



EP11 – Accountability, Competence, and Autonomy

EP11: Choose three of the following:

EP11b: Provide one example, with supporting evidence, of the use of periodic formal performance review for an AVP/nurse director that includes a self-appraisal and peer feedback process, demonstrating a plan for professional development.

Example EP11b: Periodic Formal Performance Review for Program Director, Nursing Affairs, King Faisal Specialist Hospital and Research Centre-Jeddah

The Employee Performance Management Process at KFSHRC-J

KFSHRC General Organization has an established process for employee performance review as outlined in chapter IV-2 of the Employee Relations Manual (ERM). This is a mandatory annual process in which qualifying staff at all levels of the organization are expected to participate. The process, known as Employee Performance Management (EPM), covers the period from January 01 to December 31. It comprises a *planning phase* in which goals are set; a *mid-year phase* in which progress against the goals agreed upon and set in the planning phase is assessed; and an *end of year* or *final phase* when the employee's performance over the entire year is reviewed.

The components of the EPM process consist of an ***employee self-appraisal*** and the feedback from the ***peer-review process***. Professional and personal goals are set, and a ***development plan*** designed and implemented based on the employee self-appraisal and peer review feedback.

Planning Phase – Peer Review and Goal Setting (January 01 to March 31)

The planning phase consists of peer review and goal setting. Goal setting in the KFSHRC General Organization EPM system consists of prescribed goals to align individual performance with organization requirements and personal and professional goals. Nursing Affairs sets annual goals at the organization level and cascades goals to all levels to ensure alignment of performance with Nursing Affairs' strategy and goals. Employees and line managers meet during the planning phase to agree on the employee goals, and these are documented in the EPM system.

Peer Review

A peer is someone of the same grade who works closely with the employee being reviewed. Peers use criteria and a rating system to identify strengths and recommend areas for improvement for the appraisee's professional development plan. Peer feedback is not shared with the line manager unless the individual chooses to do so. The individual sets personal and professional development goals and documents these in the EPM system using peer feedback.

Program Directors use the Collaborative Peer Review Feedback Form for Nurse Executives and Leaders. This peer review form uses the American Association of Nurse Executives Core Competency Framework (2015). Components covered in the peer review include Communication and Relationship Management; Knowledge of Healthcare Environment; Leadership; Professionalism; and Business Skills.

Mid-Year Phase – Acknowledgement (May 01 to August 31)

The EPM cycle consists of a mid-year phase, where an acknowledgment is done between the appraisee and the main appraiser to review the progress of the set goals, and this is documented in the EPM system.

Final Phase – Assessment of Goal Achievement and Performance Appraisal (December 01 to January 31)

Employees are notified of this final phase by a system-generated email. The employee completes a self-assessment of performance against the goals for that year and against an identified set of technical and behavioral competencies. Goals are scored on a 1-5 scale, with one being the lowest and five being the highest score for an assessment item. The self-assessment is completed in the EPM system.

The appraisee forwards the document to the line manager in the EPM system. The line manager conducts their own review. An interview is held to discuss the self-appraisal and the line manager assessment, compare both assessments and arrive at the final performance rating.

Case Example: Program Director (PD), BSN RN

Planning Phase – Peer Review and Goal Setting (January 01 to March 31)

In January, the PD was notified of the planning phase by a system-generated email and initiated the peer review process with Janis Bruyns, BSN RN, MA, Program Director of Ambulatory Care Services. The PD met with Janis on March 29, 2021, to conduct the peer-review using the Collaborative Peer Review Feedback Form for Nurse Executives and Leaders. Janis identified an area for further professional development with the

following recommendation: “*Complete the Good Clinical Practice (GCP) Certification to further your knowledge in Research.*” **Evidence EP11b.1 Peer Review Feedback**

GCP certification is a six-hour online process consisting of 12 modules to be completed through the website <https://gcp.nidatraining.org/>. GCP Certification is supported by the Research Centre Department and was approved by Gillian Sedgewick, BSN RN, MSc, Program Director, Nursing Practice and Research department, to ensure that any research conducted in the organization follows the recognized standards.

The PD agreed with the recommendation as the knowledge would enable the PD to support nurses undertaking research in the Nursing Specialty Services. The PD set a professional development goal which Kathy Sienko approved O.B.E., BSN (Hon) RN, MSc, FInstLM, Executive Director, Nursing Affairs. The GCP certification goal was registered formally as part of the EPM cycle of 2021 and included in the planning phase. The PD registered online to complete the GCP certification by November 2021.

As part of the planning phase, the PD met with the PD’s line manager, Wadea Beheri, PhD RN, Deputy Executive Director, Nursing Affairs, to finalize his 2021 goals and document these in the EPM system. **Evidence EP11b.2 Performance Review – Professional Development Goal**

Mid-Year Phase – Acknowledgement (May 01 to August 31)

The PD met with the PD’s line manager, Dr. Beheri, on June 22, 2021, to review the progress of the goals set in the planning phase. At this meeting, it was agreed that the PD was on track for goal achievement.

Final Phase – Assessment of Goal Achievement and Performance Appraisal (December 01 to January 31)

The PD was notified to initiate the final phase of the EPM by a system-generated email. The PD completed the self-assessment of performance against the goals and assessed the level of technical and behavioral competencies using the standardized scoring of 1-5, with one being the lowest and five being the highest score for an assessment item. **Evidence EP11b.3 Performance Review – Self Assessment**

The PD forwarded the self-assessment document to the line manager, Dr. Beheri, who then conducted his own review. Dr. Beheri organized a review discussion with the PD on March 9, 2022, to compare their assessments and arrive at the final performance rating. **Evidence EP11b.4 Performance Review Form – Manager Assessment**

As part of the review, the PD confirmed the completion of the 12 training modules and achieved GCP certification on August 1, 2021. The PD now feels better equipped to support nurses in the PD’s service area undertaking research. The PD’s professional

development goal, based on peer feedback, was achieved. **Evidence EP11b.5 Good Clinical Practice Certificate**

Reference:

American Organization of Nurse Executives. Communication knowledge leadership professionalism business skills [Internet]. The AONE Nurse Executive Competencies. Chicago, IL: AONE: 2015 [cited 2022 March 30].

National Drug Abuse Treatment Clinical Trials Network. 2021. Good Clinical Practice. <https://gcp.nidatraining.org/>