

# Performance standards and appraisals

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Performance standards and appraisals Performance standards and appraisals Performance appraisals and standards are used in healthcare facilities or organizations as the basis for disciplining or termination of employees. This paper describes the performance appraisal system used in my workplace, including how performance standards are created and communicated to employees. This paper also describes the effectiveness of the performance appraisal system through outlining strengths and areas of improvement, and also explains how I might incorporate positive discipline into my performance management approach as well as the impact.

In my workplace, performance appraisal is an ongoing process whereby employees are evaluated in a constant basis. The role of performance appraisal in my workplace falls solely on the nurse managers. It is done in the form of an interview whereby both the employee being evaluated and the nurse manager fills a performance appraisal form on the employees performance. Performance in all areas is evaluated and employees are gauged in a scale of one to five with one denoting poor performance and five denoting excellent performance. This, according to Laureate Education Inc (2006) is important as managers may have divergent views in regard to the performance of an employee. This also fosters dialogue between the manager and the employee aimed at ensuring the employee understands all the aspects of the evaluation (Laureate Education Inc, 2006). Areas of weakness are identified and strategies are implemented to help improve employees performance for instance through training. All through the process, the manager conducting the appraisal documents the process through taking notes which are then co-signed by the employee being

evaluated.

Performance standards in my workplace are created in collaboration with employees. This is important as engaging employees in designing performance standards fosters a better understanding of the standards and guidelines and hence they are more likely to exceed expectations in their performance (Laureate Education Inc, 2006). The manager guides the employees in identifying behaviors and attitudes that are beneficial and constructive, and those that could have negative implications. These performance standards in my workplace are communicated through trainings, either on-the-job training or formal trainings. Effectively training employees enables them to understand and comprehend what they are expected to accomplish and achieve in their jobs (Laureate Education Inc, 2006).

One of the strengths of this appraisal system in my workplace is its collaborative nature that prevents against forcefully imposing standards to employees that they do not understand. Secondly, the managers role in appraising employees help identify areas that need improvements and action plans are implemented to ensure improvement. However, there are areas that need improvement particularly during the process of creating performance standards. Engaging employees is not enough. Creating the standards in a manner that encourages creativity would be important. In other words, it would be of significance to focus on the strengths of employees in crating the standards rather than on their weaknesses. For instance, promising rewards for best performers would yield benefits. Secondly, ensuring feedback regarding appraisals regularly would also be

important to help employees identify areas of improvement (Dupee, Ernst and Caslin, 2011).

One of the ways that I can incorporate positive discipline in my performance management approach as reiterated by Murray (2003) is through showing employees that I " Value their role and expertise in their position" (p. 20).

Secondly, I can incorporate positive discipline through fostering employees self-assurance or confidence concerning their capacity or capability to change for the better (Murray, 2003). These approaches to incorporate positive discipline improves employees satisfaction on performance appraisal. According to Dupee, Ernst and Caslin (2011), performance appraisal has a " Direct, positive influence on job satisfaction and a direct, negative relationship with turnover intentions" (p. 13). Therefore, if employees are satisfied with the performance appraisal process, then they are likely to be satisfied with their jobs.

#### References

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