



MANAGEMENT ANSWERS

ASSESSMENT FEEDBACK TO INDIVIDUALS

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Candidate Name.....

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How do you provide feed back to individuals on assessment

Assessment is an important tool in managing the employee and investing time in them in order to maintain or improve performance.

It has five main attributes.

- It is a planned time that Assessor can meet with employee to discuss their performance in a set time and environment, free from distraction or intervention, in a place that is non threatening and quiet enough to encourage two way communication
- It gives the Assessor a chance to talk to the employee at timed intervals in order to Assess Performance, give advice and get an understanding of what the employee is or is not achieving in the workplace, and discuss any problems that are undermining that performance.
- It gives the employee a chance to answer or counter any view that they are not adequately performing in the workplace, or if they are not adequately performing, advising why not and put into action plans to improve.
- It prevents isolation where everyone knows something is wrong but no one does anything about it; a masterly indifference to what is going on until there a crisis. It avoids Crisis Management

Techniques with all their after effects and repercussions, such as low employee morale, employee turnover, sickness and absence, which affect quality Care, with the knock on effect of lower quality service and bed occupancy.

- It aids communication, and with time set goals for the Assessment, it ensures that everyone will maintain their efforts or improve performance, because generally, no employee wishes to be Assessor as a poor Carer or having a poor quality of work. The Assessment is not the only tool of Communication Management. Throughout employment, there will be advice, guidance and other forms of input and Training in order for employees to be effective. The Assessment just sets out in a point in time to discuss what has been or not been achieved and what will be or can be done to maintain and improve performance.

An Assessment is also useful in monitoring employees in the early stages, putting extra energy to those who are achieving and removing employees who will not or cannot improve. It can be a Defence in Law that after the Assessments were raised no improvement by the employee was shown or attempted.

Wrongful Dismissal, Constructive Dismissal can be countered provided the whole process is worked through and the forms completed properly.

IT IS VITALLY IMPORTANT THAT ALL PARTS OF THE ASSESSMENT ARE FULLY COMPLETED.

INCOMPLETE ASSESSMENTS MAY THROW DOUBT ON WHETHER THE EMPLOYEE HAS BEEN UNFAIRLY OR BADLY TREATED.

It is not in the Manager's interest to be summoned to a Tribunal Hearing and find that they lose a case because the employee has not put a comment in Comments column and the view is upheld that the employee was not allowed to give their opinion of the fairness of the Assessment.

LONG ASSESSMENT

This Assessment is often associated with an annual Assessment. It is an in-depth overview of the performance of an individual employee. As with some other Assessments in this manual, it can be used more frequently or if necessary for Probationary, New Role or Ad Hock depending on the needs of each Home.

QUALITY OF WORK

This range identifies on a sliding scale what level of accuracy, refinement or attention to detail is attempted in the workplace. Where excellence is experienced it is stated, where errors are significant this is highlighted as a cause for concern.

QUANTITY OF WORK

Where the Quality of work is good, it does not follow that the Quantity of work is of the same value. So the balance of Quality verses Quantity should be analysed and given equal weight. It is not in a Home's best interest to have one client immaculately dressed and cared for, whilst all the others are badly dressed and neglected. Somewhere the balance must reflect the best from both issues.

INITIATIVE AND CREATIVITY

Some employees are naturally gifted and are full of ideas. Some are barren of major thoughts regarding what could be achieved. Sometimes the former are a risk in that they take their Initiative and Creativity too far. Often the latter are hard working and task lead. This in its own right should not necessarily be viewed as a failing, as the range of other abilities may shine through. Having too many Generals and no Foot Soldiers makes for a poor army.

EFFORT

Employees' efforts are willed by many differing reasons. Mental or Physical Health, Problems outside the workplace, poor support by Senior colleagues, internal strife in the Home and other reasons.

When examining this issue it is important to look not just at the employee's effort, it is also important to look at external influences that affect that effort to see whether the employee was not totally to blame if a poor result is achieved. Equally where good results are achieved, look for other contributing circumstances, like good Morale, Training, working conditions and try to continue to maintain those points that have helped a good review.

DEPENDABILITY

This is one of the criteria that can outweigh many weaknesses in an employee's contribution. The fact that an employee is rarely sick or late, works overtime, or fills in for other colleagues can be a bonus when a Home is under pressure to maintain their Staffing Criteria. Having bright and keen employees who abuse sickness, especially at key times such as Weekends and Bank Holidays, is no virtue for the maintenance of care.

COOPERATION

Each employee has a duty to cooperate. The lack of cooperation leads to abuse and lower morale, undermining the Management and care given in the Home. Negative and indifferent employees may need Disciplinary Action if there is reason to believe that they are being uncooperative where reasonable requests are made for them to carry out their duty. Fortunately most employees work within their roles and the key issue is could they do more to meet the need?

PEOPLE INTERACTION

More than just their Relationship with Peers, this covers visitors, officials, clients, tradesmen and others. Some employees have a natural flare to make others feel at ease; some have to work at it.

However, they still have to be polite and courteous. A rude employee could cost a great deal due to the loss of referrals, reputation or relationships with professionals.

JOB KNOWLEDGE

Each employee has a Job Description from which their role is laid out. It is not prescriptive but will lay down boundaries, i.e. an unqualified employee cannot sign out medicines in a Nursing Home.

Knowing what responsibilities they have and when to refer to a senior colleague is of significance for safe practices in any Home.

PERSONAL APPEARANCE

This may be an Individual Home Policy issue. Uniforms, hair tied back, casual clothes or overalls, may be dependant on the Home's philosophy or a Health and Safety issue. It is possible to work in similar Homes which have differing views on their dress code. Whatever the code of the Home is, that is the deciding factor in most cases. Where someone is unkempt, dirty, or odorous, these issues would be of common concern in all Homes and actions for improvement would be sought.

TARDINESS

This can range from being a perfectionist in timekeeping to being lazy or lacking motivation in getting to work. An employee is paid for the Hours worked and would be expected to arrive on time, except in known cases where exceptions are made. Being unreliable as a timekeeper may mean being unreliable as an employee.

LOYALTY

One specific quality in a person a Manager looks for is loyalty. If they are Loyal to the Home then they are likely to be a good all round employee, working in a happy caring environment. Beware of Loyalty that reads only self interest. Some employees give the impression of being Loyal but in reality are working the system to suit themselves.

JUDGEMENT

A more necessary attribute the higher the position, though poor judgement at any level is a danger.

The Manager first makes a Judgement when an employee is taken on, after which a whole series of Judgements are made by both employers and employees. This Assessment is a Judgement, both in its own way, of the Assessor and the person being Assessed.

CAPABILITY AND AMBITION

Where employees are looking for more from the Home, i.e. qualifications or promotion to a more important role, they will need guidance in order for them not to lose their initiative and become disillusioned. The Home should attempt to meet the aspirations of the employee where possible, when those aspirations are reasonable. Where there is limited enthusiasm for being more career conscious the Capability and Aspirations of the employee may be to continue in their present role.

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