

# Performance Planning, Development & Review

A discussion about where you have been and where you are going

Employee Name:

Manager Name:

Review Period:

## PERFORMANCE REVIEW

This document applies to the following professions: alcohol & other drug clinicians, audiologists, counsellors, dietitians, occupational therapists, physiotherapists, podiatrists, psychotherapists, speech-language therapists & social workers.

# Performance Planning, Development & Review

A discussion about where you have been and where you are going

This Performance Planning, Development & Review tool aims to facilitate a conversation between you and your manager about how your year has gone – what have been your successes? What, if anything, do you need support with? What are your career goals and how are you achieving these?

There are three parts to this discussion:

## PART A: General Questions

Consider four general questions that apply to the work you do and environment you work within – have a think about how they apply to you and provide this feedback to your manager for consideration, prior to you coming together to discuss.

## PART B: Review of Pillars of Practice

Consider the expectations of you as a practitioner related to the Pillars of Practice; clinical practice, teaching & learning, leadership & management, service improvement & research and capture how you believe you are meeting these expectations, this might be by referring to audits of your work that are undertaken throughout the year, or by documenting specific examples.

To assist you in completing this section, you will need to refer to your current *Role Description* which indicates the outcomes you are expected to be doing/delivering in your role.

The intention of this section is to capture and facilitate a discussion regarding your core competency in each of the pillars of practice. This is based on the requirements of the role and years of experience in your role. What have you done over the last year to demonstrate competence in each of the pillars? The *Professional practice expectations guideline for Allied Health staff* is also a useful document you may wish to refer to.

### Information on completing the Employee self assessment

The employee should complete the self assessment and submit this to the manager one week prior to the performance review meeting. The self assessment can be modified by the employee if they wish following a discussion with the manager.

Provide examples and evidence from your practice that demonstrate how you have performed within each Pillar of Practice. This is an opportunity to review/discuss your strengths within each pillar, as well as areas you feel require more development. You will find deliverables/outcomes specific to your role outlined in your role description. You do not need to provide examples of every specific deliverable/outcome within your role description, though discussion and evidence provided to your manager should provide a rounded picture of your performance against the pillars.

DHB or Registration Board/Association templates can be used as part of your evidence (i.e. clinical competency documents, observed practice reviews, professional development/CASP objectives/evidence).

All evidence and examples must be less than 12 months old, unless otherwise agreed to by the manager.

### **Information on completing the Reviewer assessment**

The manager or delegated person (who is familiar with the practice and the expectations of the employee's role) should complete the reviewer assessment. A copy of the employee's current role description should be utilised to review deliverables/outcomes of the role.

Feedback on performance must be included with comments on particular strengths and suggestions for further development as appropriate.

The manager or reviewer should facilitate discussion regarding specific elements of the pillars of practice if they require more information on performance in particular areas

When the reviewer is not the manager, it should be agreed between the manager and employee if the reviewer will be present during the review discussion. If not present for the discussion, the reviewer comments must be completed prior to the discussion and submitted to the manager.

The Professional Leader (or their delegate) should be consulted to ensure the review is completed with appropriate professional input.

### **PART C: Clinical Assurance requirements**

The employee and manager will review if the core requirements that are aligned to the employee's profession, clinical area and role are up to date.

A review of current & or completed Professional Development Plan/Objectives should also be completed. Following this the employee and manager should have a discussion about development opportunities that align with the area of practice, service requirements and the development of skills for the employee for the year ahead.

**Question 1: “Reflecting on the last year, describe what ‘doing the job well’ means to you. Is there anything that didn’t go to plan over the last year? Is there something you found difficult that you would approach differently in retrospect?”**

<p><b>Things you might want to consider when answering this question:</b></p>	<p><i>What would you like to discuss or share with your manager?</i></p>
<ul style="list-style-type: none"> <li>• What went really well for you this year? It might have been a piece of work, or something you did that added value to the team, a process or a patient outcome?</li> </ul>	
<ul style="list-style-type: none"> <li>• Have you reached or worked toward any goals that you have set?</li> </ul>	
<ul style="list-style-type: none"> <li>• Was there something that you were a part of that you felt went ‘ok’ that if done differently could have been ‘excellent’?</li> </ul>	
<ul style="list-style-type: none"> <li>• Was there something that you were involved with that was not successful? Why not? What could have been changed to make it successful?</li> </ul>	
<p><b>Notes</b></p>	
<p><i>Insert here</i></p>	

**Question 2: “What has it been like to work in your job over the last year? Is there anything you would change, or would like support to change, about your role or your work environment?”**

<b>Things you might want to consider when answering this question:</b>	<i>What would you like to discuss or share with your manager?</i>
<ul style="list-style-type: none"> <li>• What parts of your role do you find enjoyable and challenging?</li> </ul>	
<ul style="list-style-type: none"> <li>• What parts of your role do you find frustrating, or unfulfilling? How could these be addressed?</li> </ul>	
<ul style="list-style-type: none"> <li>• What actions or activities have you undertaken over the past year to develop or grow your role?</li> </ul>	
<ul style="list-style-type: none"> <li>• Are there aspects of your role you would like to develop and or improve in?</li> </ul>	
<ul style="list-style-type: none"> <li>• Is there anything you would like support with? Would you like to grow your role, develop in a specific area or address issues within your working environment?</li> </ul>	
<b>Notes</b>	
<p><i>Insert here</i></p>	

**Question 3: How do you want to develop yourself and / or your career opportunities?  
Where do you see yourself in 5 years?**

<b>Things you might want to consider when answering this question:</b>	<i>What would you like to discuss or share with your manager?</i>
<ul style="list-style-type: none"> <li>• What is your ultimate job? It might be the one you are in! How can you reach this from your current job?</li> </ul>	
<ul style="list-style-type: none"> <li>• What existing things do you want to continue to develop in?</li> </ul>	
<ul style="list-style-type: none"> <li>• Are there new things you would like to be doing in your role that you are not currently doing?</li> </ul>	
<ul style="list-style-type: none"> <li>• What skills will you need to develop over the next few years to enable you to develop in your career?</li> </ul>	
<ul style="list-style-type: none"> <li>• What role will you hold in 3-5 years?</li> </ul>	
<ul style="list-style-type: none"> <li>• If you see yourself continuing in your current role what will help you to be fulfilled and motivated in this role?</li> </ul>	
<ul style="list-style-type: none"> <li>• How can you progress your skills &amp; knowledge?</li> </ul>	
<b>Notes</b>	
<i>Insert here</i>	

**Question 4: “Each DHB has a series of values. If we all apply those values to our work, we can have confidence that our patients/clients receive the best care from skilled and professional staff and that our work environment is healthy. How do you demonstrate the values of your DHB within your work?”**

*WaiDHB Values - Respect – whakamana tangata; integrity – mana tu; self-determination – rangatiratanga; co-operation – whakawhanaungatanga; and excellence – taumatatanga.*

*HVDHB Values - Can do; leading, innovating and acting courageously; Working together with passion, energy, and commitment; Trust through openness, honesty, respect and integrity; Striving for excellence*

*CCDHB Values -*

*Manaakitanga. Respect, caring, kindness. Manaakitanga is at the heart of Māori tikanga. We care for a person's mana by expressing hospitality, generosity and mutual respect.*

*Kotahitanga. Connection, unity, equity. Kotahitanga focuses on unity and collective action. We work in a fair and just way with each other and with the communities we serve.*

*Rangatiratanga. Autonomy, integrity, excellence. Rangatiratanga challenges us all to use our personal power with absolute integrity to serve our communities and provide the best health services we can. We trust people to share power, influence and decision-making.*

<b>Things you might want to consider when answering this question:</b>	<i>What would you like to discuss or share with your manager?</i>
<ul style="list-style-type: none"> <li>• What are the values of your organisation, or service or team</li> </ul>	
<ul style="list-style-type: none"> <li>• Think about what you do on a day to day basis and the kinds of behaviours you demonstrate that others would recognise as aligning to those values.</li> </ul>	
<b>Notes</b>	
<i>Insert here</i>	

## PART B: Review of Pillars of Practice

### **Clinical Practice** (as relevant to level of role)

Include self assessment of;

- effective management of client/patient caseload
- culturally safe and bicultural practice
- effective communication (written & verbal)
- demonstration of working well with teams/others

**Employee Self Assessment:**

**Reviewer Comments:**

### **Teaching and Learning** (as relevant to level of role)

- Include self assessment of;
- learning activity & integration of this into practice
- contribution to training/teaching
- provision of mentoring /supervision

**Employee Self Assessment:**

**Reviewer Comments:**



## Leadership and Management (as relevant to level of role)

Include self assessment of;

- active contribution within team/service activities
- examples of leadership activity (clinical, operational or professional)

Employee Self Assessment:

Reviewer Comments:

## Service Improvement and Research (as relevant to level of role)

Include self assessment of;

- participation and/or leadership in quality improvement activity
- participation in professional/clinical networks and/or working groups
- compliance with occupational health & safety requirements

Employee Self Assessment:

Reviewer Comments:

## PART C: Clinical Assurance requirements

### Review of current & or completed Professional Development Plan/Objectives

For employees completing CASP or Merit objectives, timeframes for completion may not align with the performance review timeframe. A decision can be made if it is an appropriate time for review of progress towards CASP or Merit objectives or if a separate review date should be scheduled.

If information relating to current objectives has been reviewed above, reference this below to avoid duplication.

Objectives	Current status / Achievement made towards completion of objectives

## Focus for the year ahead – Professional Development Plan/Objectives

What will your focus be for the next year? Are there any specific actions, objectives and or goals that you have committed to do over the next 12 months? Think about how this aligns with the Expectations of Professional Practice guideline.

The intention of this section is for the employee and manager to have a discussion about development opportunities that align with the clinical area of practice, service requirements and the development of skills for the employee’s current role in line with career goals.

Discussion should include clarity on what we would expect to see if the employee is meeting the objective/goal?

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To be written formally into a Professional Development Plan (PDP) **within 6 weeks** of this review or may be actions supplementary to current PDPs (if PDPs do not align to performance review timeframe). Template available – [click here](#)

## Core Requirements - For your role

Review if employee up to date with specific requirements aligned to their profession, clinical area and role. Includes any Certification / Credentialing or Competency activities required for role (i.e. CPR, manual handling, cultural awareness in practice training, on-call training, prescribing credentialing, ministry of health equipment & modification credentialing).

Core Training requirement	Evidence of current certification (Can include print out of training records as evidence/or manager may be able to verify via electronic records)	Expiry date	Any follow up action required

\* note additional boxes should be added as required

Line Managers & employees can liaise with the Learning & Development /Professional Development Teams and/or Professional Leaders if clarification on core training requirements is required.

Provide evidence of	Signature of reviewer to verify evidence sighted	Any additional comments
Regular attendance and engagement in Supervision (provide copy of <i>feedback on Supervisee</i> form & <i>Supervision attendance record</i> – available in appendix of Supervision Policy)		
Completion of annual Practice & Documentation Audit (for clinical roles) *		
Completion of annual Clinical Peer Assessment (for clinical roles) *		
Continuing Professional Development Log		
Feedback from other Health Professionals/colleagues and/ or consumers (as required/relevant to team/service)		

\* This is not currently an expectation across all areas. Where this is part of current expected practice this should be completed. Work on developing consistent expectations for all, will be completed in 2017.

## Performance Review Summary - Overall Comments

The following section provides an opportunity for the employee and the manager to capture their opinion regarding the employee's performance. Both the Manager and the employee must sign below, following the Annual Review.

**Designated person's comments:** (Where appropriate, manager can gain feedback from a designated person who has knowledge of employee's competency in performing role over the last year. The designated person may be the reviewer (if reviewer comments not completed by manager), and/or the Professional Leader (or their delegate).

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**Name:**

**Signature:**

**Date:**

**Manager comments:** (i.e. overall summary of performance against above expectations of practice / achievements / professional behaviour / areas for focus in upcoming year)

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**Name:**

**Signature:**

**Date:**

**Employee comments:** (i.e. overall reflection on performance against above expectations of practice / highlights of past year / any identified issues in performing role / focus for the next year)

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**Name:**

**Signature:**

**Date:**