

THE YEARLY REVIEW

Gentle Care Clinic

General Information

The Gentle Care Clinic is an Health Maintenance Organization in a large cosmopolitan, coastal city. It serves 40,000 subscribers and their families, plus a great many national and international visitors with obscure and difficult medical and surgical problems.

For various reasons, (including for example, a huge increase in drug testing, and a sharp increase in expected state and Federal research money for work on a new rare respiratory disease virus, the AIDS viruses known in the US and the AIDS viruses known in equatorial Africa), Gentle Care decided last year to consolidate and expand most of its in-house lab facilities. There has been a huge expansion, and major reorganization of lab services and lab administration, which left almost no stone unturned. The forms for lab tests have changed, the billing system has changed, the labs themselves have expanded and modernized, the record-keeping system has been shifted to a new, more secure computer system... even the spelling of Cyrillic, Arabic, Chinese, Japanese, and African names has been changed and standardized.

In the reorganization a year ago, Dr. Testtube, who heads the Lab Section, hired a new young administrator, Kaoru Suzuki. Kaoru was to coordinate all the new and old, inside and outside sources of work for the Section, and to "pull it all into a coherent service." Kaoru works out of a new office complex with Testtube (who is usually away from the office) and with Kazumi Montana, a secretary who came two years ago.

Kaoru just got a Yearly Review form labelled "To Suzuki, for the evaluation of Montana." It turns out that a performance discussion is supposed to happen every six months. The Yearly Review is the twelve-monthly review which results in the annual salary raise, but "Each supervisor is supposed to sit down with each employee twice a year." (Kaoru—who personally has never yet had any kind of review—learns all of this with some annoyance and chagrin.)

Reading over the form, Kaoru notes that there should be a discussion with Kazumi Montana. Then Kaoru is to put in a numerical recommendation for a raise: (1) Employee on Warning; (2) Below Average; (3) Average; (4) Above Average; (5) Very Superior Performance. The numerical recommendation is supposed to be accompanied by a paragraph in writing. The whole form must be initialed by the

employee, to show that he or she knows the contents and so that the employee may write a response if he or she wishes to do so.

Kaoru read the form again and then agreed to meet with Kazumi Montana the following day.