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RCNi Plus NS Student Learning Portfolio Journals Ask RCNi CPDCPD QuizzesCPD webinars on-demandEvents Jobs Organisational subscriptions Page content transcription If your browser does not render page correctly, please read the page content below Example appraisal objectives for Registered Nurses, Midwives, Health Care Assistants and Health Care Support Workers 2018-2020These example appraisal objectives have been developed from the SFH Nursing andMidwifery Strategy 2018-2020. These examples demonstrate how the strategy can be used toassist in appraisal objective setting for Registered Nurses, Midwives, Health Care Assistants(HCA) and Health Care Support Workers (HCSW). Developing and agreeing at least oneappraisal objective for the forthcoming year will support embedding and making our Nursingand Midwifery Strategy live.Other objectives can be developed from the Nursing and Midwifery strategy as well asindividualised objectives which are pertinent to an individuals development for theforthcoming year. Strategic Priority 1 To provide outstanding care for all patients .....Staff group Objective for next 12 months How will this objective be measured?Registered Promote a culture of shared learning, using mortality reviews, incidents, 1. Review meetings; keep a diary/evidence of reviewsNurses/Midwives benchmarking and positive experiences to inform our working practices. undertaken 2. Evidence of change in practice as an output of feedback or review 3. Governance meeting 4. Datix feedback/review 5. Ward and Department shared learning activities 6. Patient and relative feedbackRegistered Demonstrate strong clinical leadership and role modelling 1. Leads Board roundsNurses/Midwives 2. Provides clear, open, honest, accurate timely information to the team 3. Keeps people in the loop give regular updates 4. Shares their knowledge and skills; mentoring others in their development 5. Respect every member of the team as an equal and value their contribution 6. Keep our promises, follow through and do what you said you would do 7. Consistently lives our CARE ValuesHCA/HCSW Create a kind, friendly and caring environment in which we deliver care 1. Introduces self by Hello my name is to all patients, carers, visitors and staff 2. Treats everyone with respect, values peoples privacy and dignity and uses their preferred name 3. Is positive and creates a good atmosphere so that people feel comfortable and at ease 4. Stop to help others and takes the time to help 5. Explains to patients what is going to happen before any procedure or care takes placeHCA/HCSW Encourage a culture where providing individualised care is everyones 1. Treats everyone with respect, values peoples privacy priority and dignity and uses their preferred name 2. Sees people as individuals; looks out for people and their individual needs 3. Shows empathy; putting yourself in other peoples shoes 4. Stops to help others and takes time to help 5. Individual care plans Strategic Priority 2 To support each other to do a great job .....Staff group Objective for next 12 months How will this objective be measured?Registered Demonstrate that every individual practitioner uphold his/her own 1. NMC annual renewalNurses/Midwives professional practice 2. NMC revalidation 3. Mandatory training 4. E-Learning 5. Specialist training appropriate to role 6. Audit and researchRegistered Promote coaching, mentorship and preceptorship 1. Mentorship and preceptorship trainingNurses/Midwives 2. Understanding of Practice Learning Team function 3. Feedback from students 4. Role modelling 5. Supports others development by being a coach, buddy/preceptor 6. Supportive learning environmentHCA/HCSW Work collaboratively with all colleagues 1. Clear understanding of roles and responsibilities within the team 2. Escalation of concerns regarding patients/relatives 3. Verbal/written feedback from colleagues 4. Appropriate and clear communication within the team 5. Appropriate and clear communication with and to visiting health professionals 6. Participation in ward/department projects 7. Sharing the information necessary to carry out tasksHCA/HCSW Create a climate where everyone feels empowered to raise concerns 1. Knowledge of local escalation processes and who to go and act on them appropriately to 2. Knowledge of Speak up Guardians 3. Acting on concerns in a timely manner 4. Supporting others to raise concerns Strategic Priority 3 To inspire excellence ..Staff group Objective for next 12 months How will this objective be measured?Registered Develop a model of clinical supervision and give opportunities for staff to 1. Diary of evidenceNurses/Midwives participate 2. Revalidation highlighting the use of clinical supervision and how its shaped current practice 3. Networking with other areas as part of the clinical supervision to enhance own practiceRegistered Celebrate success and achievements throughout the year by committing to 1. Nominate members of their team and encourage othersNurses/Midwives the Chief Nurse and Staff Excellence Awards and through encouraging to nominate for Staff Excellence Awards participation in external recognition awards 2. Encourage to nominate for star of the month 3. Celebrate local achievements on the ward/clinical areasHCA/HCSW Demonstrate that our uniforms promote professionalism and are 1. Observed wearing uniform as per uniform policy identifiable to colleagues and patients 2. Challenges individuals that are not adhering to the uniform policy 3. Challenge bare below elbows of all grades of staffHCA/HCSW Demonstrate behaviours that reflect our professionalism and Trust Care 1. Feedback from colleagues, patients and relatives in Values relation to our values and behaviours 2. Reflections 3. Friends and family feedback 4. Witness statement Strategic Priority 4 To get the most from our resources .....Staff group Objective for next 12 months How will this objective be measured?Registered Ensure our nursing rosters demonstrate appropriate clinical skills and 1. Take charge of ward under supervisionNurses/Midwives leadership across shifts 2. Participate in roster planning to look at skill mix and coordinationRegistered Nurture our students and midwifes to become substantive 1. Evidence of mentorship and associate mentorsNurses/Midwives Registered Nurses and Midwives at the Trust working with students 40 % of shifts 2. Attend and participate in practice learning team meetings 3. Obtain mentor feedback from studentsHCA/HCSW Challenge waste and inefficiencies 1. Attend steering group or have a link role to identify cost savings in work place 2. Identify a cost saving and work with nursing resources group to make a cost savingHCA/HCSW Reduce unwarranted variation by standardising and maintaining equipment 1. Identify broken equipment, label and complete reporting process. 2. Return unused and wanted equipment to correct ward/ MEMD 3. Evidence of completed cleaning schedule Strategic Priority 5 To play a leading role in transforming the health and care of our community .....Staff group Objective for next 12 months How will this objective be measured?Registered Develop a workforce model to ensure our patients receive care from the 1. Monitor documentation including completion ofNurses/Midwives most appropriately skilled practitioner, delivering Right Care, Right Time discharge checklist and Right Place 2. Leadership rounding 3. Patient feedback 4. Shared decision making 5. Flexible access to services 6. Extended role training 7. Example of accountability handoverRegistered Promote self-care for patients with Long Term Conditions, support healthy 1. Consistent validated information provisionNurses/Midwives ageing and improve population health 2. Planned coordinated care 3. Promote health and wellbeing Smoking cessation Healthy eating Breastfeeding DALTHCA/HCSW Strive to exceed our patients and families expectations of care 1. Introduces self by Hello my name is to all patients, carers, visitors and staff 2. Treats everyone with respect, values peoples privacy and dignity and uses their preferred name 3. Is positive and creates a good atmosphere so that people feel comfortable and at ease 4. Stop to help others and takes the time to help 5. Explains to patients what is going to happen before any procedure or care takes placeHCA/HCSW Promote making every contact count 1. Patient feedback 2. Friends and family 3. Champion hello my name is 4. Care and comfort rounding 5. What matters most to me So what achievements have you been able to do, have you been able to go on various courses, have you been able to get feedback from patients.Any feedback that you get from any of your patients, any course that you go on, any certificates, you would have emails, you can ask your patients who, if someone says something really nice about you, you can have that in writing so you can show your manager or whoever's doing the appraisal that it's more than just my lip service.This is what I am saying, but look, these are the achievements that I have been able to do by keeping a folder.I have a folder here, with all my certificates, with everything that I've trained for, everything that I do is in this folder so that I can show it and say, this is what I've done.So when preparing for your appraisal it's important to do things as you go along. In terms of, don't wait until you appraisal time before you are getting patient feedback or you're putting your certificates together, write things as you're going along.When someone says something really nice about you, you can have a book or a journal where you write things so that when it is time for that appraisal you are able to systematically go through everything that you've done.And as you're preparing for your appraisal it's important to do things as you are going along, meaning that, as you're getting these certificates, as you're getting patient feedback, write things down, have a journal, whatever the case may be, but don't wait until it's time for the appraisal before you start rummaging and running up and down looking for all the resources and everything that you need.Have a folder, have something that you can systematically look through and say, this is what I've been able to achieve over the time that I have been here.Think About Setting Goals and A Time FrameAnother thing that's important is writing down your goals. What is it that you would like to achieve?You've been here for a certain amount of time, things might be getting a bit repetitive, you might want to learn a new skills, be able to say that, you know what, I've achieved all of this so far and I would now like to take things to a different level, I'd now like to achieve this skill and that skill.This is your personal development, this is your time to say what it is that you would like to do.Give yourself a timeframe, give yourself certain goals that you would like to achieve.Another important thing is, how are you gonna achieve those things?Requesting Allocated Time To Achieve Your GoalsDo you need more study days, do you need more study time?Things like that, these are the important things, because the truth is you're not always gonna have enough time to speak on these matters, everybody's busy, especially for me in GP world, everybody's in their rooms, everybody's just getting on with it, seeing their patients, so this is the time for you to tell them everything that you need.Are you getting the study days that you need to achieve the goals that you want?The problem with study days is obviously, it costs your work for, when I say your work, it costs your Manager to let you go off and have those times.So they're not going to automatically give it to you.If they're nice they will, but you have to request it and say, do you know what, I've been on this course and I need to have a certain time out to be able to achieve what I can, to be able to achieve the best that I can in this course, so I need that study time off.And firstly, which is for me, very important, is a pay review.Requesting A Pay ReviewYou've been able to say that I've done this, I've done that, patients are happy with me, everything seems to be going well, can I have a pay rise?Can my pay, and obviously this mainly applies to GP Nurses, as we have to negotiate our pay, whereas in other fields of Nursing that go by the Agenda for Change, this might be a time for possible career progression in terms of banding.If you are in a ward setting, seeing if there is a Junior Sister Role, or Senior Sister Role available for you, or a time where you can now specialise.If you are working on a vascular ward, maybe you want to become a tissue viability Nurse, or on a respiratory ward, you wanna become a specialist, this is the time to be able to say that I actually want to change my banding and, or this is a time to say I've actually been thinking about various other roles that I can take, other responsibilities that I could take which could obviously in turn lead to a pay rise.And then it's also important to be honest with yourself, where you are at the moment.1. Band 5 staff nurse performance appraisalJob Performance Evaluation FormPage 1 2. Useful performance appraisal materials for band 5 staff nurse: performanceappraisal360.com/free-ebook-2456-phrases-for-performance-appraisals performanceappraisal360.com/free-65-performance-appraisal-forms performanceappraisal360.com/free-ebook-top-12-methods-for-performance-appraisal performanceappraisal360.com/free-ebook-top-15-secrets-to-set-up-performance-management-system performanceappraisal360.com/free-ebook-2436-KPI-samples/ performanceappraisal360.com/free-ebook-top -9-tips-to-writing-a-winning-self-appraisal Band 5 staff nurse job description Band 5 staff nurse goals & objectives Band 5 staff nurse KPIs & KRAs Band 5 staff nurse self appraisalJob Performance Evaluation FormPage 2 3. I. Band 5 staff nurse performance formName:Evaluation Period:Title: Date:PERFORMANCE PLANNING AND RESULTSPerformance Review Use a current job description (job descriptions are available on the HR web page). Rate the person's level of performance, using the definitions below. Review with employee each performance factor used to evaluate his/her work performance. Give an overall rating in the space provided, using the definitions below as a guide.Performance Rating DefinitionsThe following ratings must be used to ensure commonality of language and consistency onoverall ratings: (There should be supporting comments to justify ratings of Outstanding Below Expectations,and Unsatisfactory)Outstanding Performance is consistently superiorExceeds Expectations Performance is routinely above job requirementsMeets Expectations Performance is regularly competent and dependableBelow Expectations Performance fails to meet job requirements on a frequent basisUnsatisfactory Performance is consistently unacceptableA. PERFORMANCE FACTORS (use job description as basis of this evaluation).OutstandingJob Performance Evaluation FormPage 3 4. Administration - Measures effectiveness in planning,organizing and efficiently handling activities and eliminatingunnecessary activitiesExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAKnowledge of Work - Consider employee's skill level,knowledge and understanding of all phases of the job andthose requiring improved skills and/or experience.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNACommunication - Measures effectiveness in listening toothers, expressing ideas, both orally and in writing andproviding relevant and timely information to management,co-workers, subordinates and customers.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNATeamwork - Measures how well this individual gets alongwith fellow employees, respects the rights of otheremployees and shows a cooperative spirit.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNADecision Making/Problem Solving - Measureseffectiveness in understanding problems and making timely,practical decisions.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAExpense Management - Measures effectiveness inestablishing appropriate reporting and control procedures;operating efficiently at lowest cost; staying withinestablished budgets.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAHuman Resource Management - Measures effectiveness inselecting qualified people; evaluating subordinates'performance; strengths and development needs; providingconstructive feedback, and taking appropriate and timelyaction with marginal or unsatisfactory performers. Alsoconsiders efforts to further the university goal of equalemployment opportunity.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAIndependent Action - Measures effectiveness in timemanagement; initiative and independent action withinprescribed limits.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAOutstandingJob Performance Evaluation FormPage 4 5. Job Knowledge - Measures effectiveness in keepingknowledgeable of methods, techniques and skills requiredin own job and related functions; remaining current on newdevelopments affecting SPSU and its work activities.Exceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNALeadership - Measures effectiveness in accomplishingwork assignments through subordinates; establishingchallenging goals; delegating and coordinating effectively;promoting innovation and team effort.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAManaging Change and Improvement - Measureseffectiveness in initiating changes, adapting to necessarychanges from old methods when they are no longerpractical, identifying new methods and generatingimprovement in facility's performance.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNACustomer Responsiveness - Measures responsiveness andcourtesy in dealing with internal staff, external customersand vendors; employee projects a courteous manner.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAPersonal Appearance - Measures neatness and personalhygiene appropriate to position.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNADependability - Measures how well employee compliieswith instructions and performs under unusualcircumstances; consider record of attendance andpunctuality.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNASafety - Measures individual's work habits and attitudes asthey apply to working safely. Consider their contribution toaccident prevention, safety awareness, ability to care forSPSU property and keep workspace safe and tidy.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAEmployee's Responsiveness - Measures responsiveness incompleting job tasks in a timely manner.OutstandingExceeds ExpectationsMeets ExpectationsBelow ExpectationsUnsatisfactoryNAJob Performance Evaluation FormPage 5 6. B. EMPLOYEE STRENGTHS AND ACCOMPLISHMENTS: Include those which are relevantduring this evaluation period. This should be related to performance or behavioralaspects you appreciated in their performance.C. PERFORMANCE AREAS WHICH NEED IMPROVEMENT:D. PLAN OF ACTION TOWARD IMPROVED PERFORMANCE:Job Performance Evaluation FormPage 6 7. E. EMPLOYEE COMMENTS:F. JOB DESCRIPTION REVIEW SECTION: (Please check the appropriate box.) Employee job description has been reviewed during this evaluation and no changeshave been made to the job description at this time. Employee job description has been reviewed during this evaluation and modificationshave been proposed to the job description. The modified job description is attached tothis evaluation.G. SIGNATURES:Employee Date(Signature does not necessarily denote agreement with official review and means only that the employee wasgiven the opportunity to discuss the official review with the supervisor.)Evaluated by DateReviewed by DateJob Performance Evaluation FormPage 7 8. II. Band 5 staff nurse performance phrases1.Attitude Performance Review Examples band 5 staff nursePositive review Holly has one of those attitudes that is always positive. She frequently has a smile on herface and you can tell she enjoys her job. Greg is a cheerful guy who always makes you feel delighted when youre around him.We are fortunate to have Greg on our team. Thom has an even demeanor through good times and bad. His constant cheer helps otherskeep their enthusiasm both positive and negative in check.Negative review Jim frequently gives off an air of superiority to his coworkers. He is not approachableand is rough to work with. Bill has a dreadful outlook at times which has a tendency to bring down the entire team. For the most part, Lenny is a personable guy, but when he gets upset, his attitude turnsshocking. Lenny needs to balance his personality out and not react so much to negativeevents.2.Creativity and Innovation Performance Review Phrases for band 5 staff nursePositive review Sally has a creative touch in a sometimes monotonous role within our team the way sheadds inspiration to the day to day tasks she performs is admirable. When a major problem arises, we frequently turn to Jon for his creativity in solvingproblems. The way he can look at an issue from different sides is a great resource to ourteam.Job Performance Evaluation FormPage 8 9. Whenever we need a fresh look at a problem, we know we can turn to Julia for a novelperspective.Negative review Pauls team feels discouraged as he often shoots down creative ideas without anyexplanation. Paul should be more willing to listen to ideas before he rejects them outright. Jean does not tap into the creative side of her team and consistently overlooks theinnovate employees reporting to her. Kevin has a difficult time thinking outside of the box and creating new and untestedsolutions.3.Performance review phrases for decision making band 5 staff nursePositive performance review phrases for decision makingA person with good decision-making skills should be a person: Be able to make sound fact-based judgments; Be able to work out multiple alternative solutions and determined the most suitable one; Be objective in considering a fact or situation; Be firm to not let the individual emotion and feeling affect on the made decision;Negative performance review phrases for decision making Be hesitant in making decision and too much cautious in making the final decision which oftenresults in wrong decision; Apply complex and impractical approaches in solving problems; Fail to make a short-list of solutions recommended by direct units; Be paralyzed and confused when facing tight deadlines to make decisions;4.Interpersonal Skills Performance Review Phrases band 5 staff nursePositive reviewJob Performance Evaluation FormPage 9 10. Ben has a natural rapport with people and does very well at communicating with others. Sally has a knack for making people feel important when she speaks with them. Thistranslates into great opportunities for teamwork and connections to form. Jack makes people feel at home with him. His natural ability to work with people is agreat asset to our team.Negative review Tim does not understand how crucial good working relationships with fellow teammembers are. John has an excellent impression among the management team, yet his fellow teammembers cannot stand working with him. Paula seems to shrink when shes around others and does not cultivate good relationswith her co-workers.5.Problem Solving Skills Employee Evaluation Examples band 5 staff nursePositive review Gregs investigative skills has provided a key resource for a team focused on solvingglitches. His ability to quickly assess a problem and identify potential solutions is key tohis excellent performance. Frank examines a problem and quickly identifies potential solutions and then makes arecommendation as to what solution to pursue. Rachel understands the testing process and how to discover a solution to a particularproblem.Negative review Joan is poor at communicating problem status before it becomes a crisis. Bill can offer up potential solutions to a problem, but struggles to identify the bestsolution. Unraveling a problem to discuss the core issues is a skill Janet lacks. Peter resists further training in problem solving, believing he is proficient, yet lacking inmany areas. In his technical role, we turn to James often to solve problems. He seems slow andindecisive when presented with a major issue.Job Performance Evaluation FormPage 10 11. 6.Teamwork Skills Performance Appraisal Phrases band 5 staff nursePositive review Harry manages his relationships with his coworkers, managers, and employees in aprofessional manner. Tom contributes to the success of the team on a regular basis. Ben isnt concerned about who gets the credit, just that the task gets accomplished. Mary is a team player and understands how to help others in times of need. Peter is the consummate team player.Negative review Bill does not assist his teammates as required. Ryan holds on to too much and does not delegate to his team effectively. Bryan focuses on getting his own work accomplished, but does not take the time to helpthose members of his team who are struggling to keep up. Peter was very good at teamwork when he was just a member of the team, now that he isin a supervisory role, Peter has lost much of those teamwork skills. Lyle works with the team well when his own projects are coming due and he needs help,but once those are accomplished, he does not frequently help others on their projects.Job Performance Evaluation FormPage 11 12. III.Top 12 methods for band 5 staff nurse performance appraisal:1.Management by Objectives (MBO) MethodThis is one of the best methods for the judgment of an employee's performance, where themanagers and employees set a particular objective for employees and evaluate their performanceperiodically. After the goal is achieved, the employees are also rewarded according to the results.This performance appraisal method of management by objectives depends on accomplishing thegoal rather than how it is accomplished.----------MBO Features MBO emphasizes participatively set goals that are tangible, verifiable and measurable. MBO focuses attention on what must be accomplished (goals) rather than how it is to beaccomplished (methods). MBO, by concentrating on key result areas translates the abstract philosophy ofmanagement into concrete phraseology. The technique can be put to general use (non-specialist technique). Further it is a dynamic system which seeks to integrate the company'sneed to clarify and achieve its profit and growth targets with the manager's need to contributeand develop himself.Job Performance Evaluation FormPage 12 13. MBO is a systematic and rational technique that allows management to attain maximumresults from available resources by focusing on achievable goals. It allows the subordinateplenty of room to make creative decisions on his own.----------2.Critical Incident MethodIn this method, the manager writes down the positive and negative behavioral performance of theemployees. This is done throughout the performance period and the final report is submitted asthe assessment of the employees. This method helps employees in managing their performanceand improves the quality of their work.----------Disadvantages of critical IncidentThis method suffers however from the following limitations: Critical incidents technique of evaluation is applied to evaluate the performance of superiorsrather than of peers of subordinates. Negative incidents may be more noticeable than positive incidents. It results in very close supervision which may not be liked by the employee. The recording of incidents may be a chore for the manager concerned, who may be too busy orforget to do it. The supervisors have a tendency to unload a series of complaints about incidents during anannual performance review session.----------3.Behaviorally Anchored Rating Scales (BARS)The BARS method is used to describe a rating of the employee's performance which focuses onthe specific behavior as indicators of effective and ineffective performance. This method isusually a combination of two other methods namely, the rating scale and critical incidenttechnique of employee evaluation.----------Rating scales for BARsEach behavior can rate at one of 7 scales as follows (you can set scales depend on yourrequirements) Extremely poor (1 points) Poor (2 points) Below average (3 points) Average (4 points) Above average (5 points) Good (6 points) Extremely good (7 points)----------4.Behavioral Observation Scales (BOS)Job Performance Evaluation FormPage 13 14. It is defined as the frequency rating of critical incidents which the employee has performed overa specific duration in the organization. It was developed because methods like graphic ratingscales and behaviorally anchored rating scales (BARS) depend on vague judgments made by thesupervisors about employees.----------5.360 Degree Performance Appraisal MethodThe definition of this performance evaluation method is that, it is a system or process whereinthe employees receive some performance feedback examples, which are anonymous andconfidential from co-workers. This process is conducted by managers and subordinates who,through 360 degrees, measure certain factors about the employees. These are behavior andcompetence, skills such as listening, planning and goal-setting, teamwork, character, andleadership effectiveness.---------- Advantages of 360 degree appraisal Offer a more comprehensive view towards the performance of employees. Improve credibility of performance appraisal. Such colleagues feedback will help strengthen self-development. Increases responsibilities of employees to their customers. The mix of ideas can give a more accurate assessment. Opinions gathered from lots of staff are sure to be more persuasive. Not only manager should make assessments on its staff performance but other colleaguesshould do, too. People who undervalue themselves are often motivated by feedback from others. If more staff takes part in the process of performance appraisal, the organizational culture of thecompany will become more honest.----------6.Checklist and Weighted Checklist MethodThe checklist method comprises a list of set objectives and statements about the employee'sbehavior. For example, leadership skills, on-time delivery, innovation, etc. If the appraiserbelieves that the employee possesses the trait mentioned in the checklist, he puts a tick in front ofit. If he thinks the employee doesn't have a particular trait he will leave it blank and mentionsabout it in the improvement column. Weighted checklist is a variation of the checklist methodwhere a value is allotted to each question. The value of each question can differ based on itsimportance. The total score from the checklist is taken into consideration for evaluating theemployee's performance. It poses a strong threat of bias on the appraiser's end. Though thismethod is highly time-consuming and complex, it is widely used for performance evaluation.----------Job Performance Evaluation FormPage 14 15. Advantages and disadvantages of weighted checklist This method help the manager in evaluation of the performance of the employee. The rater may be biased in distinguishing the positive and negative questions. He may assignbiased weights to the questions. This method also is expensive and time consuming. It becomes difficult for the manager to assemble, analyze and weigh a number of statementsabout the employees characteristics, contributions and behaviors.----------7.Graphic Rating Scale MethodGraphic rating scale is one of the most frequently used performance evaluation methods. Asimple printed form enlists the traits of the employees required for completing the taskefficiently. They are then rated based on the degree to which an employee represents a particulartrait that affects the quantity and quality of work. A rating scale is adopted and implemented forjudging each trait of the employee. The merit of using this method is that it is easy to calculatethe rating. However, a major drawback of this method is that each characteristic is given equalweight and the evaluation may be subjective.----------Advantages and Disadvantage of the rating scalesAdvantages of the rating scales Graphic rating scales are less time consuming to develop. They also allow for quantitative comparison.Disadvantages of the rating scales Different supervisors will use the same graphic scales in slightly different ways. One way to get around the ambiguity inherent in graphic rating scales is to use behavior basedscales, in which specific work related behaviors are assessed. More validity comparing workers ratings from a single supervisor than comparing two workerswho were rated by different supervisors.----------8.Comparative Evaluation MethodTwo ways are used to make a comparative evaluation, namely, the simple ranking method andthe paired comparison method. In the simple or straight ranking method the employee is rated bythe evaluator on a scale of best to worst. However, the evaluator may be biased and may notjudge the overall performance effectively in the absence of fixed criteria. This kind of evaluationmay be more opinion-based than fact-based.Under the paired comparison method, the overall performance of one individual is directlycompared with that of the other on the basis of a common criterion. This comparison is allevasive and not job-specific. While some employees emerge as clear front runners, there areothers who seem to be lagging behind. This is not a popular evaluation system as employers doJob Performance Evaluation FormPage 15 16. not want to encourage discrimination. This is useful in companies which have a limited numberof promotions or funds.----------Steps to conduct paired comparison analysis List the options you will compare (elements as A, B, C, D, E for example). Create a table 6 rows and 7 column. Write down option to column and row; A to row second, cell first from left and A to row first,cell second from left; B to row third, cell first from left and B to row first, cell third from left etc;column seventh is total point. Identify importance from 0 (no difference) to 3 (major difference). Compare element A to B, C, D, E and place point at each cell. Finally, consolidate the results by adding up the total of all the values for each of the options.You may want to convert these values into a percentage of the total score.----------9.Forced Choice MethodIn this method, the appraiser is asked to choose from two pairing statements which may appearequally positive and negative. However, the statements dictate the performance of the employee.An excellent example of this can be "works harder" and "works smarter". The appraiser selects astatement without having knowledge of the favorable or the unfavorable one. This method worksin companies where the appraiser shows a tendency to under-evaluate or over-evaluate theemployees. Also, it is very costly to implement and does not serve the purpose of developing theemployees. It can also frustrate the appraiser as he does not know which is the right option.----------10.Forced Distribution MethodIn this method, the appraiser rates employees according to a specific distribution. For example,out of a set of 5 employees, 2 will get evaluated as high, 2 will get evaluated as average while 1will be in the low category. This method has several benefits as it tries to eliminate the leniencyand central tendency of the appraiser. However, its biggest drawback is the fact that itencourages discrimination among the employees. Another major problem with this method isthat it dictates that there will be forced distribution of grades even when all the employees aredoing a good job.----------Advantages and disadvantages of forced RankingAdvantages: They force reluctant managers to make difficult decisions and identify the most and leasttalented members of the work group. They create and sustain a high performance culture in which the workforce continuouslyimproves.DisadvantagesJob Performance Evaluation FormPage 16 17. They increase unhealthy cut-throat competitiveness; They discourage collaboration and teamwork; They harm morale; They are legally suspect giving rise to age discrimination cases.----------11.Essay Evaluation MethodIn the essay method of evaluation the appraiser writes an elaborate statement about the employeewho is being evaluated. He mentions the employee's strengths and weaknesses. He also suggestsways to improve his performance and appreciates the good qualities. This essay can be preparedby the appraiser alone or together with the employee. As the criteria for evaluation is not defined,it helps the appraiser to focus on the areas that actually need improvement. This open-endedmethod accords flexibility and eliminates rigidity which is observed in criteria-drivenevaluations. However, it is a highly time-consuming and subjective method, and may notnecessarily work for the benefit of the organization.----------Essay evaluation is a non-quantitative techniqueThis method is advantageous in at least one sense, i.e., the essay provides a good deal ofinformation about the employee and also reveals more about the evaluator. The essay evaluationmethod however, suffers from the following limitations: It is highly subjective; the supervisor may write a biased essay. The employees who aresycophants will be evaluated more favorably then other employees. Some evaluators may be poor in writing essays on employee performance. Others may besuperficial in explanation and use flowery language which may not reflect the actualperformance of the employee. It is very difficult to find effective writers nowadays. The appraiser is required to find time to prepare the essay. A busy appraiser may writethe essay hurriedly without properly assessing the actual performance of the worker. On theother hand, appraiser takes a long time, this becomes uneconomical from the view point of thefirm, because the time of the evaluator (supervisor) is costly.12.Performance Test and Observation MethodThis method deals with testing the knowledge or skills of the employees. It can be implementedin the form of a written test or can be based on the actual presentation of skills. The test must beconceived by the human resources department and conducted by a reliable evaluator who has in-depth knowledge about the field of the test. There can be bias if the performance is evaluated onthe presentation of skills. However, a written test can be a reliable yardstick to measure theknowledge. Tests will also enable the management to check the potential of employees.However, if the human resources department decides to outsource the compilation of the test, itmay incur additional cost for the organization.Job Performance Evaluation FormPage 17 18. Fields/positions related to performance appraisal:The above performance appraisal can be used for fields as:construction, manufacturing, healthcare, non profit, advertising, agile, architecture, automotive,agency, budget, building, business development, consulting, communication, clinical research,design, software development, product development, interior design, web development,engineering, education, events, electrical, exhibition, energy, ngo, finance, fashion, green card,oil gas, hospital, it, marketing, media, mining, nhs, non technical, oil and gas, offshore,pharmaceutical, real estate, retail, research, human resources, telecommunications, technology,technical, senior, digital, software, web, clinical, hr, infrastructure, business, erp, creative, ict,hvac, sales, quality management, uk, implementation, network, operations, architectural,environmental, crm, website, interactive, security, supply chain, logistics, training, projectmanagement, administrative managementThe above performance appraisal also can be used for job title levels:entry level, junior, senior, assistant, associate, administrator, clerk, coordinator, consultant,controller, director, engineer, executive, leader, manager, officer, specialist, supervisor, VPJob Performance Evaluation FormPage 18 Practice nurse Louise Brady discusses how appraisal can be a valuable process for all Practice nurses and their teams throughout the UK are working flat out to both recruit and retain. One area that is given little attention, both at practice and population level and indeed in the wider nursing literature, is the impact and benefits of an effective appraisal scheme in primary care. With the introduction of revalidation as a requirement by the Nursing and Midwifery Council in 2015, the annual appraisal needs a revival in clinical practice.Appraisal is an annual requirement for all NHS staff, but there is currently no standardised appraisal guidance or process for nurses employed by independent contractors. The Care Quality Commission illustrates:1 GP practices are responsible as employers for ensuring staff are supported to deliver effective care and treatment, including through effective appraisal. Staff should have an appraisal in the last 12 months and be able to describe the impact of this.From review of the literature, there is an understanding that there is wide variation in the range of skills and knowledge among individuals carrying out practice nurse appraisals and indeed the format the appraiser takes. The Queens Nursing Institute highlighted this as an area for both concern and development in 2016.2 It was encouraging to note that the large UK survey of over 3,000 nurses revealed that 80% of practice nurses did indeed have access to an annual appraisal. However, there was a lack of engagement with any annual appraisal process for 20% of respondents. Moreover, the appraisal process did not always reflect high quality experience at practice level, which was highlighted in comments from respondents: Although these are performed by the lead nurse, appraisal feels like a paper exercise that needs to be completed for QOF. There is no guidance as to performance, service gaps or requirements. Contractually, Im supposed to have an appraisal annually, but in my experience I find I have one when its a QOF indicator the practice will be remunerated for. I am just preparing for the first one. What should a good appraisal in general practice encompass? In Greater Manchester, we have been working with our local nurses to understand how appraisal should develop and clarify what constitutes a good appraisal as well as how this can develop locally. For our localities, the main purpose of any appraisal is to allow the appraisee the opportunity to reflect on their work and learning in order to support and improve care. Related Article: Supporting the development of advanced nursing skills in community nursing From a personal perspective, this can be achieved through discussing individual development and feedback on job performance in a way that is constructive and motivational. It should result in an effective personal development plan. So, lesson one is not to spend 95% of the time available purely reviewing past performance, and lesson two is to involve nurses fully in the discussion so that they can get the maximum benefit. From local learning and experience, ideally an appraisal should be: A piece of two-way rather than one-way communication.A continuous process rather than a one-off event.An enabler for continuous professional development as well as for assessing performance.It is important to clarify that appraisals are not disciplinary processes or a disciplinary discussion. There are other, separate processes for addressing serious issues of conduct or capability, which should be followed and used appropriately. In addition, appraisal is not a discussion you save things up for. We have found anecdotally that some nurses wait all year to approach employers with concerns or ask for support. An open-door culture in general practices creates the environment that is vital to safe and effective care. Whether feedback contains praise or constructive criticism, it only has value if it is given in a timely manner. Essentially there should be no surprises in any appraisal discussion. Who should appraise practice nurses? The appraiser will vary depending on the individual practice. In a larger nursing team, it is likely there will be a lead nurse or nurse manager who can fulfil this role, but in many GP practices this will not be possible and nurses appraisals will be carried out by a GP, a practice manager or both. A GP colleague once posited that a great practice manager helps clinicians to excel. From personal experience, this is indeed the case. But it is rare for practice managers to shadow practice nurses or nurse clinicians in order to understand the depth, complexity and workload challenges faced in day-to-day practice. Clinically, educationally and from an employment perspective, nurses value and appreciate input from their GP colleagues, alongside their practice managers who are well versed in aspects of clinical appraisal and development. Local intelligence has suggested that it is important to focus on nurses strengths as these can motivate the further development and application of skills. The perspective of a GP appraiser can be very useful in enhancing the quality of the appraisees work. This is particularly true within training practices where GP appraisers are trained to give a good balance of support and challenge. A GP employer may be able to offer helpful insights into areas of clinical practice where the appraisee has blind spots and development needs, as well as being able to acknowledge their achievements. Whoever undertakes the appraisal process should have skilful questioning and active listening skills. From my own experience in clinical practice, this is integral to a successful and meaningful experience. So, listening on both parts requires effort combined with a real and honest desire to understand. In recent years, peer to peer (nurse to nurse) appraisals are becoming a recognised form of reflecting on present practice and the professional development needs that are required for safe and effective service delivery. Evidence points to the positive outcomes of appraisal being given by those who have had support, training or preparation for the role, resulting in enhanced learning and constructive reflection. Using prepared appraisers for the process in practice nursing identifies learning development and gives a structured learning plan as a basis for discussion with the employer.3 Links with pay and achievement The primary aim of an appraisal is to identify personal and professional development and educational needs, with the ultimate aim of improving clinical performance and patient care. Many nurses locally have asked for their annual meeting to include a pay performance review as part of their CPD. Historically, this has been a bone of contention for employers who often wish to separate appraisal from discussions about pay, terms and conditions. Charles Handy wrote in the 1990s4 that it was not psychologically compatible to try to combine managerial demands, performance review (especially if linked to pay or reward assessments), feedback on performance, and helping to plan personal and job objectives in one appraisal. However, from a personal and clinical safety perspective, and given the gravity of registered nurse shortages across general practice, it is time to have these important conversations, and annual appraisal is as good an opportunity as any in a pressurised general practice setting. Practice nurses should ideally be given an appraisalform to complete three months before the discussion due date, and can map their experiences, responsibilities and achievements in this framework. Each locality in collaboration with employers should ensure an appraisal standard. This will support integral CPD discussions and will, as standard, include pay increments aligned to current and future roles and responsibilities. Each nurse should ask what their appraisal form consists of and should keep a date for their annual appraisals and encourage employers to set aside time for the discussion. Related Article: Understanding the experiences of community nurses implementing integrated care What if you are not receiving an appraisal You should request that the requirement to hold an annual appraisal is written into your employment contract. This way, both employee and employer can benefit from the process. As a quality standard, pay, terms and conditions, and CPD development should be integral to the annual appraisal. If you are not receiving an annual appraisal this should be addressed at practice level in the first instance. Then seek support from localities and primary care networks to ensurea quality practice standard across areas. Benefits of appraisals for GP employers Appraisals are an opportunity for GPs to gain insight into the contributions and examples brought by a range of nursing roles across primary care. These may include primary care nurses working both in practice and in communities in very different contexts, and may challenge the appraisers skills, both as a clinician and an employer. Hearing about how nursing colleagues manage a broad range of clinical, educational and interpersonal issues may further support team and practice development. These benefits can be further developed in multidisciplinary learning sets or peer groups. Appraisal offers the opportunity for primary care networks to support the development of whole primary care teams. When we learn together, we value each others role significantly. Appraisal then becomes effective and meaningful rather than a burden. Taking a positive, formative approach to appraisals can help to promote the creation of a learning organisation where people feel motivated to develop and to support each other. Louise Brady is a practice nurse and primary care and community nurse lead in Greater Manchester References Related Article: Nurses left out of critical decisions despite