint for the staff to be evaluated. Meaning that a supervisor could look at the category listed and interpret some of the description in the supervisor and/or staff's own way. This could lead to confusion and/or disagreement in the manner in which different individuals interpret data. On Crittenton's evaluation there are only categories for the staff to be evaluated due to the description part being very brief. [Good](#).

When taking into account all of the areas that these three evaluations differ the strengths that I see are Crittenton allows a lot of flexibility in justification of ratings [\(and hence much more discretion or subjectivity when completing the evaluations?\)](#). The narrations that are provided by both the Therapist and Clinical Director require a great deal of communication throughout the whole evaluation process. Spofford has explicit directions that assist an evaluator with filling out the form as well as guidelines to assist and clarify ratings throughout the evaluation. Spofford's evaluation is also very easy to read and follow. Children's Mercy has an extremely structured evaluation that leaves some room for personal misinterpretation.

The weaknesses that I noted were Crittenton does not give direction on the manner in how to fill out the evaluation. It is expected that this information be learned through training [\(does this happen?\)](#) and/or personal experience. The categories on the evaluation are broad although there are examples to assist with the rating of Therapist there is a large margin for personal interpretation. Spofford's evaluation does not give a large amount of room for narrative justification in the various categories. There is also only a limited space for the employee's

strengths, which are listed at the end and not throughout the evaluation. Children's Mercy's evaluation is also extremely lengthy.

[How does the evaluation process relate to the organizational climate as discussed by Taylor? How is diversity taken into consideration?](#)

Revision

One of the things that I revised in Crittenton's evaluation was the way diversity was addressed. I felt that the way a supervisor could interpret appreciating, celebrating and valuing diversity were too broad. [Good.](#) I listed ways that would be more specific when an employer and staff member are identifying if the Therapist accomplished this. (See Customer Focus, changes are bold, italicized and in larger font than the original evaluation.) Another change that I made was having the rating next to each listed topic under each category. There are categories that could be applicable to the therapist such as "Works cooperatively with own and other teams to achieve common goals." [Tied into the same paragraph as "Communicates honestly and confronts issues and problems as soon as they arise".](#) [Incomplete sentence.](#)

Evaluation Process

The process for the evaluation would continue to be annually. The evaluation would be between the Clinical Director and the Residential Therapist. This process would be initiated by the Clinical Director and/or the Therapist during the month of April. I chose to keep the same outline for the evaluation form that Crittenton was using and added a few revisions. Both the Clinical Director and the Therapist will complete this form prior to the evaluation meeting. The findings that are shared between both the Clinical Director and the Therapist will be documented in the final evaluation form, which will be submitted. Initially I felt this form should be typed however, some of the supervisors have numerous evaluations to complete. If the

supervisor is in a place where they are able to handwrite the evaluation(s) this will be acceptable, as long as legible handwriting is used. [Good](#).

If a therapist and their supervisor are unable to agree on the scaling in the evaluation the Therapist will be able to submit a grievance form to the Clinical Director's supervisor, the CEO. Once the concerns are clarified by both the supervisor and the therapist this is put on record with the therapist's evaluation. If the therapist is still unsatisfied with the information document on their evaluation they will be able to schedule a meeting with the Clinical Director's supervisor, the CEO. The CEO will meet with both the Therapist and the Clinical Director and act as a mediator to the concerns that are addressed.

When a staff member receives an evaluation form of at least an Achieves Expectations there will be a reward of 3% and one day of Paid Time Off. When a therapist achieves at least an Exceeds Expectations rating they will receive a 10% monetary raise and one day of Paid Time Off. If an employee receives an Outstanding rating they will receive a 15% raise and two days of Paid Time Off. [Good](#).

Critique of the Reviewed Process

The strengths to the revised performance appraisal are the opportunity for the Therapist strengths to be displayed without their weakness in certain areas overriding them. The Clinical Director and Therapist will be able to more easily see the areas of strengths and weaknesses at a glance instead of the grouping of these items together in narrative format.

The limitations to the new process are that each area is more stringent. The form is also longer because of the categories making it take longer to read and process the information in each category. There is also still not as many ways that diversity could be addressed. [How could](#)

you have addressed this better? How does this new process relate to the organizational climate & diversity?

Conclusion

In conclusion the Performance Evaluation is an area that takes much consideration and effort to make. Numerous factors must be taken into account when preparing and administering evaluations. The diverse personalities and backgrounds that staff are a part of make a difference in the way that evaluations can be interpreted. It is extremely important for communication to be clear so that there is a small margin for error and the staff member(s) being evaluated are allowed an equal opportunity to a honest and through professional grading scale and grader. There is also great potential when being able to view and strengthen an agency's evaluation by comparison with another agency's. How did this assignment impact your overall learning?

You did a good job describing the current evaluation process, providing details throughout. Unfortunately, while you spent so much time on the details, you neglected to expand on the analysis part. You needed to be more critically thoughtful about the process, especially when relating it to the organizational climate and diversity orientation. You also should have talked with some of the workers to get their feedback and thoughts as well as used the literature (minimally Kettner) to justify any decisions. You seemed well versed in the process and have a good understanding of how it works but didn't demonstrate your ability to provide an overall analysis. I hope this makes sense; let me know if you have further questions. Grade = 85

It was great having you as a student in my class again. You have grown much during your time in the MSW program. You had some great contributions to the class with your insight and

thoughtfulness about your work. I wish you the best of success in whatever you do. Please keep
in touch. Judy