Competency Assessment for the Real World

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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”

Assessing all domains of skill

Technical
Critical Thinking
Interpersonal
(del Bueno, 1980)

Hire  Initial Competency Assessment  Ongoing Competency Assessment
Wright’s Competency Assessment Model

Elements of success

- Competencies collaboratively identified
- Employee-centered verification
- Leaders create a culture of success
- Reflective of the dynamic nature of work
- Verification method choices are identified and appropriately match the competency categories
- Ownership
- Empowerment
- Accountability
- Focused on the organizational mission
- Also focused on supporting the employee

Worksheet for Identifying Ongoing Competencies

<table>
<thead>
<tr>
<th>Competency Needs</th>
<th>Verification Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the NEW aspects of the job?</td>
<td>Submit two customer service peer reviews completed by two different coworkers.</td>
</tr>
<tr>
<td>High risk is anything that would cause harm, death, or legal action to an individual or the organization.</td>
<td>Submit an exemplar based on information from a patient/family member. May include cards, letters, or patient satisfaction information that identifies you by name.</td>
</tr>
<tr>
<td>What are the CHANGES in procedures, policies, equipment, initiatives, etc. that affect this job class.</td>
<td>Participate in a case study/discussion group session on customer service.</td>
</tr>
<tr>
<td>What are the HIGH RISK aspects of this job?</td>
<td>Complete a customer service case study.</td>
</tr>
<tr>
<td>High risk is anything that would cause harm, death, or legal action to an individual or the organization.</td>
<td></td>
</tr>
<tr>
<td>What are PROBLEMATIC aspects of this job.</td>
<td></td>
</tr>
<tr>
<td>These can be identified through quality management data, incident reports, patient surveys, staff surveys, and any other form of evaluation (formal or informal).</td>
<td></td>
</tr>
</tbody>
</table>

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.

Each employee is accountable to verify their identified competencies.

Manager and employee develop competencies for the job class.

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

Competencies statement

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

Verification Methods

- Submit two customer service 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 one customer service case study.

Methods of Competency Verification

- Observation of daily work
- Self Assessment
- Case Studies
- Peer Reviews
- ReturnDonate
- Observations
- Post-tests
- Discussion groups
- QI initiatives
- Presentations
- Exemplars

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Reference: