**OVERVIEW**

Timely remediation of deficiencies in performance is more likely to result in improved training outcomes for the Trainee. The purpose of this Performance Management Form is to assist the Trainee in improving his/her performance, where one or more significant deficiencies in performance have been identified.

This form may be regarded as a performance contract. Details entered into the form, must be discussed between the Trainee and his/her Surgical Supervisor and the performance management process should be mutually agreed to by the signatories.

There must be regular evaluation of the Trainee’s performance, referenced to this form, thereby allowing a measured assessment of performance by the Trainee. The performance management process and its outcome must remain strictly confidential.

The contents of the form will be considered by the Board of Cardiothoracic Surgery and it will inform the Trainee and Surgical Supervisor of their decision regarding continuation in the training program and future training arrangements.

**GUIDING NOTES**

**Objectives**

* List the specific performance objective that the Trainee is required to meet.
* Do not combine objectives – list them separately if required.
* Objectives must be consistent with the training requirements and expectations of the Cardiothoracic Surgical Education and Training Program and must be referenced accordingly.

**Strategies to Meet Objectives**

* It is useful to list as many strategies as is appropriate to guide the Trainee in meeting an objective.
* Describe all appropriate methods by which the objective can be met.
* Specifically, describe how the Trainee should be expected to behave or perform.
* Specifically, describe what reasonable supports will be provided to assist the Trainee.
* Ensure strategies are appropriate to the objective and to the work and training conditions.

**Performance Indicators**

* An indicator should be considered as an outcome that measures whether a performance objective is being met.
* Indicators must be consistent with the specified objective and the defined strategies.
* List as many indicators as is appropriate to guide the Trainee in meeting an objective.
* Performance indicators should include reasonable time frames.
* Performance indicators may be used to verify to what extent a Trainee has met an objective.

**Outcomes**

* A performance management period covered by this Form must be specified and should be sufficient to allow performance objectives to be met.
* The overall performance of a Trainee will be formally assessed at the completion of the review period – this date is to be set prior to commencing the performance management process.
* The overall performance of a Trainee for each performance objective will be rated according to the criteria tabled below.
* It is imperative that both the Trainee and the Surgical Supervisor are familiar with the criteria.
* Taking into account the outcome of performance management, continuation of a remediation process will be determined by the Board of Cardiothoracic Surgery.

The **example** below addresses a significant problem of time management (specifically about appropriate task organisation and prioritisation.). The strategies describe various approaches to ensure the Trainee participates in those activities central to the Trainee’s role as a junior registrar and ensuring that adequate support is provided.

The performance indicators reflect whether the Trainee is meeting the primary performance objective, by defining specific activities that assist in time management. This may be prescriptive if required. If the Trainee is able to achieve all or most of the performance indicators with minimal prompting, guidance, omissions or errors, the Trainee may be assessed as having “Met” the performance objective at the completion of the review period.

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| **Outcome Rating** | **Criteria** |
| **NOT MET (N)** | * Requires repeated prompting or guidance to achieve objective or meet performance indicators. * Significant omissions or errors in achieving objective or in meeting performance indicators. |
| **MET (M)** | * Independently achieves objective and meets all performance indicators. * Minor or no omissions or errors in achieving objective or in meeting performance indicators. |
| **EXCEEDED (E)** | * Minor or no omissions or errors in achieving objective or in meeting performance indicators. * No omissions or errors in achieving objective or in meeting performance indicators. |

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| **OBJECTIVE** | **STRATEGIES TO MEET OBJECTIVE** | **PERFORMANCE INDICATORS** | **OUTCOME (M, N, E)** |
| **Effective time management (task organisation & prioritisation)** | * Be familiar with unit weekly timetable and schedule of outpatients, elective operating lists, ward rounds, unit meetings. * Punctual arrivals at morning ward rounds. * Attend entire ward round with resident staff. * Liaise with senior registrar in determining daily patient management plan – prioritise where required. * Delegates ward administrative tasks to resident and clerical staff. * Divide attendance at operating lists with senior registrar. * Maintain elective operation booking diary – liaise with booking clerk to review up to date waiting list. * Punctual attendance at operating sessions. * Liaise with consultant about patient progress. * Maintain surgical unit audit database. * Share medical student tutorial sessions with senior registrar – coincide tutoring with when not allocated to attend elective operating session | * Obtain, read and be familiar with surgical unit policy manual by 22-07-05. Meet senior registrar at 0730 for daily ward round in HDU. * Confirm priority of patient care tasks with senior registrar after each ward round. * Communicate task requirements to resident staff after each ward round. Assign elective operating sessions to either junior or senior registrar every Monday (must note in operating diary). * Meet with booking clerk each Wednesday to schedule elective operations 1 month in advance. * Discuss elective operation bookings at Monday morning unit meeting. * Meet with consultant surgeon 10 minutes prior to commencement of each operating session – discuss patient progress. * Complete all audit database entries within 24 hours of each operation (unit head to verify at weekly unit meeting). * Submit and discuss 6-month unit surgical audit at unit meeting on 12-09-05. * Present 6-month audit at divisional meeting on 19-09-05. * Conduct medical student tutorials every fortnight – submit tutorial topic to unit head 1 week in advance. | M  N  E  M  M  E  N  E  M  M |

**NOTES TO TRAINEES AND SURGICAL SUPERVISORS.**

* The performance objective(s), related strategies and performance indicators in this Form must be discussed between the Trainee and the Surgical Supervisor.
* The performance objective(s), related strategies and performance indicators reflect the expected and required responsibilities, competencies and performance of the Trainee, consistent with the Cardiothoracic Surgical Education and Training Program.
* The performance objectives must be achievable under the conditions of the work and training environment.
* The Trainee and Surgical Supervisor will regularly meet to review the Trainee’s progress in meeting the performance objectives.
* The Trainee and Surgical Supervisor are required at all times to openly and actively engage in the performance management process.
* At the completion of the performance management period, the performance of the Trainee will be rated according to the defined outcome criteria.
* All performance indicators for each performance objective must be completed in order to meet the performance objective.
* While on probation, the Trainee’s performance will be assessed on a monthly basis using this Performance Management Form **as well as** the standard In-training Assessment Form. **NOTE: This Performance Management Form should be used to inform the overall assessment and does not replace the In-Training Assessment Form.**
* The Performance Management Form must be signed by the Surgical Supervisor and the Trainee.

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| **Performance management start date** |  |
| **Performance management end date** |  |
| **Frequency of review meetings** | **Monthly** |
| **Next formal performance review date** |  |
| **Name of Trainee** |  |
| **Signature of Trainee** |  |
| **Date** |  |
| **Name of Surgical Supervisor** |  |
| **Signature of Surgical Supervisor** |  |
| **Date** |  |

**NOTE: USE ONE SHEET FOR EACH OBJECTIVE**

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| **OBJECTIVE** | **STRATEGIES TO MEET OBJECTIVE** | **PERFORMANCE INDICATORS** | **OUTCOME (Met, Not Met, Exceeded)** | | | |
|  |  |  | **Month1** | **Month2** | **Month3** | **Month4** |
| **COMMENTS:** | | | | | | |

**Outcome Key: Not Met = N. Met =M. Exceeded = E**