



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:***
  - ▶ *Demonstrate a self-directed interdisciplinary leadership style*
  - ▶ *Actively foster growth and development of leadership skills in others*
  - ▶ *Critically evaluate and initiate changes within the region to improve overall patient outcomes?*
  - ▶ *Effectively utilize human and material resources to improve systems*
  - ▶ *Role model professional practice*
  - ▶ *Maintain a dynamic clinical partnership with management*
- ***How will this person be incorporated into a Clinician IV role within your department?***
- ***How will their peers accept them into a Clinician IV role?***
- ***Has an ongoing relationship been established between you and the candidate?***

### **Problem Solving/Communication**

- ***What are some examples that demonstrate problem solving and communication? Does the candidate:***
  - ▶ *Assume a leadership role in the resolution of systems issues*
  - ▶ *Develop creative approaches and solutions*
  - ▶ *Collaborate with interdisciplinary staff and delegate effectively*
  - ▶ *Motivate and mentor others*
  - ▶ *Facilitate ethical decision-making*
  - ▶ *Demonstrate and role model expert communication skills by example*
  - ▶ *Is articulate orally and in writing*
  - ▶ *Has desire to hear and understand other's point of view*
  - ▶ *Facilitates effective communication among individuals and groups*
- ***How does the candidate facilitate communication and resolve conflict?***

### **Knowledge Development/ Professional Behaviors**

- ***What are some examples that demonstrate professional development? Does the candidate::***
  - ▶ *Actively seeks mentorship from seasoned clinicians and identifies, initiates and collaborates to provide mentorship and needed educational programs*
  - ▶ *Actively evaluates own practice utilizing feedback from others*
  - ▶ *Accountable for managing professional boundaries of self and counseling others in the same*
  - ▶ *Demonstrates current evidence-based practice and disseminates information*
  - ▶ *Provides leadership and support within the PNSO for resolution of discipline-specific issues at unit, region and health system levels*
  - ▶ *Instills, cultivates and contributes to the vision and strategic planning for the PNSO*
  - ▶ *Demonstrates professional commitment through involvement in professional organizations beyond the PNSO*

Exhibit OO10.g

- *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.

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Manager Name

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Date