

Staff nurse appraisal

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OVERCOMING APPRAISALINTERVIEWDIFFICULTIES: There is a greater chance that the performance appraisal will have a positive outcome if certain conditions are present before, during, and after the interview. Before the Interview * Make sure that the conditions mentioned previously have been met (e. g. , the employee knows the standard by which his or her work will be evaluated), and she has a copy of the appraisal form. Select an appropriate time for the appraisal conference. * Be prepared mentally and emotionally for the conference yourself. * Schedule uninterrupted interview time. * Plan a seating arrangement that reflects collegiality rather than power (placing the chairs side by side) During the Interview * Greet the employee warmly, showing that the manager and the organization have a sincere interest in his or her growth. * Begin the conference on a pleasant, informal note. Ask the employee to comment on his or her progress since the last performance appraisal. * Avoid surprises in the appraisal conference. * Use coaching techniques throughout the conference. * When dealing with an employee who has several problems select the major ones. * Listen carefully to what the employee has to say. * Focus on the employee's performance and not on his or her personal characteristics. * When delivering performance feedback, be straightforward and state concerns directly. Never threaten, intimidate, or use status in any manner * Let the employee know that the organization and the manager are aware of his or her uniqueness, special interests, and valuable contributions to the unit. * Use terms and language that are clearly understood and carry the same meaning for both parties. Avoid words that have a negative connotation. * Mutually setgoalsfor further growth or improvement in the employee's performance. * Plan on

being available for employees to return retrospectively to discuss the appraisal review further. After the Interview Both the manager and employee need to sign the appraisal form to document that the conference was held and that the employee received the appraisal information * End the interview on a pleasant note. * Document the goals for further development that have been agreed on by both parties. * If the interview reveals specific long-term coaching needs, the manager should develop a method of follow-up to ensure that such coaching takes place. Reference: Leadership Roles and Management Functions in Nursing Theory and Application: Marquis & Huston, 2012.

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