

## Reference Guide for Employee's Performance Appraisal 員工表現評估參考文件

This document lists all the skills that will be reviewed in the performance appraisal meeting. By sharing this document, the management hopes to build common understanding of the desired behaviours for employees of Villa Cathay. This reference document can be used to supplement the self-reflection tool and help each team member recognize your success and areas to develop, and inform your personal action plan.

本文件列出了華宮安老院在員工表現評估會議中將審視的各項技能。本文件意欲為整個華宮團隊建立清晰的員工行為共識，每位員工也是自我評估工具的補充資料，每位員工可使用本文件設定專業成長目標，並制定個人行動計劃。

There are 12 skills that your manager will assign a score based on the observation of the past year or from the last performance appraisal to this upcoming meeting. The 4 categories below marks four distinct skill grids. However, your manager can assign a score ranging from 0-15. The expectation is for each employee to come to the “competent level”. The table below shows the general principle in each skill grid.

在您完成自我評估工具後，您將與您的主管約定面談時間，您的主管將根據過去一年的觀察(或從上次表現評估會議起)，在以下 12 個專業能力項目做評估。以下的四個類別標記了專業技能的四個不同層級，分數範圍為 0-15。每位員工的標準是「勝任」。

<p><b>Superior 績優 (15 points):</b> In addition to meeting the Competent level, the staff has also contributed to <b>making changes to improve the process for other team or at the organizational level.</b></p> <p>除了達到勝任的標準，該同事還參與了大小規模的變革，以改善團隊工作或提升組織績效。</p>	<p><b>Competent 勝任 (10pts):</b> In addition to meeting the Satisfactory level, they would be <b>a model for new or struggling staff.</b> The individual is confident, able and willing to share their knowledge.</p> <p>除了達到令人滿意的水平，員工還為新員工或有困難的同事做榜樣。除了展現出信心，也有願意分享自己心得。</p>	<p><b>Average 平平 (5 pts):</b> Able to meet the basic standards. Residents' and Staffs' physical and emotional safety is met. Usually, the staff may be observed as having the potential but didn't exercise them or just “getting by”.</p> <p>達到最基本標準。可以維持長者及團隊的安全。員工的能力可能更高，但尚未發揮，或只是應付基本工作。</p>	<p><b>To develop 待努力(0 pts):</b> Unable to meet the standard. Residents' and Staffs' physical and/or emotional safety is jeopardized.</p> <p>未能達到標準，包括令長者或團隊的健康或情緒安全受到傷害。</p>
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以下的表格在每項專業能力的各個層級提供了一些參考實例，各部門主管將依此實例參考評比。

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### General Professional and Technical Skills 一般專業技能

**A. Accuracy and Productivity:** The ability to organize and carry out the assignments without errors. Ability to finish large amount of work with quality. Skills in handling multiple assignments corresponding to job level.

**準確性和生產效率：**能夠無誤地完成工作，並可以大量地提供有品質的工作成果。有技巧同時處理與工作級別相符的多種任務。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples: 例子</b></p> <ul style="list-style-type: none"> <li>• Make arrangements ahead of time to meet or exceed the target in a meaningful way to the team or the residents. 可以有效安排時間，用對長者或團隊有意義的方式提前達標，或超越目標的時間。</li> <li>• Develop effective methods in produce accurate and efficient works and are widely and formally adopted. 能發展出正確又有效的工作方法，並被正式地廣泛採用。</li> </ul>	<p><b>Examples: 例子</b></p> <ul style="list-style-type: none"> <li>• Able to carry out the assigned duties (routine or non-routine) accurately and effectively. 能夠準確有效地履行職責，包括力長或非例常性的。</li> <li>• Demonstrate consistency in completing the team goals/residents' care goals. 可以持續達到團隊及長者目標的水準。</li> <li>• Able and willing to help others deliver in effectively and accurate manner. 能夠並願意幫助其他同事或義工以有效和準確的方式完成工作。</li> </ul>	<p><b>Examples: 例子</b></p> <ul style="list-style-type: none"> <li>• Able to follow the established procedures in carrying out the work and in moderate amount. 能夠按照工作守則完成適量的工作。</li> <li>• May make mistakes but willing to learn and correct. 雖有錯誤，但願意學習和改正、不重覆簡單的錯。</li> <li>• Able to complete the assignments with Average results. 工作的產能合乎平均的要求。</li> </ul>	<p><b>Examples: 例子</b></p> <ul style="list-style-type: none"> <li>• Have the ability or when given the instructions, show no willingness to deliver or no result. 有能力或得到清晰指示後，卻不願意或沒有完成工作。</li> <li>• Do not follow through with assignment more than 30 % of the time. 超過 30% 的時間都沒有確實完成工作。</li> <li>• Make repetitive mistakes and/or do not seek for remedy for mistakes. 犯重複性的錯誤和/或在犯錯後不尋求補救措施。</li> </ul>

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**B. Problem Solving and Effective Results:** The ability to develop practical solutions in alignment with the organizational goals, resident's wellbeing, and show results.

**解決問題和取得有效結果：**有能力根據組織目標和長者的福祉制定實際的解決方案。

<b>Superior 績優</b>	<b>Competent 勝任</b>	<b>Average 平平</b>	<b>To develop 待努力</b>
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Has proposed and implemented a new processes that has contributed to improvement and is widely adopted.</li> </ul> <p>提出並實施了有助於改善工作的新流程，並且被廣泛採用。</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Is confident in their ability and able to correctly operate equipment and meeting the demands of the job.</li> </ul> <p>可以正確地操作工作設備和完成工作需求，並對自己的能力充滿信心。</p> <ul style="list-style-type: none"> <li>Is willing and able to mentor those who are less skilled.</li> </ul> <p>願意並且有能力指導新進或需要學習的同事。</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Able to operate equipment and practice in a safe manner.</li> </ul> <p>能夠安全操作設備並完成工作。</p> <ul style="list-style-type: none"> <li>Aware of best practices and follow the established rules</li> </ul> <p>知道標準做法並遵守既定守則。</p> <ul style="list-style-type: none"> <li>Do not jeopardize resident and staff safety.</li> </ul> <p>工作上沒有危害居民和其他同事的安全。</p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Did not practice correctly or consistently the established organizational practices.</li> </ul> <p>沒有正確地實行既定的工作標準與守則，或有時做有時不做。</p> <ul style="list-style-type: none"> <li>Unable to identify a problem or is aware but did not attempt to problem-solve and putting self and/or others at risk.</li> </ul> <p>無法辨別問題或雖知道問題所在卻不去解決(包括不通報)，而使自己或他人處於危險之中。</p>

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**C. Decision Making:** The ability to make the decision within scope and make reasonable decisions. Consistency in drawing reference from established policies and procedures to inform decisions. Ability to gather information to facilitate the decisions required when the topic is complex.

**決策的能力：**能做出與自己的工作職責相符的合理決定。能參考既定的政策、程序及守則，並能夠收集所需要的資料、分析複雜情況，以做出建議或決定。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Demonstrated ability in mentoring and coaching others in a complex decision making or a dilemma. 在複雜的決策或兩難的狀況中，有能力可以指導和引導他人學習分析並了解複雜的決定。</li> <li>• Ability to advocate professionally and with reason for a needed decision to advance in organization and team goal (this could be a clinical care plan or service decision for a resident and later be adopted for all residents). 有能力促使華宮及整個團隊的進步，例如為特定長者改善臨床照顧計畫或直接服務，其後影響到全體長者。)</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Demonstrated ability to consider different perspectives and various impacts in decision-making. 能在做決定時考慮不同觀點及不同選擇的影響。</li> <li>• In complex situation, weighs the risks and benefits for resident's and team goals. 在複雜的狀況下，可以權衡對長者及團隊目標的好壞。</li> <li>• Able to describe the sound reasoning behind the decision and be objective. 能夠合理地解釋決策背後的原因並不失客觀。</li> <li>• Consistently demonstrate discernment. 能夠保持一致的判斷力。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Solicit relevant information and research before decision making (e.g. ask residents for their preferences, consult policies, research resident's needs and perspectives). 會尋求相關信息以做適當的決定(例如，詢問長者的偏好，諮詢政策，了解長者的需求和觀點)。</li> <li>• Recognize the ownership of the decision; when not the decision maker, provide recommendations. 知道每一個決定應由誰做決定，即使自己不是決策者，也會提供建議。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Do things based on own preferences and disregard the established policies, procedures, or the stakeholders involved. 根據自己的喜好做事，無視既定政策、程序或受影響者。</li> <li>• Make simple decision that negatively affect residents' wellbeing or the team goals. 做出簡單卻對長者與團隊產生負面影響的決定。</li> <li>• Withhold pieces of information relevant for others to make important decisions. 不與他人分享影響決定的重要資訊。</li> <li>• Avoid making decisions, simple or complex often. 經常逃避做決定。</li> </ul>

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**D. Time Management:** The ability to prioritize according to residents' needs and organizational goals. Take responsibility to maximize the time for productive works & for residents' wellbeing

**時間管理：**能夠根據長者的需要和組織目標決定工作的優先次序。善於利用時間為長者提高福祉。

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<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Has proposed and implemented a new processes that has contributed to improving the time management of the whole team. 提出建議有助於團隊改善時間管理的工作流程。</li> <li>Critically evaluate the priorities and invest time in effectively meeting resident's best care as an organization. 理性地評估工作流程的先後順序，並投入時間讓整個團隊可以最有效地提供最好的長者服務。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Sets an example for other staff on how to prioritize and organized the shift according to residents' &amp; organizational needs 為其他同事樹立榜樣，協助他人根據長者和組織的優先次序，安排工作順序。</li> <li>Encourages other staff to meet average or above levels in time management. 鼓勵其他同事有效管理時間 (如與他人分享如何保持健康)。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Is on time 95% of the time, including reporting to work, taking break (right amount of time), leaving work, etc. 95%的時間準時，包括上班，小休 (預計的長度)，下班等。</li> <li>If need to phone in sick or take leave, 90% phones in before 5pm or 24 hours in advance. 如果需要告假，90%以上的時間是提前在下午 5 點之前或提前 24 小時請假。</li> <li>Able to finish work 90% of the time when the house is stable 在長者狀況穩定時，有 90% 的時間準時完成工作。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Forgets to come in for work. 忘記上班，遲到。</li> <li>For 3 months, late for more than 15 mins or report to work at the last minutes and report to the House late. 三個月以內，試過遲到超過十五分鐘，或是工時開始了才打卡報到。</li> <li>Return from break late and resulted in others to shoulder the work 小休後遲到，導致其他同事需要多承擔工作。</li> <li>Did not call in sick and resulted in a no-show 缺席卻沒有打電話請假。</li> </ul>

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E. **Team Skills:** including the ability to take one's own responsibility and work with others, demonstrated efforts to communicate important information to the team, and the contribution to a safe and respectful environment

**團隊技巧：**包括盡自己的責任並能與其他人合作、與其他夥伴分享重要信息、並維持安全和尊重的工作環境。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Initiates activities that promote teamwork, for example, organize the floor team to employ a new communication techniques. 發起促進團隊合作的活動，例如，發起行動，提議團隊採用新的有效溝通技巧。</li> <li>• See the big picture and help the large Villa Cathay team to communicate cross floors and department. 可以顧全大局，並幫助各部門團隊溝通。</li> <li>• Share in team occasion successful example of respectful communication. 在團隊場合中分享如何尊重地與人溝通的成功範例。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Works and contributes to team and leads others to do the same. 為團隊工作並做出貢獻，並引領其他同事一起。</li> <li>• Other coworkers see as the resources person, who they look upon and look forward to working with for the effective team works. 同事喜歡與該名同事一起工作，因為他願意提供幫助或資源。</li> <li>• Actively implement respectful communication and lead others to do so. 用尊重的方式與人溝通，並引領他人這樣做。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Work well with all partners and get achieve the team goals without major difficulties. 可以順利與其他夥伴一起工作，大致沒有問題。</li> <li>• Generally fulfill job duties and responsibilities; can offer help to others and ask for help when needed. 大致履行工作職責，在其他同事需要時會提供幫助，也會在需要時請求協助。</li> <li>• Participate in regular reports and share required information. 參加定期報告，分享所需信息。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Do not fulfill own responsibility and make teammate to shoulder his/her responsibilities. 沒有履行自己的責任，而要讓其他同事負擔工作。</li> <li>• Rude, insulting, bullying, or intimidating to other staff. 粗魯無禮、或侮辱、欺凌或恐嚇同事等行為。</li> <li>• Do not communicate to others the required information to complete works. 沒有與他人溝通或交換完成工作所需的信息。</li> <li>• Disregard the team goal for personal benefits. 為個人利益忽略團隊目標。</li> <li>• Only interested in blaming others. 只想責怪別人，不自行檢討。</li> </ul>

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**F. Inter-professional Relationship:** the ability to maintain a constructive work relationship with team members of different disciplines, to understand and utilize the expertise of each other for the greater organizational goals.

**跨團隊的工作關係：**與不同部門的團隊成員保持正面的工作關係，理解並運用彼此的專業知識，以實現組織目標。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Take the initiatives to enhance collaboration and reach the work goal or carrying out a systematic improvement for all. 主動加強跨部門的合作並實現工作目標，或為全華宮實現系統性的改善。</li> <li>Demonstrated ability to resolve inter-team conflicts and redirect energy for productive works and to increase understanding. 具有解決團隊衝突並重新促進工作成效並增進彼此理解的能力。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Actively elicit the expertise of different team and engage in collaborative problem solving. 積極了解不同部門的專業項目，並參與合作解決問題。</li> <li>Foster a collaborative professional relationship at both personal and team level. 在個人和團隊層面建立合作的專業關係。</li> <li>Able to appreciate other people's position to enhance collaborate. 能夠欣賞別人的工作，包括專業意見、成就、及難處，以促進合作。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Maintain a friendly and professional relationship with other team members. 與其他團隊成員保持友好專業的關係。</li> <li>Able to understand the scope of other team and collaborate. 能夠了解其他團隊的範圍並進行合作。</li> <li>Able to make proper referral 能夠做適當的轉介</li> <li>Willingness to understand the challenges of each other and find common grounds to collaborate. 願意理解彼此的挑戰，並找到可以合作的共同點。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Show no interest in understanding other team's scope or to work together. 對了解其他部門的工作範圍或合作毫無興趣。</li> <li>Make inappropriate referral before proper assessment 沒有評估便隨意進行不適當的轉介。</li> <li>Shovel works to others easily 將自己的工作轉移給其他人</li> <li>Make unfounded criticism or spread rumours about others or the duties or scope of other department/team. 對其他同事或部門的職責範圍做出無根據的批評或散播不實謠言。</li> <li>Do not collaborate or share information with members of other teams. 不與其他部門的同事合作或溝通。</li> </ul>

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**G. Communication and Conflict Resolution:** the ability to engage in constructive communication, actively listening, and skills in expressing differences respectfully and de-escalate when tension arises.

**溝通和解決衝突：**有能力進行正向溝通，積極傾聽，並以及尊重的方式表達差異，減低緊張局勢的技巧。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• The communication skills results in systematic changes that benefits a large group of residents or the organization. 運用溝通技巧促使系統性的改變，讓許多長者及團隊成員受益。</li> <li>• Able to prevent conflicts with residents, families, coworkers, other partners by effective communication skills. 能夠透過有效的溝通技巧防止與長者、家人、同事間的衝突。</li> <li>• Shared a positive stories with the larger team lesson learned from a conflict resolution experience. 與同事分享正面的經驗，協助他人學習解決衝突的技巧。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Model effective and respectful communication and influence others to do the same. 示範有效和尊重的溝通，並影響他人這樣做。</li> <li>• Able to actively listen, validate, and see the other parties point of view while expressing constructively his/her own position. 能夠積極地傾聽，了解對方的觀點，同時建設性地表達自己的立場。</li> <li>• Able to share at the interpersonal level tips of effective communication. 能夠在人際層面分享有效溝通的技巧。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Regularly communicates and updates documentation in a timely manner according to the established processes. 定期溝通並準時地跟據既定的守則更新記錄。</li> <li>• Able to identify own emotion when tension arises and employ de-escalation strategy, including leaving the scene 能夠在出現緊張局勢時識別自己的情緒，並採取措施降低緊張的局勢，包括離開現場。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Do not communicate and leave things out in shift report resulting in safety concerns or Do not update documentation when changes occur 在輪班報告中不溝通對安全有影響的訊息；在改變發生時不做適當紀錄。</li> <li>• Rude, insulting, bullying, or intimidating to others. 粗魯無禮、對他人做出侮辱、欺凌或恐嚇的行為。</li> <li>• make untruthful assumption or statements (gossiping) of others that put their emotional safety at risk 對他人做出不實的假設或陳述（八卦），使他人的情緒安全受到威脅。</li> </ul>

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**H. Learning and Professional Development:** the willingness and ability to learn, update and upgrade skills to enhance and excel work performance professional capacity, including the active participation in various huddle and in-service, attempts to put evidenced practice and learning into action, and openness to innovative practices

**學習和專業發展：**願意學習、更新和提升技能，以增強和超越工作表現與專業能力，包括積極參與各種訓練和在職進修，願意嘗試將有驗證的工作方法付諸實踐，並對創新做法持開放態度。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Set own learning goal per the organizational goal and professional excellence. 根據組織目標和專業水平設定自己的學習目標。</li> <li>• Take initiative to lead others via in-service, knowledge huddle, internal workshops regardless of a title. 不論職位，主動帶領其他同事通過在職進修、知識座談、和內部研討會與他人共享知識。</li> <li>• Suggest professional development topics and participate in organizing it 建議專業發展主題並參與貨主持。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Encourages and helps others to develop and meet learning goals. 鼓勵和幫助他人發展和實現學習目標。</li> <li>• Actively pursue opportunity to upgrade professional knowledge. 積極尋求機會來提升專業知識。</li> <li>• Take initiative to learn and share knowledge with others via in-service, knowledge huddle, internal workshops. 主動通過在職訓練、知識雜談和內部研討會來學習和與他人共享知識。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Complete the personal performance goals for the performance appraisal 完成了個人學習計畫的目標</li> <li>• Has met previously established learning goals 達到了既定的學習目標</li> <li>• Participate in workshop, in-services, seminars posted up in Villa Cathay. 參加華宮安老院舉辦的在職訓練及講座。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Does not have a learning goal or plan to meet learning goals required to attain Average level for the above standards. 對於需要達到一般水平的目標沒有學習計劃或停滯不前。</li> <li>• Does not meet previously established learning goals to meet Average level for the above standards. 沒有達到之前制定的目標，也未達到一般的表現水平。</li> </ul>

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- I. **Professionalism:** Demonstrating professional standards, adaptability and flexibility, professional demeanors interacting with residents, families, and coworkers, seek feedback appropriately and positively. Seeking for improvement in aspects of work.

**專業精神：**展示專業標準、適應性和靈活性，用專業舉止與長者、家人和同事互動，並適當而積極地尋求回饋、尋求工作方面的改進。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Connected with the professional community, lead self and influence the update of organizational policies and procedures. 與專業社群保持聯繫，持續自我增值並影響組織政策和程序的更新。</li> <li>• Champion the professional excellence and driving the enhancements in the area of practice. 提倡專業能力的最佳表現，並在自己的專業領域促進整體的改變。</li> <li>• Won a professional award. 獲得專業獎項。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Able to model professional manners and demonstrate professional knowledge and skills. 能夠作為他人於專業舉止和專業知識、技能方面的模範。</li> <li>• Able to stay level-headed when the professionalism is challenged and respond with action and reason. 當專業受到挑戰時，能夠保持冷靜，並以行動和理據回應。</li> <li>• Able to put the organization and resident's interest before the personal ego. 能夠將組織和長者的利益置於個人之前。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Able to make changes as directed 能夠按照指示做出更改。</li> <li>• Receptive to feedback and is willing to put feedback into action. 樂於接受意見，並願意將付諸實踐。</li> <li>• Able to initiate discussion when there is a challenge completing works. 願意主動討論無法完成工作目標的原因。</li> <li>• Able to demonstrate adequate professional knowledge and skills, including maintaining the registration and license. 能展示足夠的專業知識和技能，並繼續維持註冊和工作所需的證照。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Not willing to adjust own practice to adapt to resident's needs or the team goal. 不願意改變自己做事的方法以因應長者的需求或團隊目標。</li> <li>• Upon request to do something outside of the "routine", tends to have verbalization like "I will only do what my supervisor told me to do". 在被要求做「常規」以外的事情時，往往會說類似「我只做我的主管要我做的事情」之類的話語。</li> <li>• Avoid work even when it is important to resident or the team. 即使對長者或團隊很重要，也逃避工作。</li> </ul>

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### Direct Contact Skills 直接服務的技能

This section focuses on the people skills that directly impact the quality of life of our residents.

以下為直接影響長者的生活品質的人際技能。

**J. Respect Resident's Wishes and Preferences:** including the commitment and demonstrated effort to get know the residents and incorporate the knowledge into care and service

**尊重長者的願望和喜好：**包括是否忠實地並努力了解長者，並將對長者的認識融入護理和服務中。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Example:</b></p> <ul style="list-style-type: none"> <li>• Make efforts to decode residents' wishes when it may not be apparent. 在不明確的情況下，努力了解長者的意願。</li> <li>• Advocates for meeting residents wishes and preferences. 為長者倡權，以滿足願望和喜好。</li> <li>• Facilitate systematic and process changes to meet residents' needs in general, e.g. change in snack time, pilot evening shower possible, etc. 促使系統和流程上的改變 例如: 改變小食或淋浴時等。</li> </ul>	<p><b>Example:</b></p> <ul style="list-style-type: none"> <li>• Make time to know the residents and incorporate wishes and preferences into the care plan. 花時間了解長者並將其願望和喜好納入護理計劃。</li> <li>• Make efforts to try different available options to fulfill residents' wishes 努力嘗試各種可行的選擇來滿足長者的願望。</li> <li>• Model and influence others to do the above. 作為他人的表率，影響他人，以實現長者願望。</li> </ul>	<p><b>Example:</b></p> <ul style="list-style-type: none"> <li>• Seeks to learn more about the resident. 主動了解與長者的需要</li> <li>• Review records and documentations to learn about residents wishes 會查看資料以了解長者的偏好和意願。</li> <li>• Practice basic respectful language and gestures (ie. knocking the door, do not use infantilize languages) 有對長者做到基本的尊重，像是敲門、不用對小孩的方式對長者說話。</li> </ul>	<p><b>Example:</b></p> <ul style="list-style-type: none"> <li>• Is unaware of residents' wishes and preferences and doesn't seek to learn them. 不知長者的意願和喜好，也未主動了解。</li> <li>• Is aware of residents' wishes and preferences but do not take action for reasons other than safety or as specified in the care plan. 知道長者的意願，卻未採取行動(與安全無關)。</li> <li>• Require or compel residents to follow the work routines and do not bother to understand residents' wish. 要求或強迫長者依其工作程序生活，不在乎長者的需求。</li> </ul>

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**K. Positive Response to resident/family request:** Ability to provide positive response and introduce options, to validate feeling before applying reorientation, actively greeting residents and create a friendly and warm care environment.

**對長者與家人的正面回應：**能夠提供積極回應，並提供選擇，能在轉移話題之前體會其感覺、主動與長者打招呼、營造友好而溫馨的護理環境。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Advocate for resident's needs in a constructive manner. 用有建設性的方式提倡長者的需要。</li> <li>• Create moment of laughter for residents. 為長者創造歡聲笑語。</li> <li>• Help residents to fulfill their life goal in the context of the current reality 幫助長者在可以實際地實現自己的人生目標。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Say yes and provide options. 用正面的答案回應長者，並提供選擇。</li> <li>• Communicate challenges calmly and offer for alternative when request cannot be met. 當無法滿足要求時，平和地解釋原因，並提供替代方案。</li> <li>• Help other staff in becoming more capable of responding to family/resident requests. 幫助其他同事可以更有效地應對長者與家人的要求。</li> <li>• Always smile and greet the residents and families 會以微笑或愉悅的態度問候長者或家人</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Responds to family requests in a professional manner and suspend personal emotion and judgement. 能以專業的方式回應家人的要求，並不受個人的情緒和評斷影響。</li> <li>• Responds to resident's requests in respectful tone. 以尊重的語氣回應長者的要求。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Intimidate residents in the communication process, such as you will die if you don't listen. 在互動中威嚇長者，如「你若不聽會死」之類的言語。</li> <li>• Ignore residents' request. 忽略長者的要求。</li> <li>• Speak in disrespectful tones 用不尊重的語氣說話</li> <li>• Raise voice to or blame residents for an accident. 在意外發生後向長者大聲或責備。</li> <li>• Focus only on tasks and not the person. 只專注於完成任務而忽略了需要協助的人。</li> <li>• Complain residents for not cooperating. 抱怨長者不跟自己合作。</li> </ul>

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- L. **Observation and Critical Thinking Skills:** the ability to identify changes in residents, alert the team, and initiate further care assessment to detect early signs of decline or opportunity to improve residents' wellbeing and quality of life.

**觀察力和合理思維能力：**能夠識別長者的變化，向其他團隊成員發出提示，並發起進一步的評估，以發現早期的衰退跡象，並把握機會改善長者的福祉和生活質量。

Superior 績優	Competent 勝任	Average 平平	To develop 待努力
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Identify patterns in the "abnormalities" and set up a process in place to help other team members in responding to change in care or service needs. 可以識別出「異常」發生的模式，從而建立所需的流程來幫其他同事因應改變。</li> <li>Engage in education or staff development to support other team members to develop observation and critical thinking skills. 參與員工訓練與發展，以支持其他同事可以增進觀察及合理性的思維技能。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Actively identify changes in residents' condition, response to care and services and alert other team members. 會積極地找出長者的改變，向自己的團隊及其他部門的相關成員提示。</li> <li>Able to challenge the status quo for the resident's care goal and work goal. 能夠挑戰現狀，為長者及團隊的目標努力。</li> <li>Model and influence in taking needed action to adapt instead of just fulfilling the "routines". 願意在工作方法上作所需的調整，而非只是完成依般工作。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Pay attention to residents' change, investigate, and relate the care updates to the other team members. 會注意長者的變化，進行調查並連繫其他同事採取進一步行動。</li> <li>Able to ask question when things do not make sense or do not work. 當事情不合理或沒起作用時會提出質疑。</li> <li>Identify what may need to be adjusted in the care/work plan and implement it. 會提出護理/工作計劃中可能需要調整的內容並加以實施。</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>Complete the routine without noting changes. 只在乎完成常規工作，不特別注意改變。</li> <li>Finish his/her job in a "one-size-fits-all" way for different residents. 跟所有不同的長者都只以同一種方式提供照顧或服務，不在乎個人差異。</li> </ul>