

Category	Element		Rating	Observations
<b><u>Management &amp; Supervision</u></b>	<b>Maintenance of Standards</b>	Subscribes to clinical and safety standards as well as considering performance targets. Monitors compliance.		
	<b>Workload Management</b>	Manages own and others' workload to avoid both under and over-activity. Includes prioritising, delegating, asking for help and offering assistance.		
	<b>Supervision and Feedback</b>	Assesses capabilities and identifies knowledge gaps. Provides opportunities for teaching and constructive feedback.		
<b><u>Teamwork &amp; Cooperation</u></b>	<b>Team Building</b>	Provides motivation and support for the team. Appears friendly and approachable.		
	<b>Exchanging Information</b>	Gives verbal and written information concisely and effectively. Listens, acknowledges receipt of information and clarifies when necessary.		
	<b>Authority &amp; Assertiveness</b>	Behaves in an appropriately forceful manner and speaks up when necessary. Resolves conflict effectively and remains calm when under pressure.		
<b><u>Decision-making</u></b>  E.g. formulating patient management plan	<b>Option Generation</b>	Uses all resources (written and verbal) to gather information and generate appropriate options for a given problem or task. Involves team members in the decision making process.		
	<b>Selecting &amp; Communicating Options</b>	Considers risks of various options and discusses this with the team. Involves clearly stating decisions and explaining reasons, if necessary.		
	<b>Outcome Review</b>	Once a decision has been made, reviews suitability in light of new information or change in circumstances and considers new options. Confirms tasks have been done.		
<b><u>Situation Awareness</u></b>  E.g. being aware of state of department/ staffing levels to identify or prevent problems	<b>Gathering Information</b>	Surveys the environment to pick up cues that may need action as well as requesting reports from others.		
	<b>Anticipating</b>	Anticipates potential issues such as staffing or cubicle availability in the department and discusses contingencies.		
	<b>Informing the Team</b>	Cross-checks information to ensure it is reliable. Communicates situation to keep team 'in the picture' rather than just expecting action.		

Unacceptable Standard			Acceptable Standard			Exemplary Standard		
Several examples of poor behaviour or behaviour that directly compromises patient safety			Performance was of a satisfactory standard with mostly good behaviour observed. Standard expected of a competent trainee.			Performance was of a consistently high standard. A model for other team members.		
1	2	3	4	5	6	7	8	9