



Staff Competency and Performance Evaluations in TIER[®]

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Discussion

The Human Resources component of TIER[®] Workflow includes several useful resources to enhance staff development and satisfy state licensure and national accreditation requirements of JCAHO, CARF and COA. The underlying philosophy of the Human Resources Component is that of developing and supporting staff competencies to meet the needs of organizations and their individuals served.

It is understood that an important component of staff development is competency reviews and annual performance evaluations. TIER[®] enables organizations to formalize their competency and performance evaluation process to utilize criteria-based evaluation based on organization and national practice standards. Each competency form includes ten performance criteria and a five point rating scale.

A copy of a case manager competency evaluation form is provided below.

A screenshot of a software application window titled 'Case Manager Review (Brink, Leonard J)'. The window has a menu bar with 'File', 'Edit', 'Search', and 'Object'. Below the menu bar is a toolbar with various icons. The main content area has a red header bar with 'Employee ID' set to '644' and 'Date' set to '4/1/2004'. Below this, there is a list of ten performance criteria, each with a corresponding dropdown menu for rating. The criteria are: 1. Motivates patient to participate in individual conferences. 2. Assesses and interprets patient input during conferences. 3. Integrates patient input during conferences. 4. Listens carefully during conferences. 5. Establishes rapport with patient. 6. Focuses patient in individual treatment plan and goals. 7. Gives information in a clear and understandable manner. 8. Encourages increased personal involvement and responsibility in treatment services as appropriate. 9. Demonstrates knowledge of case management principles during conferences. 10. Provides appropriate documentation. Below the list, there is a 'Score' field with a red background and a 'Comments' text area. At the bottom left, there is a legend for the rating scale: 0 - 10 Excellent Practice Skills, 11 - 20 Very Good Practice Skills, 21 - 30 Satisfactory Practice Skills, 31 - 40 Minimum Practice Skills, and 41 - 50 Underdeveloped Practice Skills. The first item of the next page is visible at the bottom: 1. Comprehensive medical histories and physical examinations.

The “Competency Evaluations” page of the Human Resources component includes competency evaluation forms for multiple positions. Through use of the dynamic forms function in TIER[®] organizations can modify the evaluation criterion on each form as well as create additional forms to accommodate all positions that require competency evaluations.

Competency evaluations can be implemented through several methods of review, such as, individual or group clinical supervision, peer review, or ongoing performance monitoring. Evaluations can be completed on an informal basis to enhance staff performance or as part of the formal annual employee performance evaluation process. The evaluations include a summary comment field but are anchored with a scoring protocol in order to compile quantitative data on outcomes of competency evaluations. This is particularly useful for compliance with the JCAHO standard that requires that a summary of staff competency patterns and related training needs be submitted to the governing body each year. The summary reports are compiled under the “Staff Performance Review” portion of Performance Monitoring in the Quality Management component of TIER[®] Workflow.

The Human Resources component also includes an annual employee performance evaluation form to assist organizations with completion of annual appraisals. A copy of the face sheet of the performance evaluation form is below:

The screenshot shows a web-based performance evaluation form titled "Performance Evaluation (Brink, Leonard J)". The form includes a menu bar (File, Edit, Search, Object) and a toolbar with various icons. Below the toolbar, there are two input fields: "Employee ID" with the value "644" and "Date" with the value "4/1/2004". A navigation bar contains several tabs: "Leadership" (selected), "Teamwork", "Personal Effectiveness", "Customer Focus", "Accountability", "Additional Criteria", and "Final Scoring". The main content area is titled "Type of Contributor" and lists eight criteria, each with three radio button options: "Solid", "Developing", and "Marginal". The criteria are: "Solves problems effectively", "Takes Initiative", "Proactive", "Uses sound judgment", "Decisive", "Open and receptive to feedback", "Follows through", and "Facilitator". Below the criteria, there is a "Score" input field and a "Comments" text area with a scroll bar.

As with any TIER[®] form, the performance evaluation form can be modified to fit the organization’s employee evaluation philosophy and approach. For example, a page could be added to incorporate specific job duties and responsibilities or evaluation criteria can be modified.

In addition, reports can be prepared using TIER[®]'s drill down and report writer in order to gather and trend patterns and outcomes of performance evaluations to identify training or supervision needs of staff as well as to determine changes in job duties and responsibilities.

Conclusion

TIER[®] Workflow provides organizations with a solid foundation to automate its staff competency and annual performance evaluation processes and to generate reports on patterns and trends so as to find ways to strengthen staff competency development.