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## PROCESS OF CONSTRUCTION OF THE EMPLOYEE ASSESSMENT SYSTEM IN THE NEUROLOGICAL GUIDANCE

**A b s t r a c t:** Assessment is a process implemented using a properly constructed instrument that allows you to collect information about employees in order to determine their attitudes, characteristics and behaviors, taking into account their performance at work. The aim of the work is to present a proposal for the preparation and implementation of an employee assessment in a neurological clinic. The work involved the construction of an employee evaluation form and a questionnaire assessing the employee assessment.

**K e y w o r d s:** employee assessment, assessment sheet, health care system.

**J E L C l a s s i f i c a t i o n:** I11; J08

### INTRODUCTION

Assessing employees consists in comparing the results of their work, behaviors, and personality traits with the assumed norms of these assessment elements. Subordinate assessments are an important element in the process of managing the team. The evaluation system ensures satisfaction of one of the basic psychological needs that is the need for social comparisons. This need fundamentally shapes human behavior in the environment in which it functions.

The aim of the work is to present a proposal for the preparation and implementation of an employee assessment in a neurological clinic. Five physicians, three nurses and two receptionists work in the subject under study. Due to the flat organizational structure and the small number of employees, it was decided to develop one common evaluation sheet. The purpose of the work was also to check what is the reception among employees of the designed employee evaluation system. The work involved the construction of an employee evaluation form and a questionnaire assessing the employee assessment.

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## 1. GENERAL CHARACTERISTICS OF THE EMPLOYEE ASSESSMENT SYSTEM

Assessment is a process carried out using a properly constructed instrument that allows you to collect information about employees in order to determine their attitudes, characteristics and behaviors, taking into account their performance at work [Fitz, 2000, p. 8]. The assessment system may be conducted in oral or written form, or in a way that takes both forms into account at the same time. It is a view that values personal characteristics, behaviors or effects of work [Jędrych, 2007, p. 233]. The rating system can also be defined as an arrangement of consciously chosen, internally organized and comprehensive assessment criteria, which are developed by the management of the enterprise and accepted by all or most employees [Jędry, 2007, p. 233]. The employee appraisal system is a set of purposefully developed elements that aim to increase the efficiency and effectiveness of human resource management. The evaluation system includes such elements as: goals, principles, criteria, subject, subject, methods, tools and procedures for assessing employees [Król, 2006, p. 276]. The system of assessing employees can also be understood as an arrangement in the intended manner of selected criteria, taking into account the long-term goals of the organization [Nadolski, 1996, p. 14]. The literature on the subject can be found that the assessment of employees consists in expressing a written or oral judgment about employees, about their personal characteristics, behaviors, attitudes and work effects. It is a comprehensive tool that should occupy a central place in the personnel management system [Pocztowski, 2007, p. 224].

One of the main functions of managing people is judging subordinates. The evaluation process consists in many elements, such as: assessment of attitudes, behaviors, personal characteristics and the level of implementation of activities important for the implementation of the objectives and mission of the enterprise [Sajkiewicz, 2000.s. 221]. The elements of the assessment process include [Pocztowski, 2007, p. 224]:

- assessment purposes;
- the rules of its application;
- assessment subject;
- the subject of assessment;
- assessment criteria;
- assessment methods;
- assessment tools and techniques.

The rating system is significantly dependent on the overall process of managing people. By implementing its motivational and communication goals, the rating system is connected to the company's motivational system and communication system. Based on the results obtained from the grades, promotion, training

and development processes are carried out [Czubasiewicz, 2005, p. 18].

The evaluation system, to be effective, must meet several criteria. At the same time, for the assessment of individual employees to be professional, the condition of knowing the company's goals and the purpose of individual people in their implementation must be met. Internal communication must be conducted in an effective manner to enable all employees to familiarize themselves with the goals and intentions of the organization [Sajkiewicz, 2000.s. 221].

Routine activities that constitute the main essence of assessment are [Czubasiewicz, 2005, p. 18]:

- an indication of the evaluator who will be provided with questionnaires of the relevant type and in an appropriate number;
- informing employees about the date of the planned evaluation and making the assessment schedule public;
- conducting preliminary explanations regarding the rules of assessment and its course with employees;
- forwarding the employee's questionnaire to self-assess;
- carrying out the assessment of subordinates, in accordance with the previously established assessment tools, in a reliable and accurate manner;
- accumulation of partial assessments: employee self-assessment and assessment of the assessor and building on this basis a global report, which is passed to the employee and discussed with him during the evaluation interview;
- verification of the assessment during the interview;
- development of evaluation results for the entire organization in the form of a coherent and comprehensive report, in order to use this information in the company's personnel policy, e.g. in training, employee rotation, promotions, prizes, pay raises, redundancies.

## 2. PROJECT OF THE EMPLOYEE ASSESSMENT SYSTEM IN THE NEUROLOGICAL GUIDANCE

The aim of the work is to present a proposal for the preparation and implementation of an employee assessment in a neurological clinic. Five physicians, three nurses and two administrative employees work in the subject under study. Due to the flat organizational structure and small number of employees, it was decided to develop one common assessment sheet.

The work involved the construction of an employee evaluation form and a questionnaire assessing the employee assessment. The employee evaluation was prepared in the form of an employee evaluation sheet. The sheet consists in five parts. The first part is personal data about the person who is to be subject to the assessment process. This information is filled by the superior. The second

part of the sheet is the employee's assessment carried out by the supervisor, ie the evaluator and the employee himself. The assessment is on a dual level: on the one hand, the supervisor assesses the employee, but also the employee can make his own self-assessment. This is the main element of the assessment. The evaluation concerns the effects of work in the quantitative and qualitative scope, the description of behavior relevant to the work, personality traits of the employee being assessed. Elements of the assessment completed by the employee himself (so-called self-esteem) refer to the results of his own work, attitudes towards the company and superiors, willingness to improve his or her professional qualifications, problems and difficulties at work. The third part is a descriptive assessment of the superior. In this part there is a final assessment with justification if it is necessary. The last part, the fifth, contains additional information and comments from the person being evaluated.

The test tool is the evaluation sheet and the interview. The techniques used during the assessment process are: technique for comparing traits with standards, qualifying scale of points and regular notation. The technique of comparing features with standards has been modified. In the literature, one can find information that the technique of comparing features with standards consists in making comparisons of the results of the work of assessed employees with pre-established standards. In the case of the assessment, a comparison of the same features was used according to the assessment and evaluation opinion. Three different situations can be observed through the use of such activities: the assessed features according to the superior will be scored higher than the employee's rating; the employee will have a higher assessment of the traits than the supervisor or the level of the evaluator's grades and will be similar. The use of such a procedure can contribute to the emergence of interesting applications. The qualification scale enables identification of the intensity of specific employee characteristics based on multi-level, odd scales. An evaluator is required to indicate the degree with each criterion, which in its opinion best characterizes the way the assessed employee works. In the case of an assessment, it is a five-point scale. The scoring scale used in the assessment is as follows:

- 1 - definitely below the standard rating; the employee does not meet expectations;
- 2 - a rating below the standard one; the employee meets certain expectations or meets them to a small extent;
- 3 - standard assessment; the employee meets expectations;
- 4 - above standard rating; the employee achieves good results, completely meets expectations;
- 5 - definitely above the standard rating; the employee clearly stands out from the others, it surpasses expectations.

The last technique used in the evaluation is the usual record. This technique consists in answering several questions by the employee. The superior, on the other hand, makes a descriptive assessment of the assessment, which can also be included in the form of an ordinary record.

The interview between the assessor and the assessed is carried out when the evaluator presented the assessed result to the employee assessed. The conversation includes verbal and non-verbal elements. The conversation can not be a monologue or criticism of the superior, it should be a constructive discussion between the evaluator and the evaluated one. Both parties should prepare for such a conversation.

### 3. EVALUATION PROCEDURE AND SCHEDULE

All counseling staff should be involved in building the assessment system. This is related to the employees' resistance to changes and introducing new elements into the company's organizational processes. Assessing can have negative effects, because it can be associated with the rewarding process, but mainly punishment. When the employees of various departments, positions and levels are involved in the process of building the assessment system, they will not be negatively approached.

The first stage of building the assessment system belongs to the owner of the neurological clinic, because it sets the goals, principles, subject, criteria and assessment methods. The aim of the assessment in the neurological clinic is to increase the efficiency of all employees and to identify possible training needs and development opportunities of employees in order to improve the qualifications of employees and achieve a competitive advantage. The evaluation criteria are qualifications, abilities and skills of the employee, fulfillment of official duties as well as personal and behavioral features of the assessed employee. The subject of the assessment is all employees of the clinic. Due to the flat organizational structure, the assessment of all employees was made by the employer - the owner of the clinic.

The second stage related to the evaluation system is the implementation of the evaluation system. The second stage should fully involve all employees. This stage includes the preparation of employees in terms of psychosocial. At this stage, it is necessary to familiarize employees with the objectives and methods of evaluation. Employees should familiarize themselves with the real benefits of the evaluation process. The assessment schedule should be prepared and made known. All this information and processes should be based on the culture of voluntary activities, coercion can not be used. Substantive preparation of people assessing by, for example, external experts is necessary in order to make a professional and reliable assessment. Organizational preparation is related to

determining the order of the assessment, specifying the framework assessment schedule and preparing the assessment sheets. The conclusion of these preparations is the performance of assessments.

The last stage related to the assessment procedure to use the effects of the assessment process. After carrying out the assessments and collecting aggregate information, new tasks can be set and the effects of work can be increased. You can point to weak areas of employees and suggest solutions that increase the potential and effectiveness of employees and the entire team. Using the results of the evaluation, employees can be rotated at the workplace. The evaluation is undoubtedly the formulation of a personnel strategy based on the development of employees, the introduction of an appropriate incentive system. The personnel processes are also improved.

The assessment process starts with the correct creation of a job description. Because the assessment sheet can be finally combined with the requirements for the employee presented in the job description. After describing the workplace and providing appropriate staff, the owner should consider long-term plans for the development of the clinic. After defining the strategic goals of the organization and the individual goals of the employees, it is necessary to consider the objectives of the evaluation, the subject, the method of assessment. The evaluation criteria are presented in the job descriptions. The management should talk with employees about the planned grades and the content of the assessment sheets. It may turn out that employees can propose interesting solutions, they can present their point of view on the assessment issues. The management should start working on the assessment sheets. It's best to use the help of an expert. A month before the assessment, the management should officially issue a decision to start the assessment process. The general assessment information for the evaluating and assessed employee should then be sent. Then, evaluation sheets should be forwarded to employees, firstly to doctors, then nurses and administrative staff, in order to make a self-assessment. Then the same sheets should be forwarded to the supervisor, director of the clinic, so that he can evaluate the employees. After making final assessments by the supervisor, he / she should have an individual interview with the assessed employee, during which the assessment will be made and the date of the next assessment will be presented.

#### 4. STUDY OPINION OF EMPLOYEES ON THE IMPLEMENTED ASSESSMENT SYSTEM

##### 4.1. AIM AND RESEARCH METHODOLOGY

Assessment of employee's work is a multi-faceted issue, which consists in: assessment of work type requirements and assessment of effects, including com-

petences and effects of employee's work. Each of the above mentioned elements of work evaluation has a separate research methodology, and is also used in practice for other purposes.

The research undertaken in this work is aimed at presenting whether the assessment system implemented was effective, effective and professionally prepared. The reviewing questionnaire was intended to show how the evaluation system implemented describes and assesses the employee. The evaluation conversation is also evaluated using this tool. The main goal of this study was to develop possible changes and improvements in the next assessment process in the clinic under examination. The questionnaire was treated by the counseling authorities as a guide to improve the level of the assessment system and increase the efficiency and professionalism of the assessment in the future. The survey was anonymous.

The basic variable studied in this work was the employees' opinion on the implemented assessment system. These opinions concerned such processes as:

- expectations regarding the evaluation and evaluation interview;
- feel in relation to the way the assessment is carried out by the evaluator;
- the usefulness of the information obtained for the employer and employee regarding, for example, personal development;
- modification of the assessment system.

A questionnaire reviewing the employee evaluation system was carried out among all employees of the Neurological Clinic. All employees were subject to the assessment process. There were 10 people under evaluation: 5 neurologists, 3 nurses and 2 registrars. The questionnaire was distributed among employees after the assessment period and after the evaluation interview with the supervisor.

The research tool used for this work was the questionnaire. It consisted in three parts: the introductory part, the general part and questions addressed to the respondent. The introductory part was the introduction to the research, where the following issues were explained to the respondents: the topic and purpose of the study and instructions on how to complete the survey. At this point, the respondent was also ensured about the anonymous nature of research and confidentiality of the collected material and was asked to provide honest and reliable answers to every research question. The general part of the questionnaire was a part of the questionnaire, that is part of the questionnaire, which allowed the characteristics of the surveyed group in terms of their socio-demographic characteristics. The following characteristics of the respondents were taken into account: age, gender and position occupied at the neurological clinic. The third part of the survey covered issues that are the main subject of research. The study consisted in 10 questions.

The employee assessment carried out generally satisfied employees. The assessment method was good, according to the majority of respondents. This is

information for evaluators and management that you need to work on the assessment process. Send people who have such an assessment to carry out appropriate training. The superior must acquire appropriate competence in conducting assessments. Similarly, the evaluation interview with the employee was assessed. The interview was rated at an affordable level, but there is room for improvement. Evaluators should learn from experts on how to prepare for a conversation and professionally conduct it. Most employees do not see that the information obtained during the assessment influenced the change of individual attitudes and retain. The objective of assessment aimed at changing attitudes and behaviors of individual employees could be unachieved. A more precise way should be given to the employee for individual benefits resulting from the assessment process. The same is the case when determining the usefulness of information acquired during assessment for improvement and changing the various processes taking place in the clinic. Employees do not take into account the effects of assessment neither in individual processes nor in organizational processes. Employees believe that specific forms of competence development proposed by the superior during the interview are interesting for them and meet their expectations. This indicates the willingness to learn and develop the neurological clinic staff. Some employees will implement the proposed changes in their professional life. However, it is 4 of respondents. Employees show some resistance and fear of change. Half of the subordinates assessed in a medium way the procedure of implementing the assessment system and informing employees about the subsequent stages of assessment. Management must take greater account of subordinates in subsequent implementation processes of the interim evaluation. It should be remembered that the assessment is equally important for employees, management and the entire organization.

Very satisfying is the fact that the assessment was carried out in a very good atmosphere. This means that there was no pressure from the management regarding the indicated method of employee participation in the assessment. Employees as a team are open to new experiences and it is worth using. The research shows that the evaluation system implemented and carried out was well executed but still needs to be improved. Management should participate to a greater extent in the participation of employees in building the evaluation system. Superiors should acquire the required competencies in the field of assessment and evaluation interviews. Employees should be more open to changes and development of individual skills.

## SUMMARY

Assessment is a process implemented using a properly constructed instrument that allows you to collect information about employees in order to de-



termine their attitudes, characteristics and behaviors, taking into account their performance at work.

The work involved the construction of an employee evaluation form and a questionnaire assessing the employee assessment. The evaluation system was implemented in the Neurological Outpatient Clinic, among ten of its employees. The reviewing questionnaire was intended to show how the evaluation system implemented describes and assesses the employee.

The evaluation system carried out was generally well implemented. However, the employees did not provide any proposals for changing the substantive or implementation of the assessment system. This is probably due to the fact that the questionnaire reviewing the evaluation system was carried out too quickly. The small time interval between filling out the evaluation sheet, carried out with the evaluation interview and filling in an opinion poll, did not allow the employees a wider, causal - effective look at the assessment process.

A good solution would be to ask employees and management once again for suggestions regarding substantive and implementation changes suggested during the next assessment process. These proposals should be developed jointly, eg during brainstorming or other methods that support creative thinking. However, this process should take place sometime after evaluation. It is worth for the employees to analyze the entire assessment process and to have an impact on its improvement.

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## PROCES BUDOWY SYSTEMU OCENY PRACOWNIKÓW W PORADNI NEUROLOGICZNEJ

**Abstrakt:** Ocenianie to proces realizowany za pomocą odpowiednio skonstruowanego instrumentu, który pozwala zbierać informacje o pracownikach w celu określenia ich postaw, cech i zachowań, biorąc pod uwagę ich wydajność w pracy. Celem pracy jest przedstawienie propozycji

przygotowania i wdrożenia oceny pracownika w klinice neurologicznej. Prace obejmowały budowę formularza oceny pracownika oraz kwestionariusza oceniającego ocenę pracownika.

**Słowa kluczowe:** ocena pracowników, arkusz oceny, system opieki zdrowotnej.