
STAFF EVALUATIONS AND PERFORMANCE PLANNING

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It has been said that there are only two reasons why people don't successfully complete a task:

- 1. They simply don't want to! They may be feeling angry, unappreciated, apathetic, or just plain bored.*
- 2. They lack a needed resource. It may be lack of time, proper equipment, training, information, or innate ability.*

Your challenge as a manager and employer is to find out which of the two accounts for an employee's poor performance and then address it with them. Likewise, good performance needs to be reinforced, analyzed, and a stepping stone to further professional growth and development.

I've used this process for many years in many offices and 99% of the time employees are harder on themselves than their employers! The more successful you are in fostering a mutual exchange of information vs. a "report card" session, the more positive and pleasant the experience will be for everyone. I'm convinced that most people want to meet your expectations and will do so if they clearly know what they are and have the resources to do it!

Desired Outcome: *Consistent use of your customized Performance Agreements as a personnel management tool for employee performance reviews. Agreement between the doctor and the staff member regarding mutual expectations and analysis of job performance resulting in the development of a personalized plan for improvement and growth. Doctor's and employee's increased comfort level at the prospect of annual performance reviews.*

Measurement: Feedback from employees. Employee and doctor level of satisfaction with performance. Observation of the level of comfort experienced by the doctor and employee during reviews.

Preparation

- Schedule a private one-hour meeting with the employee.
 - This meeting is paid time for the employee and should be conducted during normal business hours, if possible.
 - Block off the scheduled meeting time in the appointment book, doctor's day planner, and staff schedule.
- One week prior to the meeting provide a copy of the Performance Agreement to the:
 - doctor
 - staff member
 - other management personnel planning to participate in the review
- Verbally review the process together and stress the positive nature of the meeting.
- Ask the employee to complete the rating scale on the right hand side of the pages marked "Performance Standards," noting his or her scores under the column labeled "employee."

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5. Ask the employee to bring their copy to the meeting.
6. Complete the rating scale on your copy as well, noting your scores under the column labeled “supervisor.”
7. Ask any other management personnel to be present to do the same.
8. Bring these copies to the meeting as well.

Evaluation Meeting

The meeting should be one hour of uninterrupted quality time for the doctor, office manager, and individual staff member to compare notes on the completed packets.

1. Begin by reviewing the *process* with the employee and stress the positive nature of the exchange.
2. Ask the employee to share their self-evaluation, point by point, uninterrupted by the doctor or manager, and to close with a suggested performance plan for improvement and growth. The doctor and/or the manager should take notes during this time and highlight areas of agreement and disagreement.
3. Once the employee is finished the doctor and/or the manager should share their evaluation of the employee, point by point, and note areas of agreement and disagreement.
4. Complete the Overall Evaluation form (found at the end of each Performance Agreement).
 - A. Acknowledge good performance.
 - B. Refer to the Position Task Inventory and identify the specific tasks in need of improvement.
 - C. Refer to relevant SOPs to clarify performance expectations.
 - D. Document your comments in the space provided on the form.
5. Complete the Performance Plan form (found at the end of each Performance Agreement).
 - A. Agree on a strategy for improvement. This may include:
 1. a change in the SOP
 2. additional training
 3. new equipment
 4. conflict resolution
 5. reassignment of duties to allow adequate time for peak performance in critical areas.
 - B. Clearly state and document whether or not continued employment is threatened by poor performance.
 - C. Indicate exactly what needs to happen by what date for employment to continue.
 1. Ask the employee to document his or her comments in the space provided on the form.
 2. Ask the employee to sign the form to acknowledge that he or she understands your expectations.

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6. Agree on the next time you will meet for follow up, if applicable.
7. Label the signed copy “Performance Review Session” in the top right hand corner.
8. Sign and date as the manager on the Performance Standards form and the Performance Plan form.
9. Write in the next review date in the spaces provided on each form.
10. Give the employee a copy of the signed document for their records.
11. File the original signed copy in the employee’s personnel file.
12. Collaboratively evaluate the effectiveness of the meeting.
 - A. Was everyone heard?
 - B. Understood?
 - C. In agreement?
13. Do not end the meeting until all issues are resolved or another meeting is scheduled to continue the discussion.

Note: The performance standards and job tasks of an OSHA and Regulatory Compliance Coordinator are highly specialized and determine your practice’s overall level of compliance. Therefore, I recommend involving a third party (such as an outside OSHA consultant) in the performance review process to ensure an accurate assessment of performance.