

## ANNUAL REVIEW

Let's be frank – perhaps the primary reason your company is choosing to use EmTrak is to get Annual Reviews “out of the way”. Let me make a few editorial points. First, if you chose to use Coaching Documents frequently and effectively, your Annual Review would be a snap – no surprises, simply confirmations. I also contend that your already would have a better employee by that point.

Second editorial point – you are not alone in thinking you have to get annual reviews “out of the way”. No matter the positive spin I or you put on it, none of us like to be evaluated. It is a difficult part of your job. However, it is necessary – not only because accrediting bodies require it, but because effective companies do effective evaluations. They use them to note where employees need training and encouragement and they follow through to make certain it is accomplished. Creating annual review documents that work commits you and your employee to that success.

### The Annual Review Self-Evaluation

I've always enjoyed some my discussions with management as we explore the concept of the self-evaluation. Here is a third editorial point - If you want to do an effective annual review, then your employee needs a reminder of what they will be evaluated on and they need a chance to evaluate themselves. That is the purpose of the ANNUAL REVIEW SELF EVALUATION.

Final editorial point – I contend that in most cases employees will judge themselves harder than you will, for a variety of reasons. However, if instead they give themselves a “5” in every category that also gives you valuable knowledge about that employee and his/her view of their skills – they may need a little more realism in their lives.

Thirty days before your employee's annual review is due, you will get a reminder to print out the self-evaluation and get it in their hands. Seven days before the annual review is due, you will get a reminder to pick that self-evaluation up from your employee. *The self evaluation is meant to be printed out and given to the employee – it is not meant to be done electronically.*

To get to the Annual Review Self-Evaluation and/or the Annual Review, open up an Individual Employee's page. As a Super Manager, click on **VIEW EMPLOYEES** and the list of all employees will come up.

**VIEW...**

- Job Descriptions**
- Employees**
- Managers**
- Introductory Evaluations**
- Training Documents**
- Coaching Documents**
- Applause Documents**
- Disciplinary Actions**
- Periodic Evaluations**
- Annual Reviews**

**MED Supply Company**

Click on an employee to open for viewing and editing.

| Del? | Employee Name                   | Employee ID | Job Description                                   | Hire/Eval Date | Status |
|------|---------------------------------|-------------|---|----------------|--------|
|      | <a href="#">Billy Johnson</a>   | 8998        | <a href="#">Billing - Collections and Denials</a> | 11/09/2005     | Active |
|      | <a href="#">Dolly Madison</a>   | 4321        | <a href="#">Respiratory Therapist - Vent</a>      | 10/7/2005      | Active |
|      | <a href="#">Doug Doug</a>       | 6489        | <a href="#">rehab tech 1</a>                      | 11/17/2006     | Active |
|      | <a href="#">Gary Weems</a>      | 1212        | <a href="#">AA HR</a>                             | 10/02/2006     | Active |
|      | <a href="#">Glenn Close</a>     | 6666        | <a href="#">CSR 1</a>                             | 10/7/2005      | Active |
|      | <a href="#">Han Dee Mann</a>    | 9834        | <a href="#">Administrative Assistant- Service</a> | 10/07/2005     | Active |
|      | <a href="#">James Doe</a>       | 9040        | <a href="#">customer service rep</a>              | 10/10/2006     | Active |
|      | <a href="#">Jane RT</a>         | 1569        | <a href="#">Respiratory Therapist- Vent</a>       | 10/05/2006     | Active |
|      | <a href="#">Jason Wainright</a> | 125         | <a href="#">CSR 1</a>                             | 1/30/2006      | Active |
|      | <a href="#">JAYCEE MOORE</a>    | 4506        | <a href="#">RESPIRATORY SERVICE TECH 1</a>        | 03/17/2006     | Active |
|      | <a href="#">Jim Smith</a>       | 1111        |   | 11/07/2005     | Active |

As a Manager, simply enter your Manager's Page for a listing of all of your employees to whom you have access.

Welcome Pam Jones! What would you like to do today?

| Employee Name                   | Employee ID | Job Description                                   | Hire Date  | Status |
|---------------------------------|-------------|---|------------|--------|
| <a href="#">Mary Jones</a>      | 9236495151  | <a href="#">CSR/Reimbursement Specialist</a>      | 11/30/2005 | Active |
| <a href="#">Pam Tom</a>         | 9872        | <a href="#">Billing - Collections and Denials</a> | 11/20/2006 | Active |
| <a href="#">Tony Soprano</a>    | 4444        | <a href="#">Billing - Collections and Denials</a> | 10/7/2005  | Active |
| <a href="#">Uma Thurman</a>     | 976431      | <a href="#">Reimbursement Specialist</a>          | 11/14/2006 | Active |
| <a href="#">William Shatner</a> | 676869      | <a href="#">Reimbursement Specialist</a>          | 11/14/2006 | Active |

Click on the name of the employee you want to create a document for and their page comes up. To open a self-evaluation for printing, simply click on **ANNUAL REVIEW SELF-EVALUATION**.

**CREATE ...**

- Training Document**
- Coaching Document**
- Applause Document**
- Disciplinary Action**
- Periodic Evaluation**
- Annual Review Self-Evaluation**
- Annual Review**
- Introductory Evaluation**

When you created their job description, you selected each task for their job – modified the bullet points as you saw fit, then saved. You will note now that on their self-evaluation, the bullet points that you created, task by task, will come up. Your employees are to evaluate themselves on each task, giving themselves a score from 1 to 5. There is also room below each for them to write comments on why they scored themselves the way they did.

They also have a place to note their strengths and the areas in which they need to improve. Again, experience will tell you that many of your employees may be more critical judges of their work that you are.

**Instructions – Please select the appropriate score that best describes your performance in relation to each of these job requirements. Please add comments to clarify the rankings you give yourself. Notice that the end of the document asks for further comments from you. Please return this to your manager as soon as possible.**

- 5 = Exceptional, consistently exceeds expectations
- 4 = Above Average, often exceeds expectations
- 3 = Average, consistently meets expectations
- 2 = Inadequate, consistently fails to meets expectations
- 1 = Poor, immediate improvement required

**Essential Tasks (what they do):**

**Records Management**

5  4  3  2  1

- Assist in the smooth flow of paperwork and information within the office.
- Create and alphabetize file folders.
- File documents accurately.
- Collect and distribute appropriate records as needed.
- Pull inactive files for storage. When appropriate, dispose of documents by shredding or other appropriate means.
- As needed, organize and scan documents, make certain hard documents are stored correctly, and pull up scanned images.

What are the two most significant benefits you believe you bring to this company?

What are the two areas of improvement you believe you need to work on?

What do you need to do to improve in those areas and when would you expect to complete that?

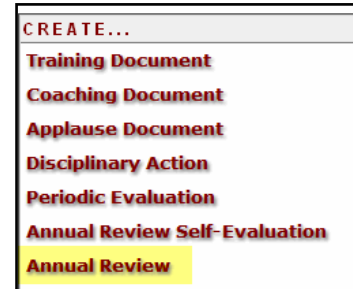
What special projects or goals would you propose for this coming year?

*Have them get this completed and in your hands about a week before you complete their annual evaluation. Again, you will get an email reminder to pick this up from your employee.*

## ANNUAL REVIEWS

Your employees have created their self-evaluation. Now it's time for your work to begin. Click on **CREATE > ANNUAL REVIEW**.

Just like in the self-evaluation, the ANNUAL REVIEW begins with you evaluating your employees on each task that you've included in their job descriptions. Accrediting bodies require that performance plans be tied directly to job descriptions; the design of EmTrak ensures that happens. You will evaluate them task by task – meeting the requirement of having a direct link between job descriptions and individual performance plans. Note the simple 5 point scoring scale, with 5 being exceptional, 4 above average, etc. We've chosen this rating scale simply because it is the type of scoring you are familiar and comfortable with.



There are areas for comments with every single item – but the comments are not required. However, to do a thorough job, you should explain why they received a 4 or a 2 – and those comments should be your own, not some manufactured by EmTrak 3.1. That's why we left that blank, to give you options.

**Reimbursement Specialist -- Records Management** 5 4 3 2 1

- Assist in the smooth flow of paperwork and information within the office.
- Create and alphabetize file folders.
- File documents accurately.
- Collect and distribute appropriate records as needed.
- Pull inactive files for storage. When appropriate, dispose of documents by shredding or other appropriate means.
- As needed, organize and scan documents, make certain hard documents are stored correctly, and pull up scanned images.

William has done an outstanding job in organizing and implementing our scanning system.

### Reviewer Comments

In the next element of the ANNUAL REVIEW there is space for you to place your overall comments, as part of **Reviewer Comments**. Don't forget that you already have their input from the self-evaluation. The benefits you mention are important – think hard and write well when describing this employee's strengths. If there areas of growth you recommend, they need to be reflected when you create some coaching items below.

**Reviewer Comments**

*Enter comments about employee including benefits they bring to the company and/or areas in which they can improve.*

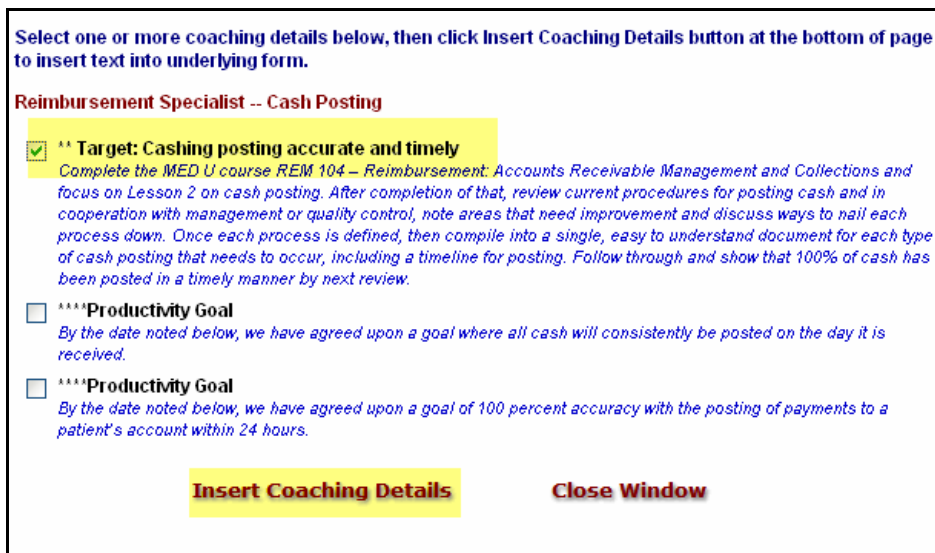
William had become one of my best employees - rapid growth this year as staff and as potential leader within my department.

**Developmental Goals**

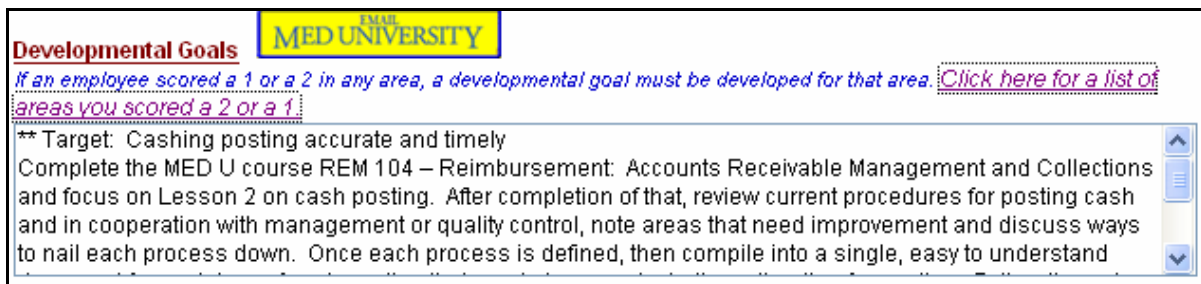
The next element is **Developmental Goals**. If you scored an employee as a 1 or a 2 on any task, then you better come up with some goals for them improve their performance. That is a primary responsibility within these evaluations, both ethically and legally. If you click on the link that says [Click here for a list of areas you scored a 2 or a 1](#), then this program will automatically bring up coaching/improvement suggestions for each of those tasks.



In this case, in William’s evaluation, the only area we have him a 2 was in Cash Posting. EmTrak brings up 3 possible suggestions for William improving in this area. In this case, we choose the one that involves reviewing the MED U REM 104 course. Put a check mark in the box and select [Insert Coaching Details](#).



This coaching/improvement assignment is placed into this annual review. Keep in mind that this assignment can be fully edited and changed by you. Or you may have your own and better idea. The key is this – if an employee scores a 2 or 1 in an area, you better have a plan for improvement designed.



**What if there aren't any scores below 1 or 2?** You can skip the step. However, just to double-check, you may still want to click on the link [Click here for a list of areas you scored a 2 or a 1.](#)

### New Goals or Special Assignments

The next step is to create new goals or special assignments as the result of this evaluation. If you already know what goals you want to set, then you simply type them in the empty field you see. Or, if you want help from EmTrak, then you can use our coaching suggestions, task by task. If you've already studied about Coaching Documents, then you recognize all of this.

Click on [Click here for a list of coaching items based on this employee's job description.](#)



**New Goals and/or Special Assignments**

*if you choose, create any new goals or special assignments. [Click here for a list of coaching items based on this employee's job description.](#)*

### **Employee Comments**

EmTrak will bring up the tasks that you've assigned to this job description. Let's say that for William we want him to focus on improving phone skills and wearing more professional attire. We will select those tasks. Place a check besides those two, then click on the NEXT button.

**Reimbursement Specialist -- Phone Skills**

- ◊ Answer phones by the third ring, using all features of the phone effectively and using "hold" only for short times and with good follow up.
- ◊ Speak clearly and provide excellent customer service over the phone, through tone and style, assisting customers directly when appropriate and at other times routing incoming calls to the appropriate member.
- ◊ Write down messages accurately or politely direct callers to voice mail, when appropriate.

**Reimbursement Specialist -- Other Duties or Tasks may be assigned on an as-needed basis**

- ◊ When necessary, provide assistance to others when workloads increase.
- ◊ Take initiative in finding ways to contribute to the organization.
- ◊ Be willingly involved in cross training, when possible.

**HME Staff and Professional -- Professional Approach**

- ◊ Display on time attendance and dependability.
- ◊ Maintain the company's image and reputation at the highest possible level.
- ◊ Conduct oneself in a professional and ethical manner at all time, including personal appearance and appearance of the workplace.
- ◊ Maintain a neat appearance. Wear a name badge as required or requested.

A list of possible coaching suggestions will come up based on those tasks. In this case we want William to focus on better using our phone system and then want some improvement in professional appearance. We select those items, and then click on Insert Coaching Details.

**Reimbursement Specialist -- Phone Skills**

- \*\* Target: Skilled use in the features of our phone system**  
*Work with supervisor and a skilled employee to first nail down those features of the phone that must be mastered, such as transferring, hold, voice mail. Once the list is complete, then work with that person to make sure every element is nailed down and you are proficient in that skill. Complete before the next review.*
- \*\* Target: Excellent customer service on the phone**  
*Take MED U Course CS 102 – Telephone Courtesy and Customer Service and discuss critical elements with the with supervisor, focusing on how to answer the phone, how to end a conversation and dealing with customer problems on the phone. If necessary, prepare scripts of how the phones will be answered, etc. By the next review, the key is to experience no problems such as the phone not being answered, improper greetings or endings, calls dropped or customer complaints.*
- \*\*\*\* Productivity Goal**  
*By the date noted below, we have agreed upon a goal where you will receive and document an average of \_\_\_\_\_ calls per day/week/month.*

**HME Staff and Professional -- Professional Approach**

- \*\* Target: Punctuality and dependability, every day**  
*Come to an agreement with your supervisor that before the next review, you will have no more than one time late in reporting to work.*
- \*\*\*\* Productivity Goal**  
*By the date noted below, we have agreed upon a goal where you will be on time and present 100 percent of that time.*
- \*\*\*\* Productivity Goal**  
*By the date noted below, you will have properly worn your uniform or proper office attire and name tag each work day through that date.*

**Insert Coaching Details**

**Close Window**

They are placed in the Annual Review. Now, keep in mind that these are still fully editable. Perhaps the statements inserted only get you 80% there. You can change words, delete sentences, anything you want.

**Reviewer Comments**

*Enter comments about employee including benefits they bring to the company and/or areas in which they can improve.*

William had become one of my best employees - rapid growth this year as staff and as potential leader within my department. An excellent job organizing our document imaging, excellent in documentation. However, cash posting is an area that needs significant work

**Notice:** Unable to find any previous evaluations for this employee.

**Developmental Goals**

*If an employee scored a 2 or a 1 in any area, a developmental goal must be developed for that area. [Click here for a list of areas you scored a 2 or a 1.](#)*

**\*\* Target:** Cashing posting accurate and timely  
Complete the MED U course REM 104 – Reimbursement: Accounts Receivable Management and Collections and focus on Lesson 2 on cash posting. After completion of that, review current procedures for posting cash and in cooperation with management or quality control, note areas that need

**New Goals and/or Special Assignments**

*If you choose, create any new goals or special assignments. [Click here for a list of coaching items based on this employee's job description.](#)*

**\*\* Target:** Skilled use in the features of our phone system  
Work with supervisor and a skilled employee to first nail down those features of the phone that must be mastered, such as transferring, hold, voice mail. Once the list is complete, then work with that person to make sure every element is nailed down and you are proficient in that skill. Complete before the next

If any of these goals involved MED U courses, then click on EMAIL MED UNIVERSITY. That link will automatically bring up your email mechanism on your computer. Simply **copy and paste these goals into the body of that email**, email to us in the address provided, and we will follow through immediately with your employee.

**Goals & Action Plan** [EMAIL MED UNIVERSITY](#)

*What is the purpose of this Coaching Document? What goals do you have for the employee? What is your task as manager? [Click here to insert predefined coaching suggestions based on category.](#)*

\*\*\* Target: Effective collection of all required documents

Take the MED U course REM 102 – Reimbursement and Documentation and after completion, review the proper procedures with management. Get the processes down on paper in an easily understandable format, define needed improvements with manager, then follow through before next review.

|   |   |    |                   |    |  |     |  |         |  |
|---|---|----|-------------------|----|--|-----|--|---------|--|
| <p><b>Gary Schwartz/MED Group</b><br/>12/05/2006 01:56 PM</p> | <table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px;">To</td> <td>medu@medgroup.com</td> </tr> <tr> <td>cc</td> <td></td> </tr> <tr> <td>bcc</td> <td></td> </tr> <tr> <td>Subject</td> <td>MEDU Notification from EmTrak 3.1 - From Pam Jones of MED Supply Company</td> </tr> </table> | To | medu@medgroup.com | cc |  | bcc |  | Subject | MEDU Notification from EmTrak 3.1 - From Pam Jones of MED Supply Company |
| To  | medu@medgroup.com   |    |                   |    |  |     |  |         |  |
| cc  |   |    |                   |    |  |     |  |         |  |
| bcc   |   |    |                   |    |  |     |  |         |  |
| Subject   | MEDU Notification from EmTrak 3.1 - From Pam Jones of MED Supply Company  |    |                   |    |  |     |  |         |  |

MEDU Admin, please sign up William Shatner (wshatner@medgroup.com) for the following courses:

\*\*\* Target: Effective collection of all required documents  
Take the MED U course REM 102 - Reimbursement and Documentation and after completion, review the proper procedures with management. Get the processes down on paper in an easily understandable format, define needed improvements with manager, then follow through before next review.

Pam Jones  
MED Supply Company  
—

Once everything is complete, your scoring, your comments, the goals, then choose a Follow-up Date and hit the NEXT button. (Note that the average score is calculated). Now you have a document you can print out to review with your employee.

**Average Score**

*The average score is automatically calculated. Do not modify.*

3.9

**Follow-up Date**

*When would you like to follow up on this annual review?*

2/1/2007 Today is 11/30/2006

**Annual Review Status**

*What is the status of this annual review?*

Open ▼

Keep in mind, an annual review is a collaborative effort. You want to discuss your scoring with your employee, your ideas for goals, and then you will request their input. Use this printed document to take notes on, get their input. Finally, make sure that you get the comments they want included in the document.

### Completing the Annual Review

You printed out the annual review and have discussed it with your employee. You made notes as you visited, solicited his/her comments. Once you've had the full discussion, gotten their comments, etc. – NOW is the time to come back in and finalize the document.

Simply click on this employee's name on your Manager's Page, then you can either select the document in the Employee Log or click on VIEW > ANNUAL REVIEWS.

**View Employee Log**

| Date                       | Last 5 Log Entries (first 85 characters)               |  |
|----------------------------|--|--|
| <a href="#">11/30/2006</a> | Periodic Evaluation created by Pam Jones on 11/30/2006 |  |
| <a href="#">11/29/2006</a> | William was 2 hours late today - 2nd day this week     |  |
| <a href="#">11/29/2006</a> | ☞ SIGNED JOB DESCRIPTION ATTACHED                      |  |
| <a href="#">11/01/2006</a> | Annual Review created by Pam Jones on 11/01/2006       |  |
| <a href="#">10/29/2006</a> | Coaching Document created by Pam Jones on 10/29/2006   |  |

**Log Entry:**  
Enter comments in the space provided.  
Annual Review created by Pam Jones on 11/01/2006

**Original Document:**  
Click on the icon below to open the original document.

**Log Entry Status:**  
What is the status of this log entry?  
Open

**Attachments:**  
Add attachments below. Use descriptive file names if possible.

**VIEW...**

- [Training Documents](#)
- [Coaching Documents](#)
- [Applause Documents](#)
- [Disciplinary Actions](#)
- [Periodic Evaluations](#)
- [Annual Reviews](#)
- [Introductory Evaluation](#)
- [Job Description](#)

The document is up. Now, click on Edit Annual Review on the upper left-hand side. That will bring up the original document, but now you have the ability to change scoring, make additional comments or change the goals.

**Edit Annual Review**
**Return to Menu**

|   |  |
|---|--|
| <b>Employee Name</b><br>William Shatner | <b>Job Title</b><br>Reimbursement Specialist |
| <b>Department</b><br>Billing            | <b>Manager</b><br>Pam Jones                  |
| <b>Employee ID</b><br>676869            | <b>Date</b><br>11/29/2006                    |

### Employee Comments

One of the likely changes you will make is to add the Employee Comments, since those would obviously come as part of your discussion with that employee. You can either simply type in the open field, or if you click on the pencil icon, then the date you added that in will automatically be added.

**Employee Comments**


*Enter any employee comments in the space provided.*

**Average Score**

In this case, we click on the icon and it adds the date. We note the comments William wants added that he has improved in cash posting and it was rescored – otherwise, he agrees with the scoring.

Double-check the Follow-up Date, then change the Annual Review Status to Complete (to turn off the email reminders that an annual review is due, but it leaves on reminders to follow up on goals you set) or to Sealed (if you think there will be no changes made, nor follow-up on the goals where you would make comments).

OPEN means the document hasn't been touched or there is still significant work to do. If a document is OPEN, then you will get email reminders to complete that document. COMPLETE means that you are done, but that the document can still be edited. Perhaps there is something in the document that needs additional follow-up. You will get email reminders based on the follow-up date. Once you know a document is complete, then you may choose to select SEALED. Once the document is SEALED, it cannot be edited. This offers security to your staff member that final documents are the final document.

**Employee Comments** 


*Enter any employee comments in the space provided.*

11/29/2006 10:55 A.M.  
 we reviewed the annual review, William noted that has already improved in cash posting - I rescored that element. Otherwise, he felt the evaluation was fair and looks forward to this next year.

**Average Score**  
*The average score is automatically calculated. Do not modify.*

3.9

**Follow-up Date**  
*When would you like to follow up on this annual review?*

2/1/2007  **Today is 11/29/2006**


**Annual Review Status**  
*What is the status of this annual review?*

Complete  
 Open  
 Complete  
 Sealed

### Final Follow-up on the Annual Review

You've marked the Annual Review COMPLETE because there are some goals you set for the next few weeks/months that you want to follow-up on. Based on the follow-up date, you will get a reminder 7 days before that date that you set some goals in the Annual Review that need to be reviewed. Simply follow the procedures described above in Completing the Annual Review to open that document and edit it.

After we get the reminder, we review and note that William has successfully completed the goals we set for him. Click on the pencil icon for Reviewer Comments and add your notes.

**Reviewer Comments** 

*Enter comments about employee including benefits they bring to the company and/or areas in which they can improve.*

within my department. An excellent job organizing our document imaging, excellent in documentation. However, cash posting is an area that needs significant work  
 12/6/2006 8:57 A.M. William has successfully completed the goal on the phone system and has greatly improved on professional dress. All goals are complete |

**Final Step**

The Annual Review is complete. Change the Annual Review Status to SEALED.

I suggest you print out this final document then you and your employee sign and keep for your permanent files. If you want to, you can scan that signed copy in and attach that to William's records. Review the chapter on [THE EMPLOYEE LOG](#) to review how to do that.

**Average Score**

*The average score is automatically calculated. Do not modify.*

3.9

**Follow-up Date**

*When would you like to follow up on this annual review?*


2/1/2007



**Today is 12/6/2006**

**Annual Review Status**

*What is the status of this annual review?*

Open   
Open  
Complete  
Sealed

**Signature:** \_\_\_\_\_

**Reviewer Signature:** \_\_\_\_\_

**Review Date:** \_\_\_\_\_

### **Some Advice on Doing Annual Reviews**

Let me quote from the MED U course MGT 202 – Human Resources Management in HME.

**The Annual Review is THE formal evaluation.** Consider setting aside a significant amount of time for this evaluation and set up an environment similar to what you would do for an interview. Make the environment comfortable; put them at ease, set it up as a collaborative process. In this annual evaluation, you would want to analyze:

- Accomplishments against goals
- Significant strengths
- Areas for improvement – with a focus on goal setting
- If you have a bonus or incentive plan, agreement on accomplishment

For an annual review, you should begin with an overall summary of performance. EmTrak makes the point that:

“Your employee is going to be anxious as to where they stand in your eyes, and they will not be ready to listen to the valuable details you are going to offer until they know, so tell them first thing. Keep it general, but tell them immediately if you are satisfied or not with their overall performance. Whichever is the case, you then follow your summary statement with, “Now that you have a sense of how you did, let’s spend time examining the areas where you are strong and the areas where you need to improve.”

#### **Your business goals**

If you are sincere about setting individual goals based on overall business goals, then share those goals with your employees. Let them know the primary business goals for the year, the reasons for those goals, and the employee’s part in accomplishing those goals.

#### **Accomplishments Against Goals, Significant Strengths, Areas for Improvement**

These categories are presented here together because they simply can’t stand alone. In an ideal situation, here’s what will happen:

- You will have created a comfortable environment in which to discuss the annual evaluation, much like what we described when you do an interview.
- You will use something like the introductory statement above, giving them a quick overview of how they did.
- You will lay out the goals you and the employee created together last year and see how they did based against those goals.
- Their accomplishments against and beyond goals would lead to your discussion on their strengths, based on certain characteristics you deem as critical to success within your business.
- You would discuss the business goals for the year. Based on those goals, you would discuss goals for the department and how that staffer works as part of a team fulfill those goals.
- You would identify, together, areas for improvement and base goals to improve those areas. You would also create goals that feed off their strengths.
- If applicable, you would decide and share both the merit raise for the next year and their accomplishment regarding a bonus.

The end result would be an employee who knows: his strengths, how to improve his weaknesses, his goals for the year and his standing within your company.