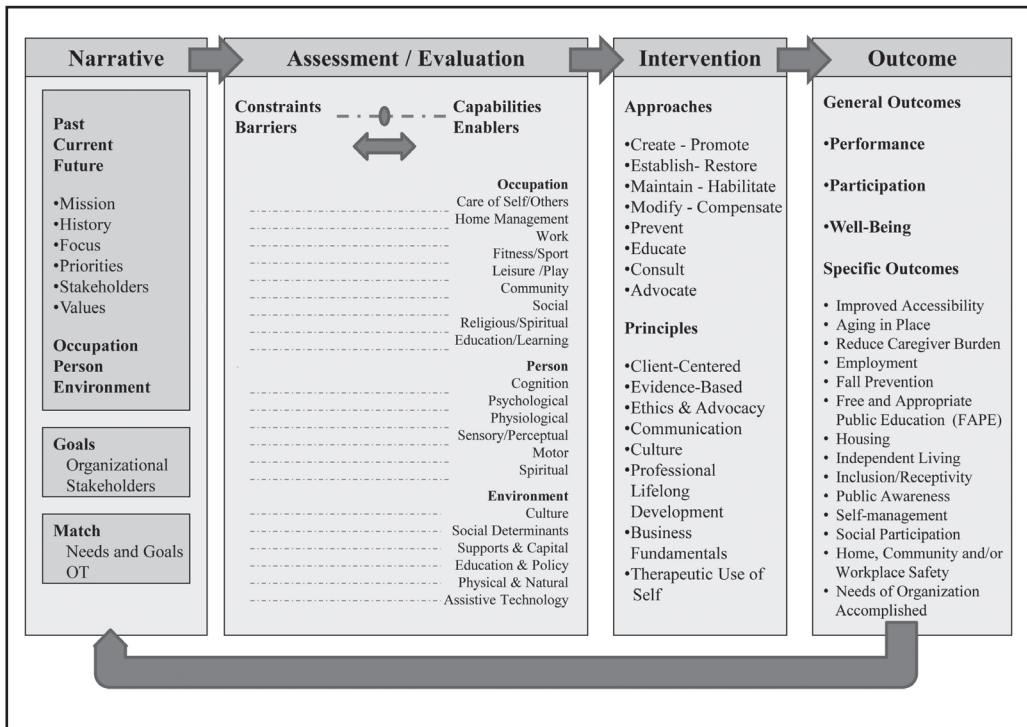**Figure 12-2.** Organization-Centered PEOP Occupational Therapy Process.

social environments, and how they can be adapted. Occupational therapy practitioners can also examine the performance patterns of the organization: how do the habits of employees, their daily routines, employees' roles outside of specific job title (eg, coordinates monthly birthday celebrations, manages the "sunshine club"), and overt (annual company awards banquet at which attendance is required) and covert ("voluntary" participation in the summer sports leagues) rituals impact the organization's effectiveness?

Finally, the contexts and environments can be addressed, including the ethnic and racial sensitivity, the health and wellness of employees, the effective use of technology throughout the organization, the natural and built environment, and the relationships among and between the various stakeholders. The *Framework* provides a rich resource if the occupational therapy profession wants to consider organizations as clients in the same way that we provide services to individuals and populations.

OCCUPATIONS OF ORGANIZATIONS: USE OF THE PERSON-ENVIRONMENT-OCCUPATION-PERFORMANCE OCCUPATIONAL THERAPY PROCESS

When the area of *evaluation* is considered within organizations, the first topic that often comes to mind is per-

formance evaluation or appraisal of personnel. Although an important function within an organization, performance appraisal is only one of many aspects of an organization to be considered in an evaluation or analysis. The evaluation of an organization must consider the individuals and groups who do its work, stakeholders who support it and benefit from its work, and countless other characteristics that will determine its effectiveness. According to the *Framework*,[1]

> …Using a client-centered approach, the practitioner gathers information to understand what is currently important and meaningful to the client (ie, what he or she wants and needs to do) and to identify past experiences and interests that may assist in the understanding of current issues and problems. During the process of collecting this information, the client, with the assistance of the occupational therapy practitioner, identifies priorities and desired targeted outcomes….[1(pS13)]

The PEOP Occupational Therapy Process is used to evaluate the constraints and enablers, within and outside of the organization, that impact its ability to meet the goals (Figure 12-2).

The PEOP Occupational Therapy Process of an organization starts with a process known as SWOT—an acronym describing the process of identifying Strengths, Weaknesses, Opportunities, and Threats—from which occupational performance issues can be determined and goals identified. Following the SWOT analysis, evidence-