



EP11 – Accountability, Competence and Autonomy

EP11: Choose three of the following:

EP11e: Provide one example, with supporting evidence, of the use of periodic formal performance review for a clinical nurse that includes a self-appraisal and peer feedback process, demonstrating a plan for professional development.

Example EP11e: Periodic Formal Performance Review for Clinical Nurse (Staff Nurse 1), 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.

Peer review for clinical nurses utilizes the Collaborative Peer Review Feedback Form for Clinical Nurses. Components covered in the peer review include Clinical Practice, Professional Development, and Leadership.

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: Staff Nurse 1 (SN1), (Clinical Nurse), BSN RN, Medical Surgical Intensive Care Unit (MSICU)

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

The SN1 was notified of the planning phase in the EPM system in January 2020 and initiated the peer review process with Mahmoud SN1, BSN RN, SN1. In this case, the SN1 met with Mahmoud on January 1, 2020, and conducted the peer review utilizing the Collaborative Peer Review Feedback Form for Clinical Nurses. As seen in the peer review feedback and performance appraisal, a trend of exemplary rating was evident. The peer-review completed by Mahmoud identified an area for further professional development

with the following comment: *“Enhance your coaching and mentoring skills by coaching a new SN1 into the role of a Charge Nurse in MSICU”*. **Evidence EP11e.1 Peer Review Feedback**

Based on feedback received in the peer review, the SN1 decided to improve his leadership skills and take on more nursing responsibilities. Specific to his individual professional development growth, he set a personal goal in collaboration with the Shahinaz Ashrour, BSN RN, Head Nurse, MSICU, to be completed by November 2020. The goal was to mentor and coach one SN1 into a Charge Nurse Role by November 2020.

The mentorship and coaching professional development goal was registered formally as part of the EPM cycle of 2020 and included in the planning phase.

As part of the planning phase, the SN1 met with his line manager, Shahinaz on February 12, 2020, to finalize his 2020 goals and document these in the EPM system. **Evidence EP11e.2 Performance Review – Professional Development Goal**

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

The SN1 met with his line manager, Shahinaz on June 15, 2020, to review the progress of the goals set in the planning phase. At this meeting, it was acknowledged that SN1 was having difficulties meeting the objectives during the COVID-19 pandemic; however, he was determined to meet his set goals.

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

The SN1 was notified to initiate the final phase of the EPM by a system-generated email. He completed his self-assessment of performance against the goals and assessed his level 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. **Evidence EP11e.3 Performance Review – Self Assessment**

The SN1 forwarded the self-assessment document to his line manager, Shahinaz, who conducted her own review and organized a review discussion with the SN1 on December 23, 2020, to compare their assessments and arrive at the final performance rating. **Evidence EP11e.4 Performance Review form – Manager Assessment**

As part of the review, the SN1 confirmed that he completed coaching and mentoring for the nursing role of Charge Nurse within MSICU for Roselle Pasma, BSN RN, SN1. His professional development goal, based on peer feedback, was achieved.