

Performance Management Guidelines

for

Center Staff

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Job Definition

Overview

In achieving Quality, breakthrough improvement cannot take place until the management of daily work is in control. The a key component of the Quality journey is individual performance. Perhaps the greatest disconnect that leads to diminished performance is the lack of a clear understanding of what is expected on the job - the daily work. People need to know what they are responsible for - their work to be done and the associated standards for that work. Job Definition is the building block for establishing strong performance in an organization. It provides a format for establishing firm and well understood expectations. It also frees up management and supervision time by determining decision making levels for the individual performer.

Job Definition is a negotiated process that provides both the individual and the boss with an agreed upon description of what is expected. It forms a solid basis for performance analysis and the identification of skills and competencies demonstrated. In addition, when a new employee is assigned to this position, or the boss changes, there is a clear record on hand of both what the job requirement is and the negotiated expectations of the individual associated with this job.

Specifically, traditional job descriptions or job titles do not provide sufficient detail about the job. They are used for job classification and salary requirements. Job Definition establishes job expectations and clarity in the following areas:

<u>Responsibilities</u>	
	<u>Key Tasks</u>
	<u>Standards</u>
	<u>Goals / Objectives</u>
	<u>Authority / Decision Making</u>

Job Definition is a flexible format. Tasks can be added or deleted when work requirements change. As a performer becomes more proficient, Objectives and Authority can be raised.

Job Definition Worksheet Details For a Nurse III Position

Position:

This is the Job Position, Position Description or Job Title. This is usually used for job classification and salary classification, but doesn't completely define what is required of this job.

Example: Public Health Nurse III at Kitikmeot Health and Social Services Board.

Name: Write in employee's name here.

Responsibilities:

Most non-management jobs have 2 - 3 responsibilities. (One per worksheet/s)

Example: Performs nursing and sanctioned/transferred medical and related practice functions to ensure patient well being

Criteria: A major deliverable or accountability of the job that is large enough that if someone at a party were to ask you what you do, you would describe your 2 or 3 major responsibilities.

Key Tasks:

Key Tasks are key outputs of the work you do to fulfill a responsibility. In total, they constitute all of the work associated with that responsibility. As the job progresses and work requirement changes, deliverables or tasks can be deleted and added as appropriate. Typically, this does not impact on the Job Description or Job Classification.

Example: Performs lab work

Criteria: Is a key piece of work performed

Must be described so that there is *Observable Output* with a product or service being delivered

Must be written with an *Action Verb in the Present Tense*

Must have a *Customer Other Than the Performer Him/Herself*

Does Not Describe How to do the Job

Standards

Standards are the description of how well the job must be done. They describe what the job would look like when it has been satisfactorily completed. They must be measurable and quantifiable in exact terms. Standards must be written in terms of: *Quality* or *Quantity* or *Speed of Performance* or *Cost*.

Example: Perform lab work as per lab manuals, protocols and MD's protocols

Provide adequate protection by following Universal Precaution Protocols

Follow up on all abnormal results

Familiar with all lab equipment

Determining: Most jobs have standards that are clearly articulated in Policy Manuals or Standard Operating Procedures. These must be followed. Variation or deviation from these must be through an accepted challenge or petition for variation process with the boss or appropriate authority. Other, non-legislated standards must be articulated as well.

If a deliverable/task does not have standards, describe the output of not a super star or a new employee, but that of a strong, average performer or professional doing a good job.

Not all standards need to be specified as a 100% requirement. In this example a system accuracy requirement is 100%. If that is required, extra time must be given to ensure accuracy.

Language must be specific. Some phrases that are *Not Acceptable* include: "As soon as possible" or "Sufficient" or "Adequately"

Standards do not detail how to do the job, but how well to do the job.

Don't rewrite procedures, just refer to them as a standard to follow.

Criteria: Must be quantifiable or measurable in terms of one or more of: *Quality, Quantity, Speed of Performance, Cost*

Must describe the key outcomes or deliverables

Must be at the level of a good strong, average performer or professional

Goals / Objectives

Goals / Objectives are the personalized portion of the worksheet that reflects the expected output of a performer relative to standards. They depend upon the situation of the performer. A new performer is not always expected to perform at the same level as someone who has had the job for several years. A performer who has had the same job for several years is often expected to perform above the level of the standard. However, if that person is carrying a large job load, goals / objectives can be relaxed. In many instances, they are the same as the standard. Determining Goals / Objectives is a negotiated process between the boss and the employee

Example: Being new on the job, is not required to be familiar with all equipment.

Criteria: Written in *terms similar to standards* - Quality, Quantity, Speed of Performance, Cost

Negotiated and agreed to between the boss and the employee

Can be *same as standard, lower than standard* or *higher than standard*.

Take *experience, job load, maturity and competency levels* into account

Can be established to *balance the overall expectations of the team*

Are flexible and subject to change as a performer progresses

Authority / Decision Making

Authority / Decision Making is the level of responsibility and decision making a performer assumes for their work. Like goals / objectives, it negotiated. As a performer progresses on the job and gains experience, or becomes more mature and responsible for the job, his/her Authority / Decision Making over the work increases.

Example: Being new on the job, must get second opinion on assessment of lab results and may not use some equipment until certified

Criteria: *Negotiated* and agreed to between supervisor and the employee

Take *experience, job load, maturity and competency levels* into account

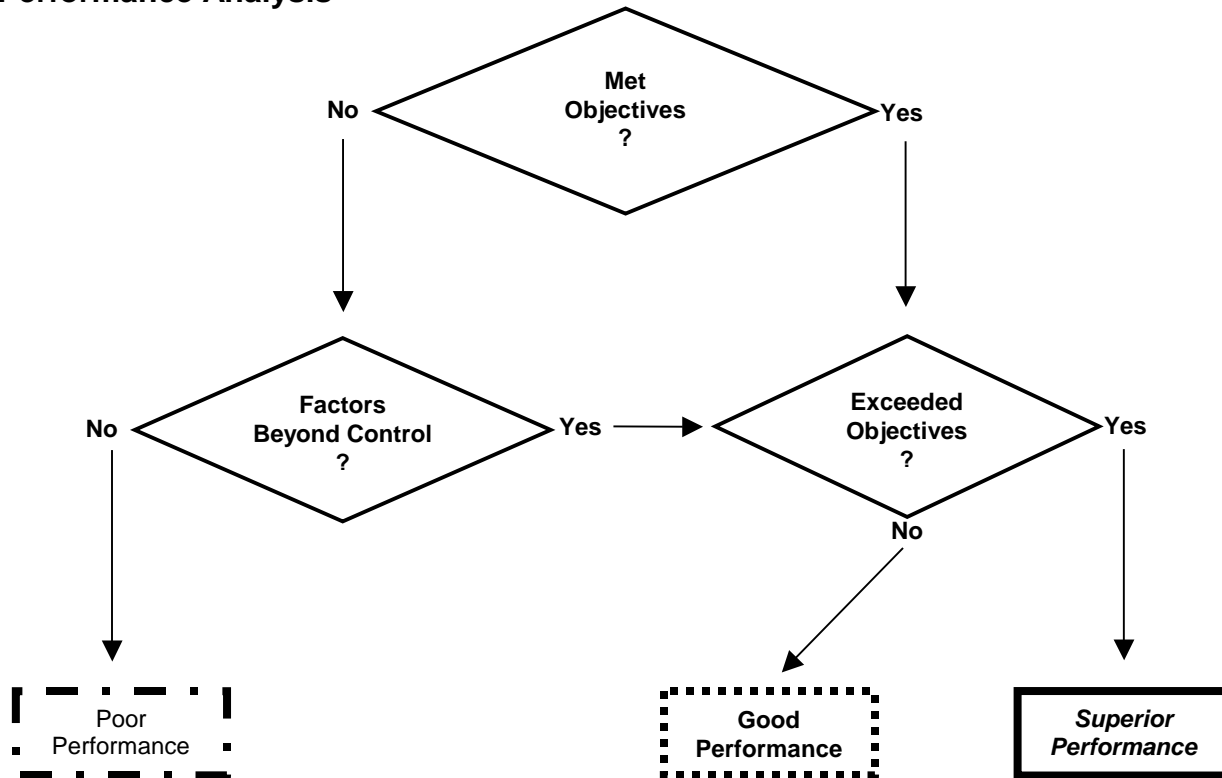
Are *flexible and subject to change* as a performer progresses

Can be better established when *roles and responsibilities* of boss and other team members are clearly understood

Can serve as a disciplinary tool to limit authority and decision making until poor performance or unacceptable behavior improves agreed-upon levels

Can serve as a wonderful tool to guide development and opportunities to demonstrate skills at a higher job level

Performance Analysis



What is Performance Analysis

Performance analysis takes a look at what and how well an objective was met. Since objectives, like standards were articulated in terms of quality, quantity or speed of performance, when a piece of work is completed, it can be judged against objectives for that work.

How To Use Performance Analysis Correctly

In order to determine a level of performance for a piece of work completed, a supervisor must ask some questions to make an accurate determination.

1. Were agreed to objectives met
2. If no, consider whether there were extenuating circumstances like equipment breakdown or high work load, or some factor beyond the performer's control that restrained him/her from completing the job successfully.
3. If no restraining forces, that person delivered a poor performance for that particular piece of work or job.
4. If yes, then consider the magnitude of the restraining force and determine if an acceptable (Good) or exceptional (Superior) performance was delivered considering the circumstance.
5. If objectives were met, then as in Step 4, determine if the magnitude or quality of the performance delivered rates acceptable (Good) or exceptional (Superior) performance.

6. Feed back to performer your observation and document for reference at quarterly and annual performance reviews

Feedback

What Is Feedback

Feedback is something we all need. Whether it is for recognition or to get an indication that the job isn't going as well as expected, feedback is an important element of Job Definition. Giving and receiving is a very personal activity. Some people like to receive feedback in public, while others prefer a private one-on-one environment.

Types of Feedback

Feedback for the performer can come from three sources:

1. The Supervisor or boss
2. The client or customer
3. From the work itself

How To Give Feedback

Feedback can be delivered in a number of ways depending upon the situation and the sensitivity and maturity of the performer receiving the feedback. The more popular approaches include:

1. Direct positive or negative feedback
2. Some positive feedback first, followed by negative feedback
3. Some positive, then negative, followed up by more positive

Criteria

- Given immediately
- Described in terms of the result of the performance, not the person
- The responsibility of both the supervisor and the employee
- Not in a way that inordinately embarrasses the employee in front of peers or clients
- Include both performance and skill/competency data
- Use skills and competencies as the language and behavior descriptive to explain how the demonstration of skills and competencies (positively and negatively) impacted on performance results

Formality Levels

1. Informal On a day-to-day basis as appropriate
2. Semi – Formal Quarterly Performance Reviews
3. Formal Annual Performance Reviews