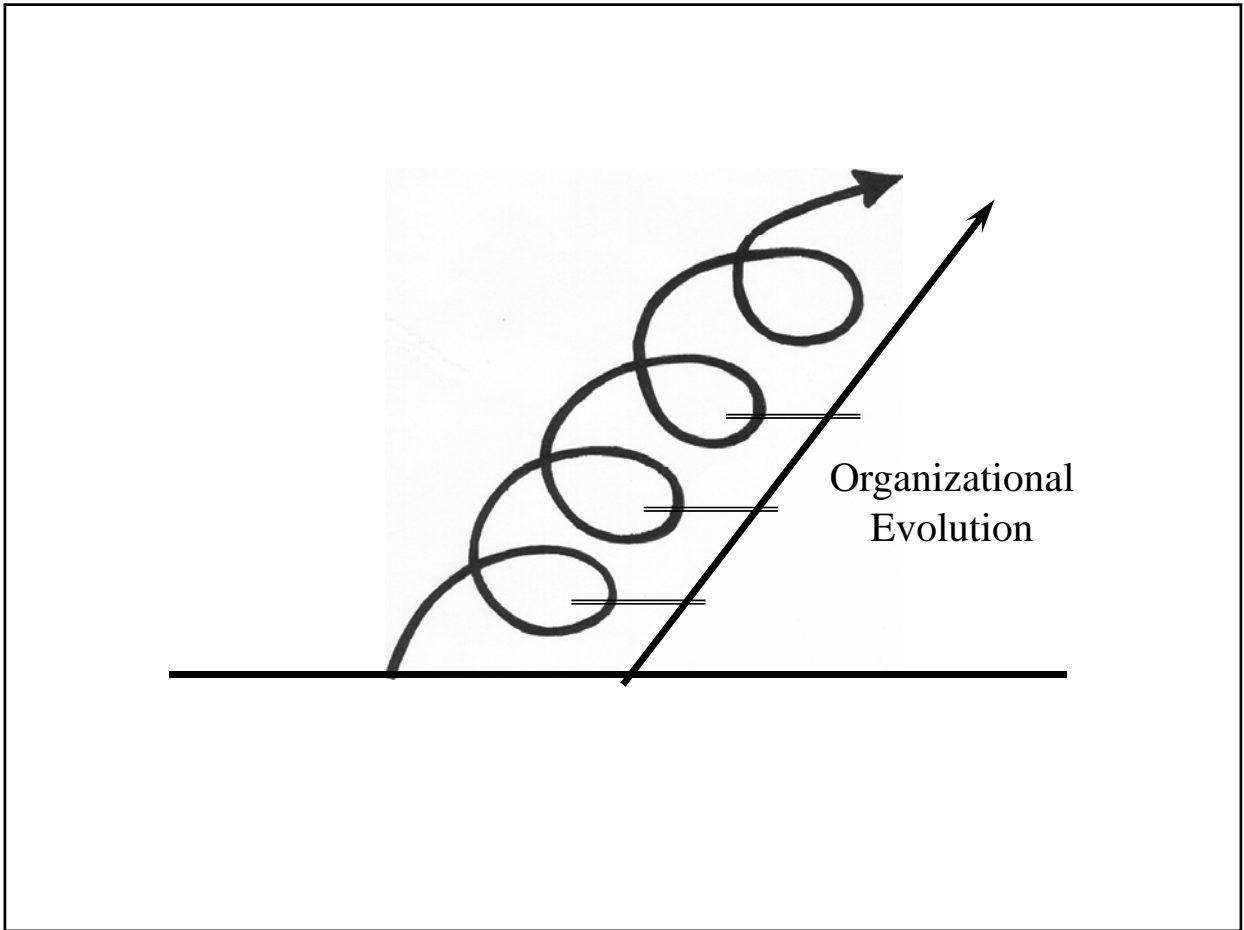


**Competency
Assessment:
Keeping it manageable
and meaningful**

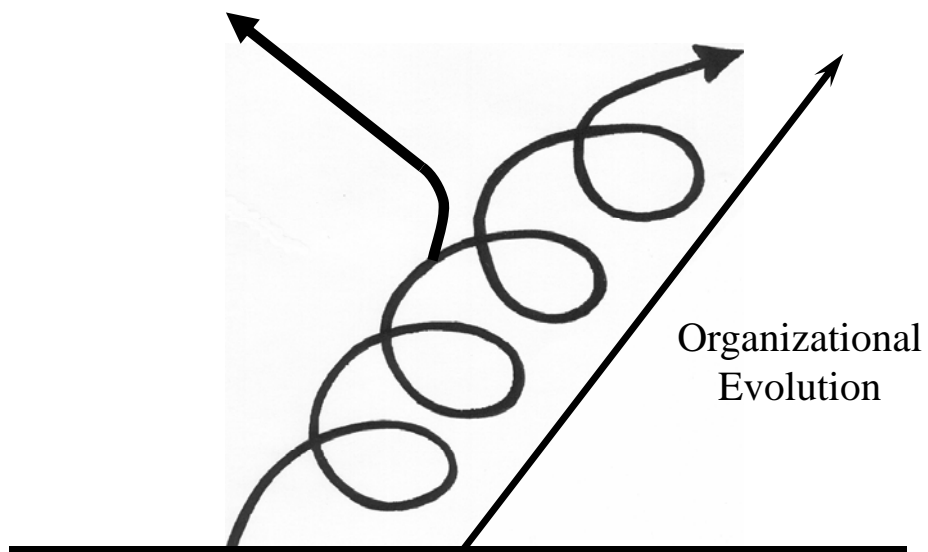
*And maybe even
a little fun!*

Donna Wright, RN,MS
Creative Health Care Mgmt.
Minneapolis, MN
1-800-728-7766
www.chcm.com





Competency Issues verses Other Employee Issues



Competency Issues/Problems



Response:

Education and
other staff development support

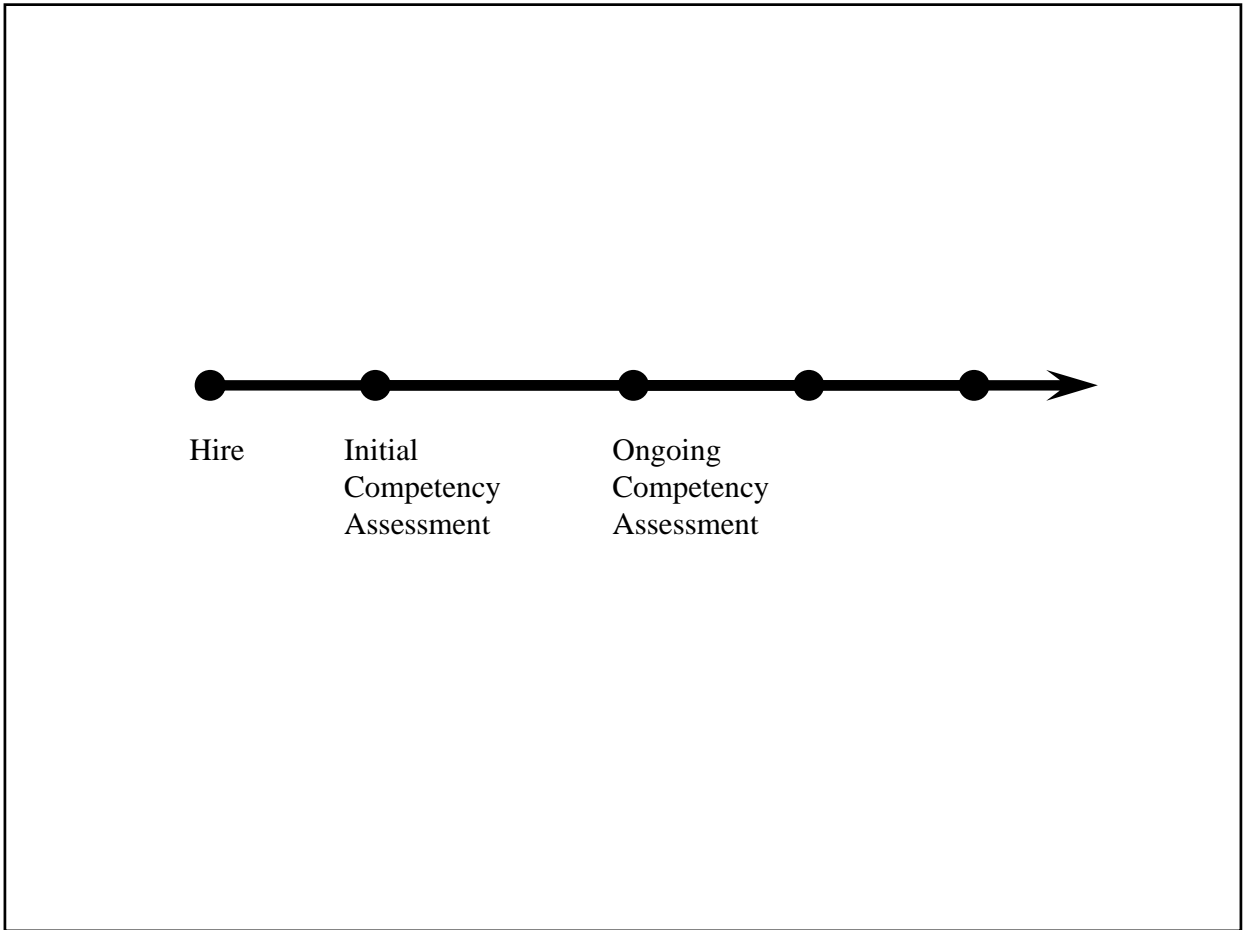
Commitment issues

(employee moving in a direction other than the direction of
the organizational mission and purpose)



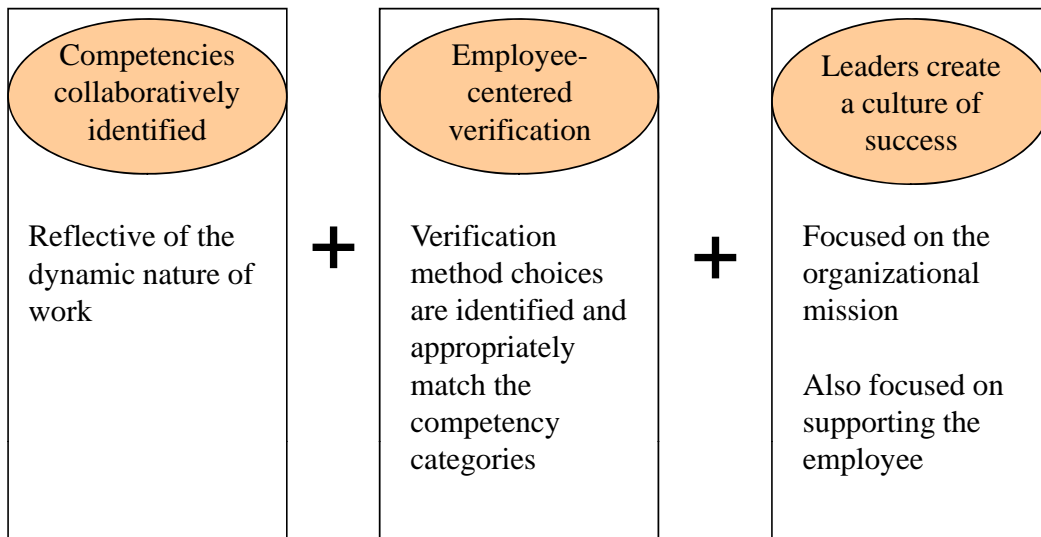
Response:

Managerial response
– start with a discussion about commitment
Ask – “Do you really want to work here”

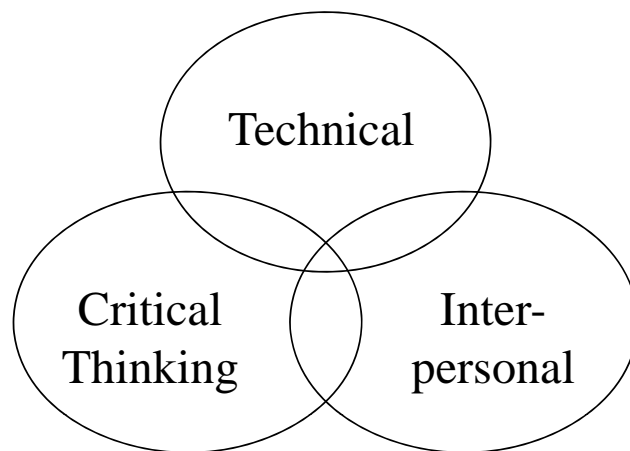


Wright's Competency Assessment Model

Elements of success



Assessing all domains of skill



(del Bueno, 1980)

Worksheet for Identifying Ongoing Competencies

Job Class _____ *Dept./Area* _____ *Date* _____

Step 1: Brainstorm staff needs in each of the categories listed below.

Step 2: Prioritize those needs and choose which ones the organization will focus on.

Competency Needs:	<i>Priority: Hi-Med-Low</i>
What are the NEW procedures, policies, equipment, initiatives, etc. that affect this job class	
What are the CHANGES in procedures, policies, equipment, initiative, etc. that affect this job class.	

<p>What are the HIGH RISK aspects of this job. <i>High risk is anything that would cause harm, death, or legal action to an individual or the organization</i></p>	
<p>What are PROBLEMATIC aspects of this job. <i>These can be identified through quality management data, incident reports, patient surveys, staff surveys, and any other form of evaluation (formal or informal)</i></p>	

Reminder: *Are there any age-specific aspects in any of the priority areas listed above? Add age specific aspects to a competency selected above rather than creating a separate age specific competency.*

Try to limit your focus to no more than 10 competencies each year.
 Trying to focus on more than that can be confusing and overwhelming for both staff and leaders

Accountability

Manager and employees develop competencies for the job class



Each employee is accountable to verify their identified competencies



The manager is accountable for creating an environment that supports competency achievement

Competency statement

Demonstrates the ability to apply customer service principles to the everyday work situations.

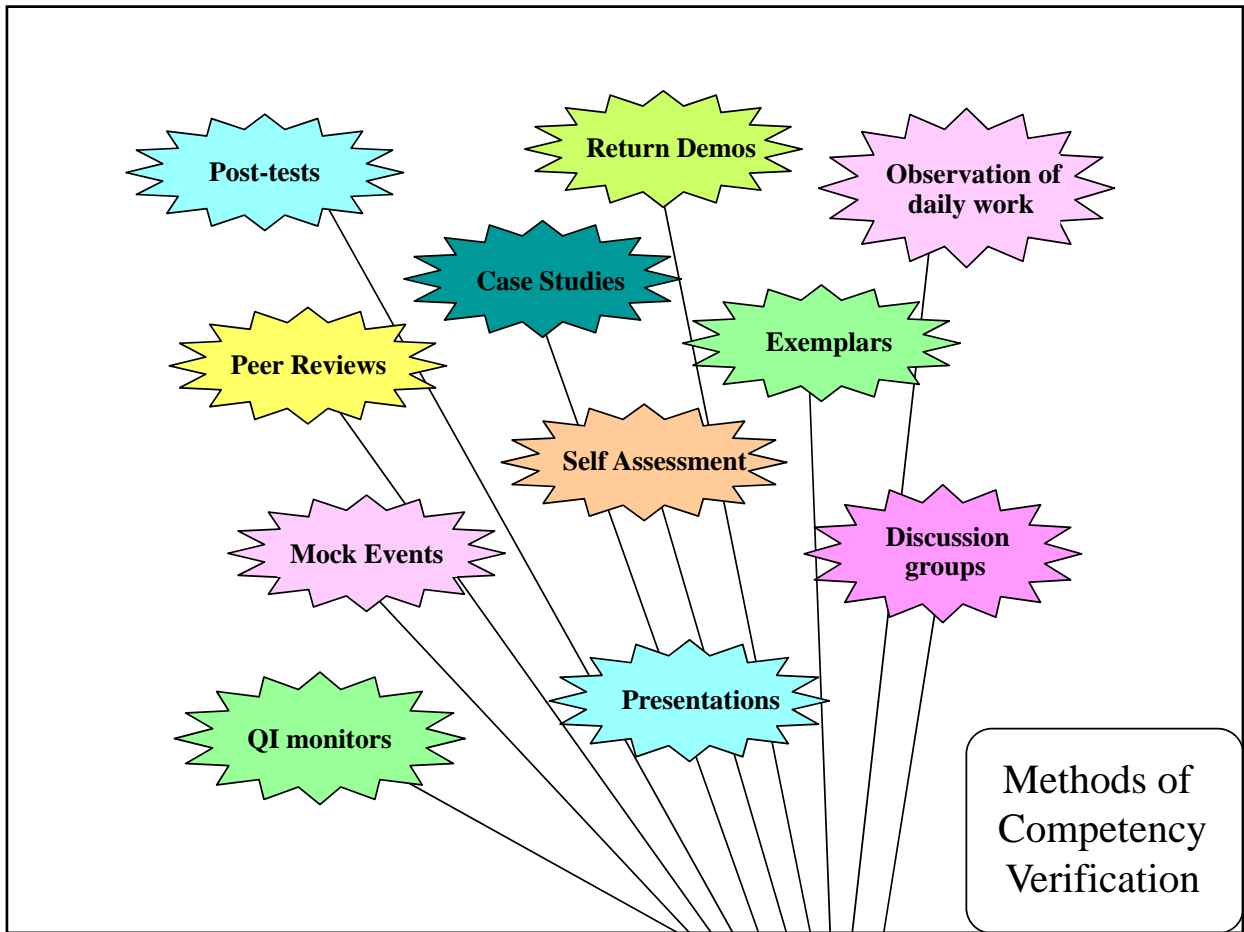
Verification Methods

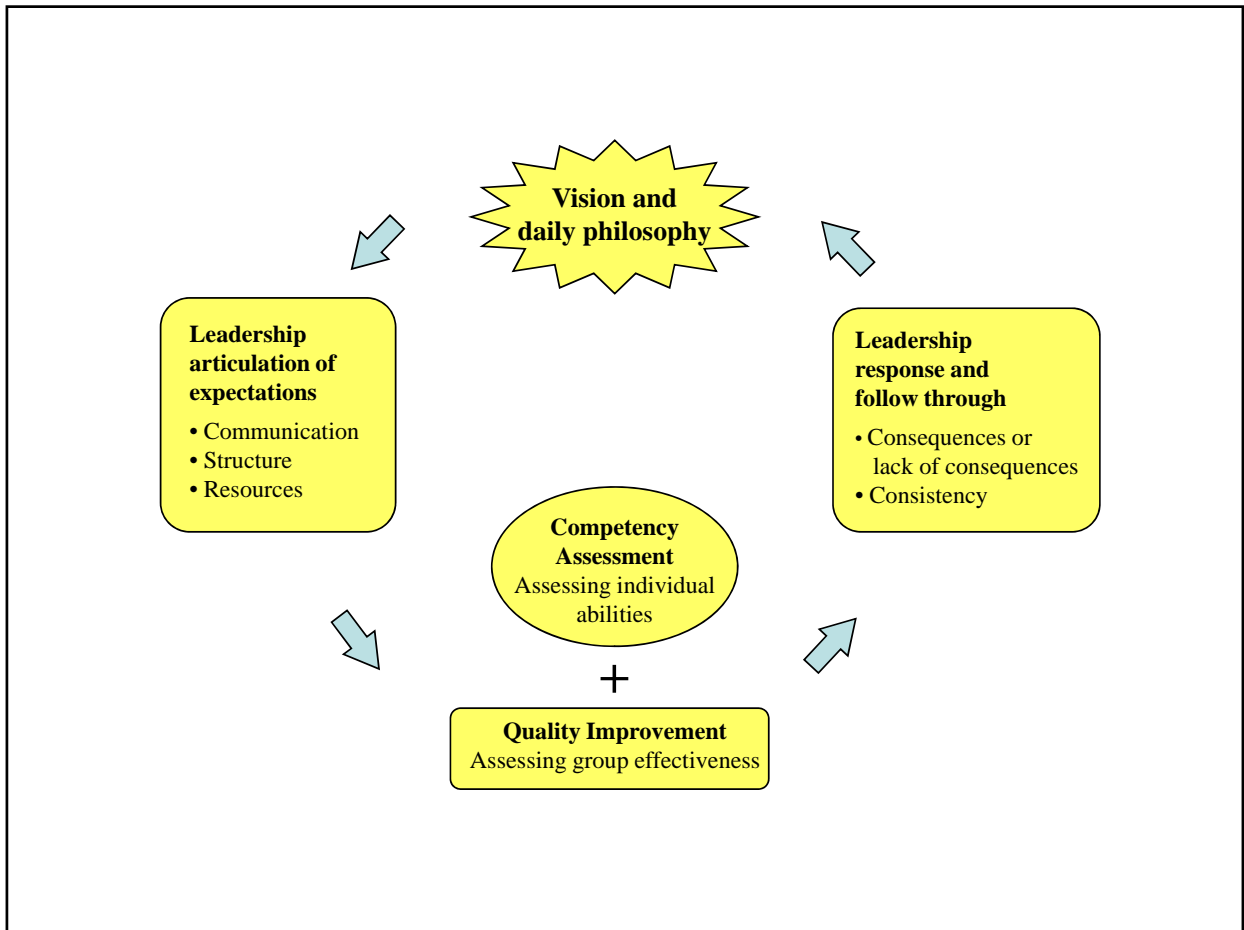
- Submit two customer services peer reviews completed by two different coworkers.

- Submit one customer service exemplar based on information from a patient/family member. May include cards, letters, or patient satisfaction information that identifies you by name.

- Participate in a case study/discussion group session on customer service.

- Complete two customer service case studies.





Vision and daily philosophy

Leadership articulation of expectations

- Communication
- Structure
- Resources

Leadership response and follow through

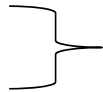
- Consequences or lack of consequences
- Consistency

Competency Assessment
Assessing individual abilities

+

Quality Improvement
Assessing group effectiveness

Top Priorities



Assessed by
Competency Assessment

Other important
Aspects of work



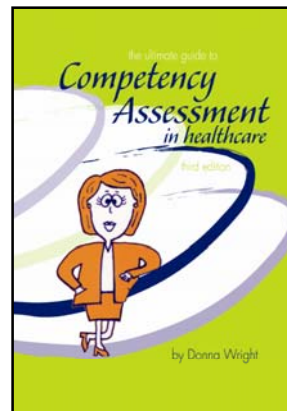
Assessed by
Quality Improvement
Activities

Employee bring evidence of Competency

Manager creates the environment for success

Reference:

Wright, D. (2005). The Ultimate Guide to Competency Assessment in Healthcare. 3rd Edition. Minneapolis, MN: Creative Health Care Management.



If you would like more information about this resource or information provided by Donna Wright in this session, feel free to contact Creative Healthcare Management -- 1-800-728-7766.

*Worksheet for Identifying
Ongoing Competencies*

Job Class _____
 Dept./Area _____
 Date _____

Step 1: Brainstorm staff needs in each of the categories listed below.

Step 2: Prioritize those needs and choose which ones the organization will focus on. (see page 27 for prioritization guidelines.)

Competency Needs:	Priority: <i>Hi-Med-Low</i>
What are the NEW procedures, policies, equipment, initiatives, etc. that affect this job class	
What are the CHANGES in procedures, policies, equipment, initiative, etc. that affect this job class.	

Competency Needs:	Priority: <i>Hi-Med-Low</i>
<p>What are the HIGH RISK aspects of this job. (High risk is anything that would cause harm, death or legal action to an individual or the organization.)</p>	
<p>What are the PROBLEMATIC aspects of this job. (These can be identified through quality management data, incident reports, patient surveys, staff surveys, and any other form of formal or informal evaluation.)</p>	

Try to limit your focus to 10 or fewer competencies each year. Trying to focus on more than that can be confusing and overwhelming for both staff and leaders.

Reminder:

Are there any age-specific¹ aspects in any of the priority areas listed above? Add age-specific aspects to a competency selected above, rather than creating a separate age-specific competency (see chapter 5).

¹You can also consider cultural and other population-specific aspects.

The Ultimate Guide to Competency Assessment in Health Care

Competency Assessment Form for _____ through _____
(job title) (competency assessment period)

Name _____ Job Class _____ Work Area _____

This form is to be completed by the employee. For each of the competency statements listed below, the employee may select which method of verification he or she would like to use for validation of his or her skill in that area. See the method of verification for details. When this form is complete, submit it to the area supervisor as indicated.

Competency	Method of Verification	Date Completed

For added effect, this form can be categorized into three domains of skill (technical, critical thinking, and interpersonal).

The Ultimate Guide to Competency Assessment in Health Care

The following are a list of organizational activities required for this job. Select the method of education/verification that you prefer.

Organizational Education and other Requirements	Method of Education/Verification	Date Completed

This section to be completed by supervisor:

With consideration of the employee's performance and competency assessment, this employee is competent to perform as a/an:

_____ on/in _____ YES NO (Not yet deemed competent)
 (job class) (work area)

Action Plan:

Employee Signature _____ Date _____ Supervisor Signature _____ Date _____

**Supervisor Summary of
Employee Competency Completion**

Supervisor _____ Dept./Work Area _____

Please indicate the competency status and the date completed (or reviewed) for all the employees you supervise.

Competency Status:

COMP = All competencies successfully validated

NYDC = Not Yet Deemed Competent

NYDC can be used for employees who...

- are on leave
- have not successfully verified all their competencies
- fail to turn in completed competency forms

An action plan must be identified for each employee given an NYDC status.

Please send a copy of each action plan to Human Resources

Employee	Date Completed	Competency Status

Return to Human Resources _____ by _____

**Supervisor Evaluation of the
Overall Competency Completion**

We would like to track issues and trends related to competency assessment. As you compile information regarding each of you employees, please note the following.

What difficulties did employees have in successfully completing competencies?

What worked well in the competency?

Was there any competency that was difficult for the employees to achieve?

Were there any issues relating to the communication of the competency process?

Was competency support available to you and your staff when you needed it?

Please return to _____ by _____.

Thank you!