



Date:

Dear Colleagues on the Advancement Panel:

I have been the manager for (Name of Candidate) since **** . In reviewing guidelines for advancement I would like to provide the following feedback and recommendations for the panel to consider in making advancement decisions.

Leadership/ Teamwork/ Collaboration:

- ***What are some examples that demonstrate leadership, teamwork and collaboration? Does the candidate:***
 - ▶ *Facilitate teamwork and cooperation among staff. Provide timely, focused feedback that result in meeting goals.*
 - ▶ *Work interdependently with team toward successful attainment of goals for all disciplines. Effectively coordinate care with all members of the team.*
 - ▶ *Appropriately choose an approach to tasks as either an independent function or an opportunity for team contribution.*
 - ▶ *Assist area's committees/leaders in coordinating between each other and with hospital-wide committees.*
 - ▶ *Provide leadership to area's shared governance committees. Help others to work as part of an interactive team to establish standards of practice focused on the best interest of the patient.*
 - ▶ *Recognize the need for change and participate in establishing standards for nursing practice and patient care. Help build unit commitment.*

- ***How will this person be incorporated into leadership within your department?***

- ***How will their peers accept them into a leadership role?***

- ***Has an ongoing relationship been established between you and the candidate?***

Problem Solving/Communication:

- ***What are some examples that demonstrate problem solving and/or communication?***

- ***How does the candidate develop or demonstrate creative approaches and solutions?***

- ***How does the candidate motivate/mentor others?***

- ***How does the candidate demonstrate respectful communication, including written and orally?***

- ***Facilitates communication and resolves conflict?***

Knowledge Development/ Professional Behaviors:

- ***What are some examples that demonstrate professional development? Does the candidate::***
 - ▶ *Accept accountability for the professional development of self and peers through mentorship, formal and informal staff education and evaluation.*
 - ▶ *Embrace opportunities to learn for self, staff, and students.*
 - ▶ *Demonstrate knowledge over a wide range of job responsibilities. Demonstrate capabilities to handle complex situations and share knowledge for benefit of others.*

- ***How are they a resource to others?***

- ***Review of their previous performance evaluation***
 - ▶ *How well have they achieved their stated goals?*
 - ▶ *Has their performance improved in any identified growth areas?*

- I recommend without reservation, advancement of this clinician.
- I recommend with reservation, advancement of this clinician.
- I do not recommend advancement of this clinician.

Manager Name

Date