
PHARMACY PRACTICE



Directors of Pharmacy — Your Performance is Being Appraised

Richard Eppel

INTRODUCTION

Performance appraisals are an important management tool in formally meeting with and communicating to the employee their achievements over the past year and in setting goals for the coming year.

Every level of the organization is affected with the Director of Pharmacy usually being appraised by his or her senior administrator. In many institutions, the administrator may only see the Director occasionally, perhaps at meetings or when there is an unmanageable crisis. This biased perspective can lead to performance appraisals which are not particularly meaningful.

The Pharmacy staff, however, see the Director on a daily basis and depend on that person for leadership. In order to direct a department, it is important to know how your staff appraises you. For this reason, it is vital that the Pharmacy staff have input into the Director's appraisal.

DESCRIPTION OF PROCESS

A literature review did not produce any citations on this topic, nor was there precedent for such an approach

at our institution. An outside agency was consulted regarding form development.

Table I is an example of a form which was handed out to all staff members with a covering letter asking for their feedback. Anonymity was requested to encourage responses which were strictly voluntary. A two-week deadline was placed on completing and submitting the form to the Director. Fourteen of a possible 27 responses (52%) were received.

To detect over-all trends, X's in each area were totalled and this number put onto a blank form in the appropriate column. The higher the total, the greater the opinion. These forms were reviewed with the administrator during the performance appraisal process. In this way the administrator was able to gain some insights of the day to day skills of the Director and provide information to improve or maintain those skills that were more relevant to the department. The final important step was to review the general trends with the staff and to chart a plan for the future.

DISCUSSION

In our department, the process was very worthwhile. This type of appraisal has not been done in any other departments in our hospital to date. Due to the staff input, the feedback from the administrator was much more valuable than on past appraisals. The staff reaction was positive although future revisions may include less fiscal management emphasis which they felt they could not evaluate. The key to success of such a process is to not only empower the staff but to have the confidence to act on the recommendations of your "appraisers". ☒

See Table I on following page.

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***Table I: Grey Bruce Regional Health Centre Pharmacy Director Performance Review**

<p>Your feedback on my performance in the following areas will provide an essential tool for my growth and development in this position. Please be candid about my performance as you have observed it during the past year.</p>					
	Excellent/ Area of strength	Good/Keep working on this	Fair to/ adequate/ needs work	Area of concern/ needs a lot of work	COMMENTS (Optional)
<p>A. ADMINISTRATIVE COMPETENCE</p> <p>(1) Organizational Abilities: — approach to tasks is organized, methodical — work is completed thoroughly and on time — punctuality — consistency of effort — reliability/dependability</p> <p>(2) Fiscal Management: — careful, thorough, organized — sensitive to programme needs and priorities — demonstrates foresight in fiscal planning</p> <p>(3) Planning Skills: — able to strategize effectively — plans reflect consideration of long and short-term implications, "political" considerations — tries to involve/include key players in the planning process</p> <p>(4) Decision Making/Judgement: — demonstrates careful judgement — proactive in approach to problems and issues — global perspective — decisions reflect attention to standards, ethics and sound principles</p> <p>B. PERSONNEL MANAGEMENT — able to maintain generally positive and productive relationships with other personnel — effective teaching/supervision skills — balanced use of directiveness/non-directiveness, support/challenge, leadership/guidance — conveys confidence in subordinates</p> <p>C. LEADERSHIP SKILLS — team leadership — team participation — team building — effective delegation — able to mobilize others — perceived as effective leader</p> <p>D. OTHER SKILLS/COMPETENCIES — written communications skills — verbal communications skills — public relations/public speaking — listening skills</p>					
PERSONAL ATTRIBUTES/STYLE	TOO MUCH stop/cut down	JUST RIGHT continue	NOT ENOUGH start/increase	COMMENTS (optional)	
Diplomacy					
Enthusiasm					
Creativity					
Supportiveness					
Sensitivity					

* Source: S.L. Stockman, Executive Director, Grey Bruce Community Health Corporation