

# GUIDELINES FOR SUPERVISORS IN MANAGING PROBLEMS WITH REGISTRAR PROGRESS

*Where the issue is performance problems affecting either training or both training and service work:*

Identify problems by about 2 months into the run: (If start run with clear problem issues ID'd by the prior supervisor, do this process right from the start)  
Discuss issues with registrar and give and receive feedback



Determine with the registrar specific goals and improvements needed. Consider giving feedback using EIT format (a detailed review form used in 1<sup>st</sup> Year and available from Training Centre). Put training goals in writing for both of you, with an agreed plan to address these issues and a review date regarding progress. You will need to do progress report at 3 months point but might, if don't identify issues until 2 mnths into run, want to do a less formal review at the 4 month point. Make sure this review leaves time for further progress before the end of the run, however (eg. don't leave it until the last 2 weeks of run)



Carry out this plan – might involve focussing supervision on certain tasks, doing more observed interviews, practising presentations etc. Might involve you checking registrar's doing adequate discharge summaries etc.



Review progress at the time set, using the written goals



If no improvement, try to identify why the registrar is not meeting these goals or responding adequately to feedback, e.g.:

- factors within the registrar, or related to their personal situation
- factors within the supervisory relationship
- factors within the local system, service or team (eg. workload)
- factors within the wider culture (acculturation issues)



Talk the problem through with District's Training Facilitator (TF). If there are 3-monthly supervisor's meetings in your District to review registrar progress, discuss the issues with other supervisors at the 3-month point.



Arrange a meeting with the Training Facilitator, yourself & the registrar to talk through the issues and see if a 3<sup>rd</sup> party (the TF) can mediate or help clarify where the problems lie. If the issue is clear and the problem overall lies with the registrar rather than the surrounding system or the relationship between you, work with the TF to set further goals to be achieved by the end of the run



As above, carry out the plan regarding these training goals or remedial work and review progress at the end of the run. If adequate, well & good.

**If performance is still not adequate, discuss with TF and probably arrange another joint meeting with the registrar. Record problems, putting clear details on Training Feedback form. There can be several outcomes, but at this stage it is preferable also to involve the Director of Training:**



Registrar may pass the run but have important issues to keep working on. It is necessary at this point to contact the Director of Training and the next supervisor and give clear feedback regarding problem areas. Detailed written feedback on the form regarding these issues is also sent to the Training Centre. TF needs to be informed and will liaise with the new TF if the registrar changes Districts. Registrars should ideally have counselling on other career options if problems are felt to be serious, and the need for this should be discussed with the TF and DoT.

Registrar may fail the run. This is quite rare, except in First Year when some fail to pass the initial assessments. This decision should be discussed in advance with the Director of Training, then with the registrar. Clear reasons should be recorded on the feedback form. Copy of form goes to Director of Training (DoT) and to registrar. If the run is failed, the registrar may need to re-do that type of run if it's a mandatory experience. If run is not mandatory, the issue is more about overall competence and abilities.



The registrar may need a more formal warning and goal-setting process in the next run if it is felt that they are not progressing with training and/or may not be suitable for training. The TF and Director of Training should be involved in this, and the process is also likely to include HR staff from the local District. Likely to occur if registrar has failed or nearly-failed prior runs and comes to you with problems already identified. If this more formal process occurs, DoT with TF & HR staff will meet with you and your Registrar, give clear feedback, arrange a last probationary run in which to achieve specific goals, and organise written feedback and clear goals for the next run.

If this run-failure comes at the end of prior problems and formal warnings such that the run with you has been a 'last chance' probationary period, the registrar will not be continued as a trainee. However, depending on whether the issues are training-related or affect clinical competence, they may find service work as a medical officer. If they are to leave Training they will see the DoT for a final interview at the end of the run. This process is likely also to include HR staff from the local District.



Close monitoring in supervision will then occur in the next run, with 3 & 6 monthly reviews involving the supervisor, TF and DoT. Final review will involve the DoT and HR staff if registrar has not improved, as at right above.

## **INTEGRATING THE TRAINING AND SERVICE PERFORMANCE ISSUES:**

There are two processes – often they need to be integrated regarding overall feedback, goal-setting and formal warnings as described above.

1. Process of feedback and progress with TRAINING ISSUES (eg. passing cases, exams, achieving training milestones). Registrar can fail as a trainee but continue to be employed in a service capacity – eg. if registrar never sits the examinations.
2. Process of SERVICE WORK COMPETENCE (and safety) and performance reviews. Districts differ re the exact HR\* or Management processes re this. TFs ideally act as the local District interface to assist you and your team manager with HR issues.

Your service or team manager and clinical director may need to meet with you and the registrar if the issues are not just about training but involve general competence in service tasks. This may occur at all levels of the above process, depending on the structure of the service or team and the nature of the problems. The team or service manager may be included in less formal meetings to clarify issues, right up to taking part in any formal process to set clear goals and give formal warning of a 'last chance' probationary run. If the issues are serious, the clinical director will be included in these discussions, and HR staff are always involved in any process of formal warnings which might lead to the loss of a registrar position.

## **DOCUMENTATION OF PROBLEMS:**

**Up to now, supervisors have been very poor at documenting clearly in writing problems and areas needing work on the 3- and 6-monthly Feedback Forms.**

**This is essential**

- so problems can be caught early and registrars can make necessary changes
- and so the Director of Training & HR staff can carry out a fair remedial process

**PLEASE don't fudge or ignore problem areas when you fill out the Feedback Form – it's not fair to anyone.**

**PLEASE alert the Director of Training at an early stage regarding any significant problem in registrar progress.**

**If there has been a more formal meeting between supervisor, registrar and TF or DoT to identify and remedy problems during the run, the final feedback meeting and Feedback-Form completion session must involve either the TF or DoT as well.**

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\* Human Resources