



## **RESIDENT PERFORMANCE EVALUATION**

### **I. Introduction**

The goal of the Resident Performance Evaluation is to ensure that our resident colleagues successfully complete their programs in a timely manner. The evaluations provide the constructive feedback and reinforcement of desired skills and attitudes that motivate residents to continued excellence. Moreover, if problems of performance arise they can be addressed and attempts made to resolve them in a timely manner. **The following are minimum requirements for evaluation of resident performance.** More frequent evaluations may be performed at the discretion of the resident's advisor(s), service, Department Chairperson, or the Post Professional Education Committee of the department. Residents are expected to ask for performance reviews as frequently as they believe are necessary to assure that their progress is satisfactory.

**Residents and graduate students must adhere to The Ohio State University "Code of student conduct" (section 3335-23), the Ohio Veterinary Practice Act, and other applicable Department, College, University, State, and Federal rules and regulations.**

- A. **Informal guidance** – Residents should receive informal feedback on their performance from faculty members as a regular part of their interaction.
- B. **Service performance review** – All residents will be evaluated by their supervising service faculty by the first Monday in December of the first year of their residency (approximately 4.5 months after the commencement of the residency), and then bi-annually (Autumn and Spring quarters) thereafter. Residents may be evaluated more frequently than stipulated by this schedule. The evaluation will include:
  - 1. Completion of the Resident Performance Evaluation (template available on the CVM website under "Residency Programs" <http://vet.osu.edu/residencies.htm> and from the Department's Administrative Office) by supervising faculty. The evaluation includes assignment of a scores relating to performance in eight categories (see below) as well as written summaries relating to performance in each category and general indicators of performance and future expectations at the end of the form. The composite scores and final evaluation form will be discussed and decided at a meeting of all supervising faculty. Service faculty who cannot attend the discussion must provide their input by completing

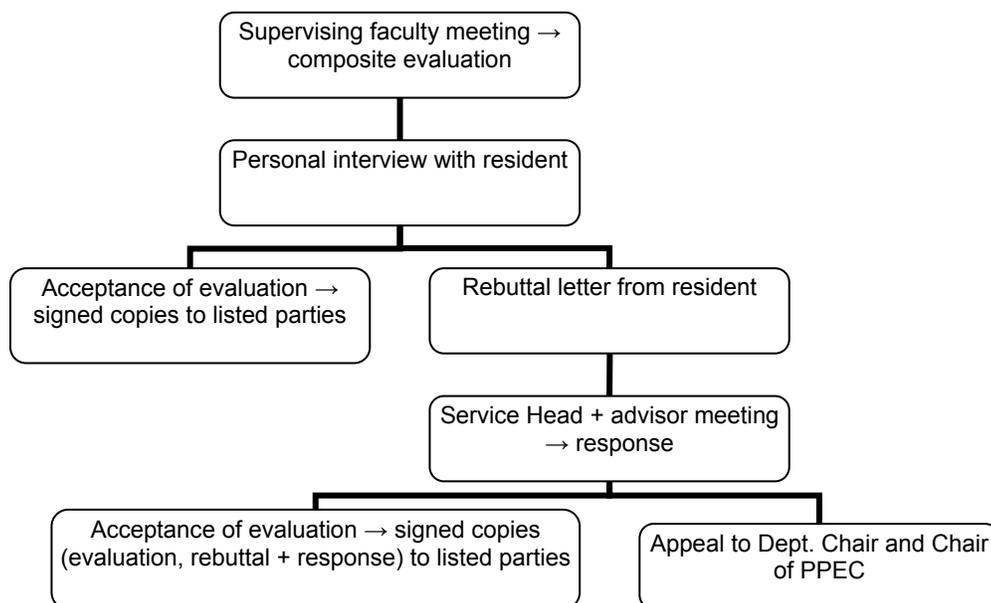
- the Resident Performance Evaluation form. The information provided will be included in the discussion
2. A personal interview with the resident attended by the Service Head, and the student's research advisor and clinical advisor.

The resident has 1 (one) week to consider the evaluation and either sign it (in acceptance) or provide a written rebuttal of the evaluation if desired. If a rebuttal is submitted, the Service Head and the resident's advisors will meet to consider the rebuttal and provide a response to the resident within 1 (one) week of submission of a rebuttal. The Resident Performance Evaluation form, rebuttal (if provided) and response to rebuttal (if provided) are to be signed by the resident and Service Head, with electronic copies submitted to

- Department Office (Administrative Manager -Debra Henrichs)
- Resident
- Resident clinical advisor
- Resident research advisor
- Service Head
- Chair of the department's Post Professional Education Committee.

**Appeal:** The resident may appeal the evaluation and response to their rebuttal to the Department Chair and the Chair of the Post Professional Education Committee; the rebuttal and response procedures described above must have been completed. The appeal must be submitted in writing within 1 week of the resident receiving the response to their rebuttal. The appeal must include the specific grounds for the appeal and should provide supporting documentary evidence, as appropriate. The Department Chair will decide on the course of action within 1 week of receiving the appeal.

*Review of Procedures:*



## II. Evaluations

Performance Evaluation forms include the following categories: Clinical ability; Knowledge; Interpersonal skills and professional conduct; Teaching ability; Clerical and managerial skills; Research, course work and publication productivity; Attendance and participation at conferences; and Service-specific criteria (please see attached form). Residents are evaluated on the extent to which they meet the performance expectations, at that stage of their program, according to the following scale;

**5 = Well above** – resident’s performance continuously exceeds minimum standards expected for a resident at that stage of the training program

**4 = Above** – resident’s performance always meets and frequently exceeds minimum standards expected for a resident at that stage of the training program.

**3 = Meets** – resident’s performance always meets minimum standards expected for a resident at that stage of the training program

**2 = Below** – resident’s performance is below minimum standards expected for a resident at that stage of the training program.

**1 = Well below** – resident’s performance is well below minimum standards expected for a resident at that stage of the training program.

**NO = Not observed**

**NA = Not applicable**

## III. Guidelines for Probation

Continuation in the program on unrestricted status is contingent upon favorable performance. Although probation can be imposed at any time, it usually results from problems identified during a regularly scheduled performance review conducted by the service or group of supervising faculty. Individual faculty can request out-of-cycle reviews of a resident’s performance by the service, or group of supervising faculty. This request should be made to the Service Head, or the resident’s advisor. We define unsatisfactory performance as a composite score (i.e. overall score awarded by the service, or group of faculty evaluating the resident) of < 3 in any one or more of the categories of evaluation above or based upon unresolved concerns raised at section discussions of the individual resident’s performance or at the personal interview. Residents receiving an unsatisfactory evaluation will be placed on probation. Probation will be announced to the resident at the time of the personal interview (see I.B.2 above) through the evaluation and by probationary letter. Copies of the evaluation and probationary letter must be submitted to the Department Chair,

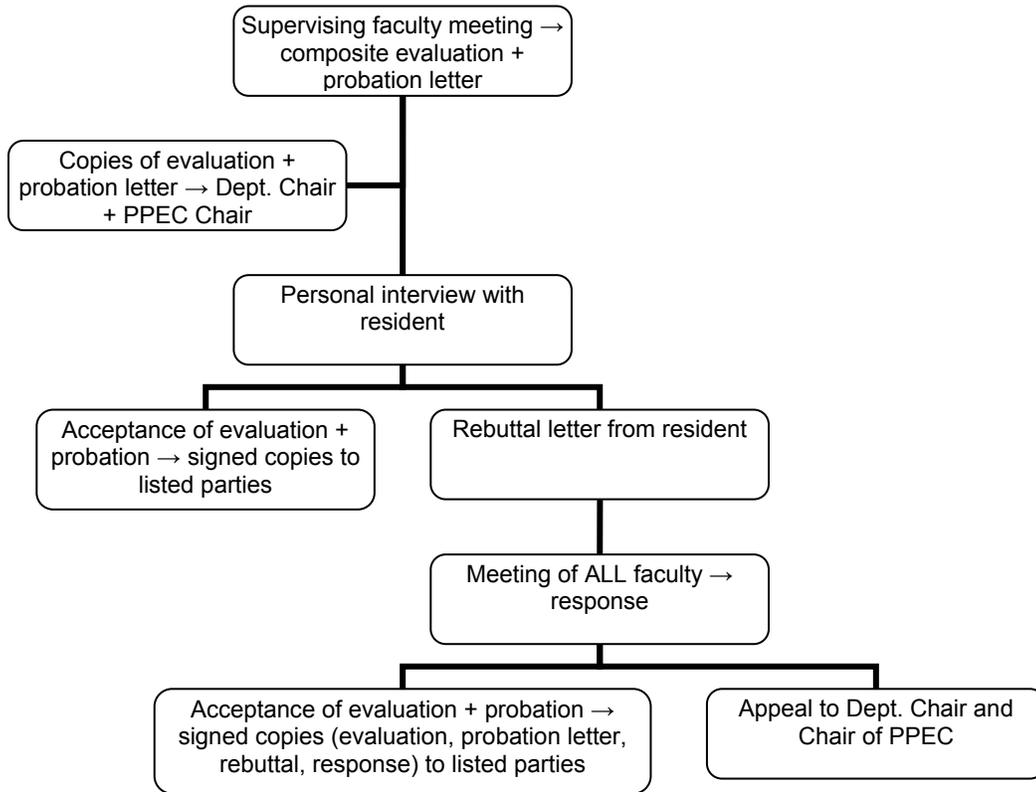
and the Chair of the Post Professional Education committee prior to the personal interview. The probationary letter will include:

1. A summary description of the inadequacies that led to probation.
2. Specific directions (when possible) and timetable for correcting inadequacies.
3. Dates for the 6-week and 12 week reevaluation while on probation.

The resident has 1 (one) week from the date of the personal interview to provide a written rebuttal of the evaluation and probationary letter if desired.

- If the resident accepts the evaluation as is and will not be submitting a rebuttal, the evaluation and probationary letter must be signed by all parties within 1 (one) week of the interview. The 12-week probationary period will begin on the day that the evaluation and probationary letter is signed by the resident.
- If the resident provides a rebuttal, all service faculty must meet to discuss the rebuttal and respond to the resident by letter within 1 (one) week of the date of submission of the rebuttal letter. It is anticipated that both parties should meet to discuss the final decision within this 1-week period as well.
  - If the original decision for probation is upheld, the 12-week probationary period will commence on the day that the letter of response is delivered to the resident.
  - If the original decision for probation is overturned, then the original evaluation should be amended and signed by the resident, Service Head and advisors
- The Resident Performance Evaluation form, probationary letter, rebuttal (if provided) and response to rebuttal (if provided) are to be signed by the resident and Service Head, with electronic copies submitted to:
  - Department Office (Administrative Manager - Debra Henrichs)
  - Resident
  - Resident clinical advisor
  - Resident research advisor
  - Service Head
  - Chair of the department's Post Professional Education Committee.

**Appeal:** Residents may appeal the evaluation and probationary status to the Department Chair and Chair of the Post Professional Education Committee (see V. below).

*Review of Probation Procedures:*

**Removal of Probationary Status:** Return to unrestricted status will depend upon substantial improvement in performance, which means receipt of favorable written evaluations 6 and 12 weeks after the initial unsatisfactory evaluation. Substantial improvement means improvement of all previously unsatisfactory ratings to score 3 or higher, and/or resolution of problems identified at section discussions and interviews. Performance of residents on probation will be reviewed regularly at meetings of the appropriate faculty (service faculty, or group of responsible faculty) during the 12 week probationary period. If substantial improvement does not occur at both the 6 and 12 week evaluation periods, the resident will be dismissed after the second evaluation (12 weeks after the initial unsatisfactory evaluation). If the 6 and 12 week evaluations are satisfactory, the resident will be taken off probation. If improvement is evident, but not adequate, the resident may be kept on probation for an additional 12 weeks. If substantial improvement occurs during this period, the resident may resume normal status. If substantial improvement does not occur during this period, the resident will be dismissed. A resident may be placed on probation at any subsequent evaluation period.

**Examples** of reasons for placing a resident on probation, or dismissal from the program include, but are not limited to:

1. Failure to provide the expected standard of care
2. Uncollegial behavior. Collegiality, mutual support, and respect for others are strongly held values in the College of Veterinary Medicine. We support diverse beliefs and the free exchange of ideas and expect that faculty, residents, staff, and students promote these values and apply them in a professional manner in all academic endeavors.
3. Behavior that reflects badly on the veterinary profession, The Ohio State University, the College and/or colleagues.
4. Neglect of duty, including, but not limited to;
  - a. Not attending and participating in ward rounds and compulsory conferences (grand rounds, etc).
  - b. Absence from scheduled emergency duty.
  - c. Absence from regularly scheduled appointments.
  - d. Inadequate client communication
  - e. Failure to complete bills and medical records in the prescribed time frame and fashion.
5. Negligence, incompetence, and reckless behavior toward people, patients or equipment.
6. Failure to comply with directives issued by the Department Chair, Hospital Director, Post Professional Education Committee, Service Head, or Advisor(s)
7. Failure to comply with Departmental guidelines regarding outside employment.
8. Academic misconduct and/or dismissal from Graduate School.
9. Abuse of prescription or non-prescription drugs, alcohol, or other substances.
10. Physical or mental limitations that interfere with the resident's performance that cannot be remedied by reasonable ADA-approved accommodations.
11. Failure to comply with OSU policies on sexual harassment, consensual relationships or discrimination.

12. Other deficiencies identified by the performance evaluation that result in unsatisfactory performance.

During periods of probation, the resident will work under the direct supervision of a faculty member, and will be expected to make considerable improvement in the identified areas of deficiency.

**IV. Guidelines for dismissal**

The following constitute grounds for dismissal from the residency program:

- o Gross misconduct or unprofessional behavior
- o Any criteria outlined under reasons for probation
- o Egregious behavior that reflects poorly upon the University, the veterinary profession, or both
- o Violations of the Ohio Veterinary Practice Act

**V. Appeal process**

Residents placed on probation or dismissed can appeal to the departmental Post Professional Education Committee and the Chair of the Department of Veterinary Clinical Sciences. The appeal must be submitted in writing within 1 (one) week of the resident receiving written notification of their probation or dismissal. The appeal must include the specific grounds for the appeal and should provide supporting documentary evidence, as appropriate. The Department Chair will decide on the course of action within 1 week of receiving the appeal.

There might be other appeal mechanisms available to the resident depending on the particular circumstances. The resident’s advisor, the chair of the Post Professional Education Committee, and/or the Chair of the Department of Veterinary Clinical Sciences can advise the resident on these options.

**VI. Evaluation time frame**

Residents must be evaluated in the Autumn and Spring quarters of each year of their program, beginning in the Autumn quarter of the first year of their program. **Completed and signed evaluation forms for the most recent evaluation must be deposited in the Departmental Office by the first Monday in December of each year for the Autumn quarter evaluation, and the first Monday of June of each year for the Spring quarter evaluation.** A suggested time frame is:

Autumn quarter evaluation

- |  |   |
|--|---|
| October 1 <sup>st</sup>                      | evaluation forms distributed to appropriate faculty.  |
| October 15 <sup>th</sup>                     | evaluation forms returned to service head or designee in the resident’s service.              |
| October 15 <sup>th</sup> to 30 <sup>th</sup> | evaluations of each resident are discussed at a service meeting and a composite evaluation is |

November 1 <sup>st</sup> to 15 <sup>th</sup>	prepared by the service head or designee. In some instances it might be appropriate to prepare a summary letter that accompanies, but does not replace, the evaluation form. resident's advisor(s) meet with the resident and review the evaluation and, if one has been prepared, the summary letter. If the resident is to be placed on probation, the procedures detailed in the Departmental Graduate Studies Handbook should be followed.
November 15 <sup>th</sup> to 30 <sup>th</sup>	period for resident to prepare a rebuttal to the evaluation and summary letter, if the resident wishes to do so. Preparation of a rebuttal letter is not mandatory nor expected.
December (first Monday)	composite evaluation, signed by the resident and advisor(s), summary letter, and any rebuttal letter are deposited in the Departmental office.

#### Spring quarter evaluation

April 1 <sup>st</sup>	evaluation forms distributed to appropriate faculty
April 15 <sup>th</sup>	evaluation forms returned to service head or designee in the resident's service.
April 15 <sup>th</sup> to 30 <sup>th</sup>	evaluations of each resident are discussed at a service meeting and a composite evaluation is prepared by the service head or designee. In some instances it might be appropriate to prepare a summary letter that accompanies, but does not replace, the evaluation form.
May 1 <sup>st</sup> to 15 <sup>th</sup>	resident's advisor(s) meet with the resident and review the evaluation and, if one has been prepared, the summary letter. If the resident is to be placed on probation, the procedures detailed in the Departmental Graduate Studies Handbook should be followed.
May 15 <sup>th</sup> to 30 <sup>th</sup>	period for resident to prepare a rebuttal to the evaluation and summary letter, if the resident wishes to do so. Preparation of a rebuttal letter is not mandatory nor expected.
June (first Monday)	composite evaluation, signed by the resident and advisor(s), summary letter, and any rebuttal letter are deposited in the Departmental office.

**Note:** If Resident Performance Evaluations are not submitted by the above deadlines, the Service chief will be sent email reminders and a formal reminder letter (cc'ed to the Department chair and chair of the Post Professional Education Committee) that the evaluation must be completed and submitted

within 30 days. Failure to comply with this deadline may affect the ability of the Service to recruit and mentor future residents.



**RESIDENT PERFORMANCE EVALUATION**

**RESIDENT:**  
**REVIEWER/S:**  
**PERIOD UNDER REVIEW:**  
**DATE OF REVIEW:**

5 = well above minimum	4 = above minimum
3 = meets minimum	2 = below minimum
1 = well below minimum	
NA = not acceptable	NO = not observed

<b>1. Clinical Abilities</b>	<b>score</b>
Comments	
<b>2. Knowledge</b>	<b>score</b>
Comments	
<b>3. Interpersonal Skills/Professional Conduct</b>	<b>score</b>
Comments	
<b>4. Teaching Ability</b>	<b>score</b>
Comments	
<b>5. Clerical/Managerial Skills</b>	<b>score</b>
Comments	
<b>6. Research activity, Course work, Publications</b>	<b>score</b>
Comments	
<b>7. Conferences / Meetings</b>	<b>score</b>
Comments	
<b>8. Service-Specific Criteria</b>	<b>score</b>
<b>OVERALL RATING</b>	<b>score</b>

**Areas of positive performance and recognition:**

**Specific areas where improvement is needed:**

**Plan (goals and targets for next 6 months):**

**Personal leave this year** (80 hours [10 days] available/year\*)

Annual allocation \_\_\_\_\_ hours  
 Days carried over from last academic year + \_\_\_\_\_ hours  
 Days used or scheduled this academic year - \_\_\_\_\_ hours  
**Balance remaining this academic year \_\_\_\_\_ hours**  
 (\*a maximum of 5 days can be carried over to the next academic year)

**Professional leave** (120 hours [15 days] available during 3 year program)

Balance brought forward since last evaluation \_\_\_\_\_ hours  
 Days used or scheduled since last evaluation - \_\_\_\_\_ hours  
**Balance still available until end of program \_\_\_\_\_ hours**

**Time off clinics/time for scholarly activity** (minimum 15 weeks during 3 year program<sup>#</sup>)

Balance brought forward since last evaluation \_\_\_\_\_ weeks  
 Weeks used since last evaluation - \_\_\_\_\_ weeks  
**Balance available through end of program \_\_\_\_\_ weeks**

<sup>#</sup> Personal leave (2 weeks/year) and professional leave (3 weeks/3 years) are deducted from the 24 weeks allotted off clinic time. If less than the maximum amount of professional or personal leave is used, then more than 15 weeks are available for scholarly activities.

**One composite evaluation must be signed by the resident and one or both of the clinical advisor and research advisor. Once signatures are obtained, please scan the document and send to yourself, then change the name of the PDF to "Resident last name. June 2010 evaluation". The PDF must be emailed to the resident, resident clinical advisor, resident research advisor, Service Chief, and Chair of the Post Professional Education Committee of the Department ([andrew.hillier@cvm.osu.edu](mailto:andrew.hillier@cvm.osu.edu)) , and to the Departmental office ([debra.henrichs@cvm.osu.edu](mailto:debra.henrichs@cvm.osu.edu)).**

**Signature Advisor (s)**

**Date**

**Signature Resident**

**Date**

## **Evaluation criteria**

### **1. Clinical abilities (including leadership):**

Efficient during clinics, able to handle emergencies, able to solve problems (diagnostic ability), attentive to changes in patient condition, provides good patient care in wards, manages ICU cases properly, conducts special procedures competently, demonstrates appropriate technical skills, uses consultations with other specialists effectively.

### **2. Knowledge:**

Understands basic science of specialty, familiar with and understands relevant literature, demonstrates growth in knowledge base, can critically evaluate newly reported information.

### **3. Interpersonal skills and professional conduct:**

Communicate effectively with faculty/students/technicians/receptionists/staff, interacts collegially with other services/faculty/staff/colleagues/RDVMs, demonstrates enthusiasm, demonstrates willingness to work, accepts responsibility, accepts constructive criticism, demonstrates judgment, maturity and professionalism, supports a "team effort", and participates in consultations.

### **4. Teaching ability:**

Demonstrates teaching ability during clinics, rounds, workups and special procedures, shares knowledge with other residents/faculty, supervises ward students effectively (including treatments and orders), fulfillment of assigned student teaching requirements in laboratories, lectures and seminars..

### **5. Clerical and managerial skills:**

File lab work/reports promptly, completes medical records promptly, returns medical records promptly after discharge, provides follow-up to DVMs, follows-up on outpatient lab evaluations, manages case flow efficiently, supervises student notations in medical record, records all client communications, arrives for rounds on time.

### **6. Research and publication productivity:**

Maintains appropriate progress on research and writing projects.

### **7. Conferences/Meetings:**

Participates in journal club/book review, attends pertinent conferences.

### **8. Service-specific criteria**

As pertaining to any specific criteria and expectations of the service not addressed above.