

PROJECT SCAFFOLD - BEST PRACTICE

(Note: Areas is green for office use only)

Organisation contributing the best practice

Organisation name:		MacCare		Best Practice Ref. Nr.		5045-005-042	
Information provided by:		Heide Archer		Date:		18 January 2023	
Contact email:		heidearcher@macadamiacare.com		Role within organisation:		Care Director	
Contact number:		0711755564		Contact number:		0711755564	
Stage of BP development:	Submitted	X 03022023	Sector Review	Re-submitted	Published		

BEST PRACTICE

Name of Best Practice	Employee Appraisals Fair
-----------------------	--------------------------

1. This proposed best practice is primarily related to (please tick 2 most applicable boxes):

What Customers want or value		Finances / Costs		Business Processes		Staff	X	Systems	
Organisation Structure		Quality of care		Care Service Delivery		Health & Safety		Morale	X
Other: Please indicate	Transparency and empowerment								

2. Context: Share information to give more context in relation to where this specific practice is used in your organisation.

Urban	X	Rural		Number of Social Grant Recipients				
Care centre	X	Independent Living		Assisted Living		Nr. of In-house staff		Nr. of Outsourced staff
Nr. of rooms	65	Nr. of beds	65					

3. Description of best practice:

<p>3.1 Share as much detail as possible. Where appropriate, please indicate resident participation, involvement, benefit etc.</p> <p>This practice is in order to achieve fair, objective and transparent employee appraisals. The combination of self, peer and senior appraisals results in a more objective and empowering practice of performance appraisals. It is important that everyone very clearly understands how their performance is measured, (by doing a self appraisal (EA1 and EA2) in the beginning of the year) they have looked at themselves and can discuss their results in a meaningful and knowledgeable way, they can compare their self appraisal with the senior appraisal, they can identify and understand where they may improve, which then directly relates to higher mark and incentive payout. The second part of the self appraisal (EA4) is a few questions on her accomplishments, what she would like to do better and how we can help ie training etc. this feedback gives us a point of reference on where this employee is and what she may need, and what her attitude is.</p> <p>Peer Appraisals (EA5) are anonymous, every employee does a peer appraisal on two of her colleagues. One is allocated, or drawn from a hat, and the second one she may choose. The appraisals stay within a shift, or group that work together regularly and from most jnr to snr employee all are involved. This is balanced with a Senior Appraisal at a ratio of 50% and the mark is plotted on the 9Grid.</p> <p>August and November are Senior Appraisals.</p> <p>There is also a section in the appraisal that directly measures project participation and training results. Here they can also actively work on increasing their points.</p> <p>There is a summary for each employee that has an overview of the whole year, with a section for training completed and counselling or disciplinaries.</p>
<p>3.2 Why did you develop this best practice? Please describe the challenges, constraints or bottlenecks that led to this.</p> <p>Previous Appraisals relied on Senior opinion and tended to have a high risk of subjectivity. The employees did not understand the criteria and accepted and signed. Very seldom did they understand enough to actually discuss or have input or even disagree with their results. This had an impact on those who were maybe less visible, and the weaker ones, would get a typical result of 'more training needed' but this was a general comment, and seldom acted on. Instead of being specific, picking up the shortfall in ability, knowledge or goodwill and addressing this clearly and exactly.</p>
<p>3.3 Why do you consider this to be a best practice? E.g., Outcomes noted</p>

This understanding and being able to voice their needs, has been amazing for the employee morale. It has empowered them and given them some control in their environment, and the freedom to improve and take pride in their accomplishment.			
3.4 Do you consider this to be compliant with the current Older Persons Act?			
Yes	Absolutely	No	
If Yes, which portions does it comply with?		If No, which portions does it not comply with?	
Content carers			
I do not know			
3.5 How long has this practice been used within the organisation? (state period in years)		6 months, I trialled sections in last few months of 2022 and now have implemented full practice from January 2023	
3.6 What are essential aspects in the organisation that directly support / maintain this practice?			
Well educated Managers to ensure correct and timeous implementation. Important that this is not a hurried and rushed practice. Also need employees to buy in for authenticity.			
3.7 What are the benefits for your residents and/or staff and other stakeholders?			
Improved standard of care, employee morale, a sense of pride and accomplishment.			
3.8 What lessons were learned?			
I have forgotten family and resident input or opinion of our employees.			

SECTOR CONTRIBUTION – *to be completed once the best practice has been presented at a monthly meeting for sector review and contribution.*

Date presented:	12 April 2023 - Sector contribution questions and answers to the BP is pending from presenter		
Question or Comment or suggestion		Response / change to best practice if applicable	
1.			
Contributor:			
2.			
Contributor:			
3.			
Contributor:			
4.			
Contributor:			
5.			
Contributor:			

Macadamia TEAM MEMBER PERFORMANCE AND POTENTIAL 9-GRID ANALYSIS

LATENTS – Problem Children Poor performance, High Potential <div> -0,5 3 Care Manager and Shift Leader Assessment score: 1,2 to 1,7 Care Giver Assessment score: 29 to 43% </div>	EMERGERS – Future Star Prodigy <div> 0 6 Care Manager and Shift Leader Assessment score: 2,13 to 2,28 Care Giver Assessment score: 53 to 57% </div>	STARS <div> 1,5 9 Care Manager and Shift Leader Assessment score: 3,4 to 4 Care Giver Assessment score: 87 to 100% </div>
PLACEHOLDERS – Up/Out Dilemmas <div> -1 2 Care Manager and Shift Leader Assessment score: 0,7 to 1,1 Care Giver Assessment score: 15 to 28% </div>	TRANSITIONALS – Future <div> 0 5 Care Manager and Shift Leader Assessment score: 1,97 to 2,12 Care Giver Assessment score: 49 to 52% </div>	CONTRIBUTORS – Future Star Pro <div> 1 8 Care Manager and Shift Leader Assessment score: 2,85 to 3,4 Care Giver Assessment score: 73 to 86% </div>
DETRACTORS - Iceberg <div> -1,5 1 Care Manager and Shift Leader Assessment score: 0 to 0,6 Care Giver Assessment score: 0 to 14% </div>	BLOCKERS – Up/Out Grounders <div> 0 4 Care Manager and Shift Leader Assessment score: 1,8 to 1,96 Care Giver Assessment score: 44 to 48% </div>	WORKERS – Enigma Backbones <div> 0,5 7 Care Manager and Shift Leader Assessment score: 2,29 to 2,85 Care Giver Assessment score: 58 to 72% </div>

Employee Annual Appraisal Summary: ENA / Care Giver

Year:	Employee appraisal per annum Care Giver			Name:			
	Month	Appraisal	Marks	9 Grid calculation	9 Grid		Document
1	January	Self Evaluation		(Appraisal 1 plus		Place on the 9 Grid	EA 1 & EA 4
2	February	Senior Appraisal		Appraisal 2)*50%			EA 1
3	April	Peer Appraisal x2		(Appraisal 3 plus			EA 5
4	May	Senior Appraisal		Appraisal 4)*50%			EA 1
5	August	Senior Appraisal		5			EA 1
6	November	Senior Appraisal		6			EA 1
		Annual Average	add all 4 marks and divide by 4				
Date	Training completed Topic	Self / Company	Duration	Mark	Comment / Description		
Date	Disciplinary	Outcome	review term	Comment			
Comment:							
Signature: _____ Date: _____							

Year:	Employee appraisal per annum Care Giver			Name:			
	Month	Appraisal	Marks	9 Grid calculation	9 Grid		Document
1	January	Self Evaluation		(Appraisal 1 plus		Place on the 9 Grid	EA 1 & EA 4
2	February	Senior Appraisal		Appraisal 2)*50%			EA 1
3	April	Peer Appraisal x2		(Appraisal 3 plus			EA 5
4	May	Senior Appraisal		Appraisal 4)*50%			EA 1
5	August	Senior Appraisal		5			EA 1
6	November	Senior Appraisal		6			EA 1
		Annual Average	add all 4 marks and divide by 4				
Date	Training completed Topic	Self / Company	Duration	Mark	Comment / Description		
Date	Disciplinary	Outcome	review term	Comment			
Comment:							
Signature: _____ Date: _____							