PERFORMANCE MANAGEMENT AND THE LINK TO PROFESSIONAL ADVANCEMENT

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This course was originally developed at the request of the faculty at Northwestern University Physical Therapy and Human Movement Science for the second year students.

Objectives

• Review professional advancement and personal goals
• Provide an overview of the cost of staffing
• Define the role of a job description
• Review purpose of performance reviews in the professional setting
• Explore the role of peer review and self-appraisal
• Describe the steps to effective performance appraisals
• Define the link between performance reviews and professional advancement
Who has a career plan established??
Where do you see yourself in 5 years??
10 years?? 20 years??
What actions do you have planned this year to achieve your career plan?

Goals define the results that people are aiming to achieve.
Goals are critical to contribute to personal and organizational success.
Ideally, goals should cascade down from strategic goals of an organization.

Strategic goal -> unit goal -> individual goal

Staffing is the highest operating cost in any business.
In 2015, compensation (wages & salaries) made up the below total cost for employers:
- Civilian workers 68.3%
- Private industry 69.3%
- State and local government 64%
Background

• In addition to compensation costs, employers must include recruitment and retention of employees

• Performance management plays a role in retention

• Aligning your personal goals with the mission and vision of your organization can be a win for all stakeholders.

Job Description

• Prior to recruitment for a position, a job description is developed by the employer
  • This establishes qualifications to recruit the appropriate person
  • It classifies a position in the appropriate pay scale by comparing it with other positions
  • Provides details of duties and responsibilities, physical demands and other performance expectations
  • Serves as a foundation for work performance evaluation (Page 2010)
  • Incorporates interpersonal skills, problem solving skills and patient care responsibilities

Interactive Activity #1

• Establishing personal professional goals
• Create a job description
  • Heading
    • Job title, grade or level, unique job code, Fair Labor Standards Act status, implementation date
  • Body
    • Overview of the job, essential and nonessential functions, requirements, additional desirable skills or abilities
    • Statement reviewing that description is not all inclusive and additional duties may be assigned.
    • Utilize Occupational Information Network or APTA
    • Online postings at www.ric.org
Performance Appraisal

- Formal process to assess how an employee is performing with respect to assigned goals and the job description
- Purpose
  - Communicate personal goals
  - Motivate good performance
  - Provide constructive feedback
  - Establish an effective development plan

Performance Management, Harvard School Publishing Company

Performance Appraisal Objectives

- Allow managers the ability to communicate organizational goals with employees
- Facilitates timely feedback which will increase productivity
- Enables the organization to make valid decisions about pay, development and promotions
- Protects the organization from lawsuits brought on by employees who have been terminated, demoted or denied a merit increase


Evaluation of Student Performance

- APTA's Physical Therapist Clinical Performance Instrument (PT CPI)
- Developed and field tested in 1997
- Assess student performance during clinical experiences
Evaluation of Staff Performance

• Probationary period (first 90 days)
• Informal feedback and meetings throughout the year
• 6 month review of goals/discussion

Evaluation of Staff Performance

• Annual performance review
  • May occur during a set time of year (October-November)
  • May take place on the anniversary of your hire date
  • Peer reviews (360-degree feedback) obtained from multi-assessor feedback forms
  • Self appraisal is completed
  • Manager compiles information with their feedback included for comprehensive performance review
  • Allow for comparing the employees performance with the performance standards for the job that are already established

Annual Performance Reviews

• Includes a rating system

<table>
<thead>
<tr>
<th>Performance Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5 - 5.0</td>
<td>Highly Distinguished</td>
</tr>
<tr>
<td>3.5 - 4.49</td>
<td>Exceeds Expectations</td>
</tr>
<tr>
<td>2.5 - 3.49</td>
<td>Successfully Meets Expectations</td>
</tr>
<tr>
<td>1.5 - 2.49</td>
<td>Opportunity for Development</td>
</tr>
<tr>
<td>1.0 - 1.49</td>
<td>Does Not Meet Expectations</td>
</tr>
</tbody>
</table>

• Serves as a basis for compensation adjustment and professional advancement
**Annual Performance Reviews**

Performance Range
4.5 - 5.0 = Highly Distinguished — Making an impact across the organization and in your profession on a national level
3.5 - 4.49 = Exceeds Expectations — Making an impact throughout the continuum of care across the organization
2.5 - 3.49 = Successfully Meets Expectations — Consistently performing all criteria of the job description
1.5 - 2.49 = Opportunity for Development — Specific areas of the job description that need improvement — Most new grads will be expected to have opportunities for improvement since they have not been in their role long enough to accomplish all job description items
1.0 - 1.49 = Does Not Meet Expectations — Significant concerns present that put patients at risk

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**3 Components of Annual Performance Review**

1. Self assessment
2. Peer Review (360-degree feedback)
3. Manager’s Performance Review

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**Self appraisal**

- Enables clinician to perform some self reflection and share with their manager how they feel they have performed over the past year
- Allow for clinician to share more specific examples of how they have demonstrated some of the items in the job description and performance evaluation criteria
Peer Review (360-degree feedback)

- Enables manager to solicit feedback from others to report a staff member performance for situations that the manager was unable to observe
- Evaluates staff’s interactions with other team members
- Diversifies the feedback provided so it is not just the manager’s perspective or the employees perspective from the self appraisal
- 2-4 peer selected by staff recommendation and manager discretion

Manager’s Performance Review

- Includes managers perspective of staff performance
- Comprehensive summary of peer review and self appraisal factored in
- Final rating of criteria from organizational rating system
- Compensation statement review for potential merit increase
- Confirmation that staff member has completed annual competencies
- Manager/employee discussion during 30-60 minute meeting
- Concludes with signature of manager and staff member agreeing to what was presented

3 Criteria of Annual Performance Review

1. Core Attributes
2. Core Values
3. Functional Expertise – Job Specific Competencies
4. Professional development component
Performance Review Criteria: Core Attributes

- Communication
- Accountability
- Flexibility/Adaptability
- Judgment/Problem Solving
- Customer Service

Performance Review Criteria: Core Values

- Hope
- Compassion
- Discovery
- Collaboration
- Commitment to Excellence

Performance Review Criteria: Functional Expertise – Job Specific Competencies

- Patient Care
- Documentation
- Professionalism and Development
- Contribution to Departmental Success
- Safety
- Research/Scholarly Activity
- Productivity
Professional development component

- Completion of annual competencies
- Individual professional goals
- Organizational goals

Interactive Activity #2

- Create criteria that would demonstrate proficiency in the above performance review criteria in all 3 categories
  - Core Attributes
  - Core Values
  - Functional Expertise – Job Specific Competencies
- Example

  Communication
  - Communicates effectively using clear, concise, and appropriate language.
  - Demonstrates active listening skills.
  - Demonstrates a high level of empathy.
  - Provides feedback constructively.
  - Communicates in a way that is respectful of others.

  Accountability
  - Takes ownership of assigned tasks.
  - Completes tasks on time and to a high standard.
  - Reports setbacks and obstacles proactively.
  - Seeks opportunities to improve.

  Flexibility
  - Adapts to change and responds effectively.
  - Demonstrates resilience in the face of challenges.
  - Shares ideas and solutions.

  Customer Service
  - Anticipates customer needs and provides excellent service.
  - Demonstrates a genuine interest in the customer.
  - Delivers service that exceeds expectations.

RIC Performance Review Core Attributes

- Responsibility
  - Demonstrates a high level of accountability.
  - Takes ownership of assigned tasks.
  - Reports setbacks and obstacles proactively.
  - Seeks opportunities to improve.

- Leadership
  - Demonstrates strong leadership skills.
  - Inspires and motivates others.
  - Makes decisions that align with organizational goals.
  - Communicates clearly and effectively.

- Creativity
  - Approaches problems from multiple perspectives.
  - Generates innovative solutions.
  - Encourages and supports new ideas.

- Collaboration / Teamwork
  - Works effectively with others.
  - Communicates openly and honestly.
  - Respects and values diverse perspectives.

- Professionalism
  - Demonstrates a high level of professionalism.
  - Meets deadlines and goals.
  - Maintains a positive attitude.
  - Continuously seeks to improve.
RIC Core Values

Specific definitions for RIC’s Core Values will differ depending on each employee’s role. The following are some examples of behaviors that describe each Core Value.

Hope:
- Demonstrates and conveys to others an optimistic, can-do attitude.
- Respectfully demonstrates the potential for positive outcomes.
- Actively helps others to realize their maximum potential ability.

Compassion:
- Shows empathy for others including but not limited to coworkers, patients and family members.
- Demonstrates support and concern for others.

Discovery:
- Considers and implements innovative and creative ways to perform job functions.
- Identifies and implements opportunities for continuous quality improvement through new and unique ideas.

Collaboration:
- Works cooperatively with others to leverage expertise, resulting in improved outcomes and efficiencies.
- Demonstrates respect, courtesy, understanding and patience while accomplishing shared goals.
- Approaches teamwork and transactions with others in a supportive, positive manner.

Commitment to Excellence:
- Puts the needs of the patient first.
- Consistently attains high standards of performance.
- Acts with integrity; adheres to RIC Code of Conduct and Compliance Program.

Performance Review Criteria - Functional Expertise – Job Specific Competencies

- Provides ongoing patient focused instruction to the patient, family members and/or caregivers.
- Verifies and documents patient/caregiver’s understanding of information.

Interactive Activity #3

- Select a peer to evaluate you on a specific criteria that you came up with descriptors for.
- Write specific examples of the actions the clinician demonstrated to support or negate the criteria.
- Select a rating for the clinician.

Performance Rating:
- 4.5 - 5.0 = High Distinguished
- 3.5 - 4.4 = Exceeds Expectations
- 3.0 - 3.4 = Successfully Meets Expectations
- 1.0 - 2.9 = Opportunity for Development
- 0.0 - 1.4 = Does Not Meet Expectations
8 Steps to Effective Performance Appraisals

1. Be prepared
2. Schedule the performance appraisal meeting
3. Discuss both good and bad performance
4. Find root causes of gaps in performance
5. Develop a plan to close performance gaps
6. Reevaluate performance goals
7. Document that the meeting took place
8. Schedule a follow up meeting

1. Be Prepared

• Both employee and manager must prepare for the appraisal
• Employee conducts a self appraisal
• Feedback may also be gathered from peers

2. Schedule the performance appraisal meeting

• Annual appraisal should be a positive event, an exchange of information including recognition of achievements as well as feedback for development
• Always review the purpose of the meeting and the benefits for the employee and manager
• Allow the employee to share info from their self appraisal, manager may ask for clarification and should demonstrate active listening
3. Discuss both good and bad performance

- All feedback should describe how the employee accomplished agreed upon goals or missed opportunities for achievement
- If necessary, the manager may have to clarify specific goals if an employee demonstrated a gap in achieving it.

4. Find root causes of gaps in performance

- Manager should discuss with the employee and ask them in their own words why they did not achieve a particular goal, ask why 5 times.
- Once a root cause is identified, it will likely create an open objective conversation to facilitate a plan to address the problem to assist the staff member in achieving their goals
- Many work processes are the root causes in situations and they are something the management controls, not the workers.

5. Develop a Plan to Close Performance Gaps

- Work with the employee to develop an action plan to address performance gaps
- Development plan is a part of employee record, review at end of meeting to ensure there are no misunderstandings
- Criteria to include
  - Clarify goals
  - Create a timeline
  - Define steps that will be taken
  - Describe specific training or practice that may be required to reduce performance gaps
6. Reevaluate Performance Goals

- Review the specific goal that staff are required to work towards
- Allow the employee to add new goals and clarify how the goals will be measured in the following year
- Create a development plan if necessary for additional training that may be required

7. Document that the Meeting Took Place

- Record the date
- Document key points and phrases made by staff member and manager
- Describe points of disagreement
- Clarify development plan
- List summary of follow up steps to be taken
- State performance goals for coming year

8. Schedule a follow up meeting

- Will vary by employee and specific development plans or how demanding goals may be
- Monthly meetings
- 6 month check ins
Summary

• Every organization has their own specific performance review process
• Performance reviews enable a clinician to begin a track towards professional development that may include research, clinical excellence or management
• Allows for succession planning within an organization and prepares individuals to advance to new roles

REVITALIZE 2016

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• Takeaway #1
• Takeaway #2
• Takeaway #3
• Takeaway #4

References

References


Questions???
• Thank You!!!!

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