

# Managing Preceptor Assessment

Mary G. Harper, PhD, RN, NPDA-BC, FAAN  
Director of Research & Inquiry



1

## Acknowledgements

- Beth Ulrich, EdD, RN, FACHE, FAONL, FAAN
- Patsy Maloney, EdD, RN, NPD-BC, NEA-BC, CEN, FAAN
- Joan Insalaco Warren, PhD, RN, NPD-BC, NEA-BC, FAAN
- Ryan MacDonald, PhD (Cool stats guy)
- Dawn Whiteside, DNP, RN, CNOR, NPD-BC, RNFA
- Heidi Keeler, PhD, MSN, MBA, RN

2



Association for Nursing Professional Development | [anpd.org](http://anpd.org)



3



Association for Nursing Professional Development | [anpd.org](http://anpd.org)



4





Association for Nursing Professional Development | [anpd.org](http://anpd.org)



5



Association for Nursing Professional Development | [anpd.org](http://anpd.org)



6

## Classifications of Endangered Species

- Least Concern
- Near Threatened
- Vulnerable
- Endangered
- Critically Endangered
- Extinct in the Wild
- Extinct



Requires Conservation



[Freeimages.com Content License](https://www.freeimages.com/content/license)

## International Fund for Animal Welfare (IFAW) Recommendations

- Recognize threats are primarily due to human actions
- Adopt ethical practices
- Advocate, support, and protect



# Threats to our Endangered Species: Preceptors

9



“Nursing work continues to become increasingly complex with less manpower and time to meet responsibilities. One preceptor stated, ‘the only way I feel now is used.’”

Turnbull, 1983

10

## Threats

- Human (Preceptee) “threats”
- Environmental “threats”
  - Lack of institutional support



Durkin et al., 2022

Association for Nursing Professional Development | [anpd.org](http://anpd.org)



11

## Lack of Institutional Support

- Lack of notice before precepting
- No break between preceptees
- Isolation from peers
- Lack of support from charge nurses, managers, NPD practitioners
- Patient assignments
- Lack of compensation
- Scheduling
- Lack of role preparation
- Lack of feedback



Durkin et al, 2022

Association for Nursing Professional Development | [anpd.org](http://anpd.org)



12

## Lack of Institutional Support: Evaluation



- Who evaluates your preceptors?
  - Nobody
  - Manager
  - Academic Faculty
  - Preceptee
  - Preceptor self-evaluation
  - NPD Practitioner/practice-based educator
  - Others?

## Lack of Institutional Support: Evaluation



- How do you evaluate your preceptors?
  - Organization created evaluation
  - L'Ecuyer's Preceptor Self-Assessment Tool
  - ANPD Preceptor Assessment Tool
  - Other?

## Lack of Institutional Support: Evaluation

- Is your evaluation competency based?
  - If no – what does it measure?
  - If yes - where did the competencies come from?



## Evidence-Based Preceptor Evaluation

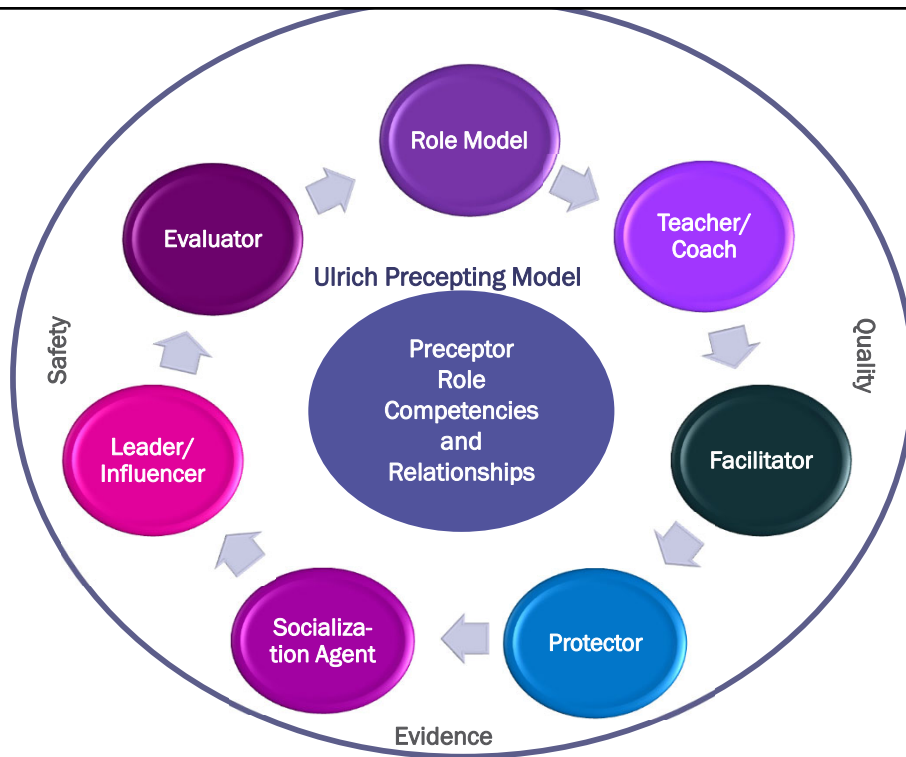


## Background

- ▶ 2020: National Preceptor Practice Study
  - ▶ Validated the 7 role domains of the Ulrich Preceptor Model



17



18

## Background (cont.)



- ▶ National Preceptor Competency Consensus Study (2021 – 2024)
- ▶ Results
  - ▶ Role definitions
  - ▶ 6 essential attributes (used for selection)
  - ▶ 66 competencies
  - ▶ 6 core competencies (apply to all role domains)

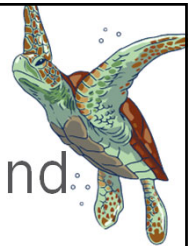
## Accessing the Competencies





21

## Preceptor Assessment Tool Development



- ▶ Used the competencies from the background studies (content validity)
- ▶ Formatted as an assessment tool using a 5-point scale
  - ▶ 0 = not competent
  - ▶ 4 = highly competent (the preceptor is sometimes consulted by others to assist them)

22

## 2024: Validating the PAT



### Purpose

- ▶ To test the psychometric properties of the ANPD Preceptor Assessment Tool (PAT)

## Uses of the PAT

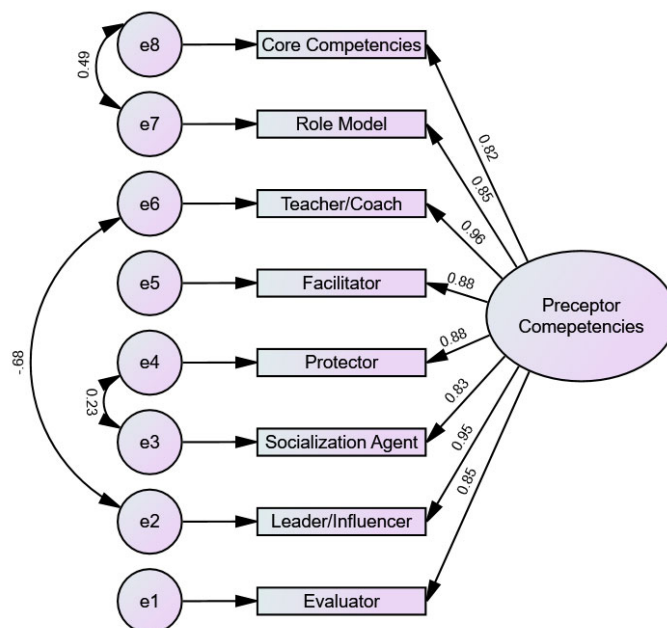


- ▶ Assessment of an individual preceptor by
  - ▶ Preceptee
  - ▶ Others with knowledge of preceptor performance
    - ▶ Supervisor/manager
    - ▶ NPD practitioner
    - ▶ Academic faculty
- ▶ Self-assessment (preceptor)



## Psychometric Testing (n = 484)

- ▶ Cronbach's alpha used to determine internal consistency (0.886)
- ▶ Model fit indices
  - ▶ 8 distinct but related domains contribute to overall preceptor competency
- ▶ Confirmatory factor analysis supported the structure of PAT



## Discussion

- PAT is valid & reliable
- Mechanism for structured feedback
- Assessment can be used by
  - Preceptors
  - Preceptees
  - Those who provide oversight
  - NPD practitioners
- National standardization



## Implications for Practice

- Preceptor Assessment Tool Uses
  - Accreditation requirements
  - Program evaluation
  - Annual performance evaluations
  - Demonstrate organizational support
  - Educational needs assessment
- Competency-based continuing professional development





# Caring for Our Endangered Species

29



30

## Mitigating Threats to Our Endangered Species through CPD



- ▶ Competency-based continuing professional development
  - ▶ Key characteristics
    - ▶ Practice-based learning support complemented by coaching & peer feedback
    - ▶ **Multiple levels of assessment of and for learning: multisource feedback (MSF)**
    - ▶ Encouragement of individualized plans of learning

Durkin et al., 2022

Association for Nursing Professional Development | [anpd.org](http://anpd.org)



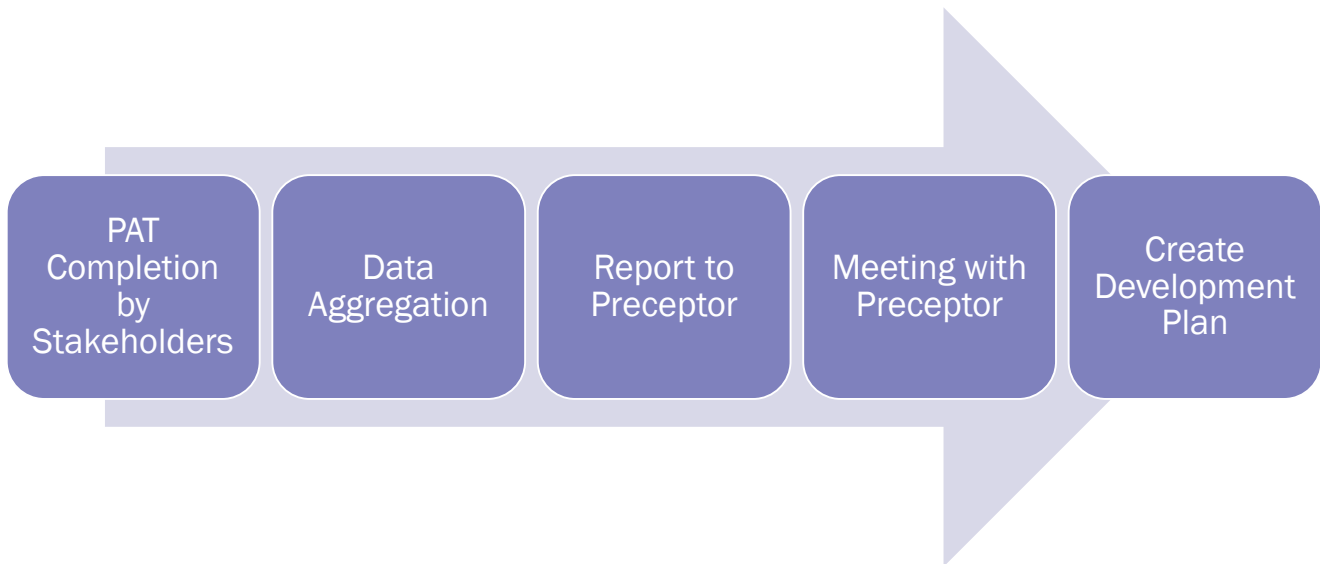
31



32



## Multisource Preceptor Feedback Process



Association for Nursing Professional Development | [anpd.org](http://anpd.org)



33

## Group Discussion

### Dealing with Discrepancies

- ▶ Preceptor rates self higher than others rate the preceptor
- ▶ Preceptor rates self lower than others rate the preceptor

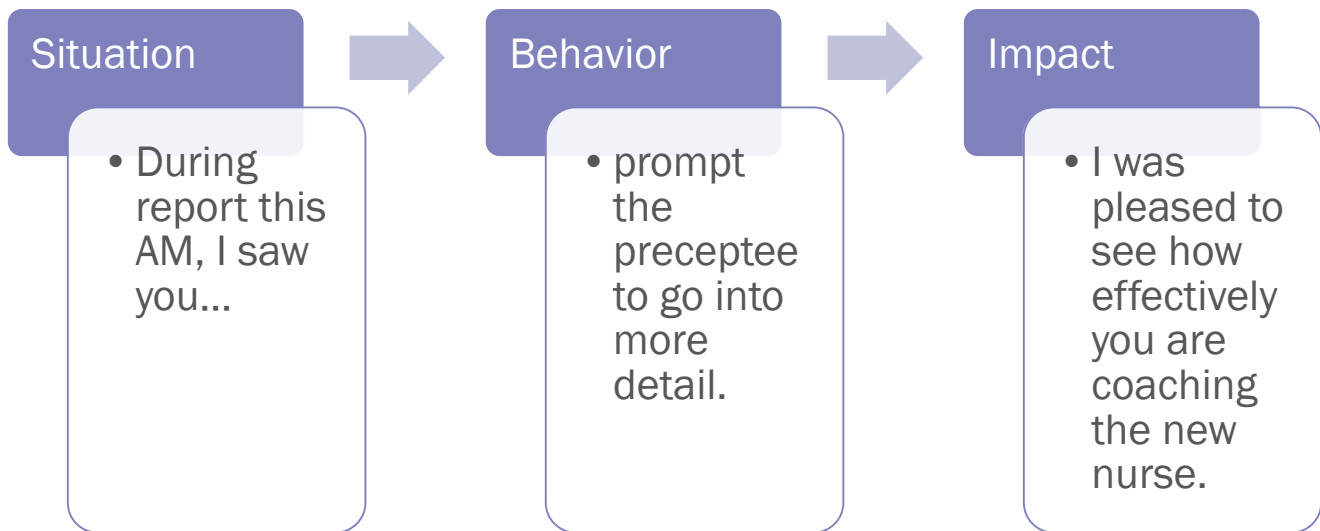


Association for Nursing Professional Development | [anpd.org](http://anpd.org)



34

## Feedback Formula



Center for Creative Leadership

Association for Nursing Professional Development | [anpd.org](http://anpd.org)

35

## Dealing with Assessment Discrepancies



- ▶ Avoid...
  - ▶ Arguing.
  - ▶ Dismissing the other's viewpoint.
  - ▶ Defensiveness.
  - ▶ Saying "You're wrong."
- ▶ Focus on understanding other's perspective, not on responding.
- ▶ Clarify using specific examples (feedback formula).
- ▶ Find common ground.
- ▶ Identify specific educational opportunities.
- ▶ Commit to a written course of action.
- ▶ Solicit feedback about what the preceptor needs.

Association for Nursing Professional Development | [anpd.org](http://anpd.org)

36

## Using the ANPD Preceptor Assessment Tool



- ▶ Repository use only
  - ▶ International database for preceptor data
  - ▶ Individual organizations/systems apply for access
  - ▶ Upon receipt of signed agreement, link sent to use
  - ▶ 5-item (or more) alpha-numeric codes for PAT users
    - ▶ Organization-level
    - ▶ Department/unit-level
    - ▶ Individual completing
    - ▶ Preceptor being assessed

## Using the ANPD Preceptor Assessment Tool



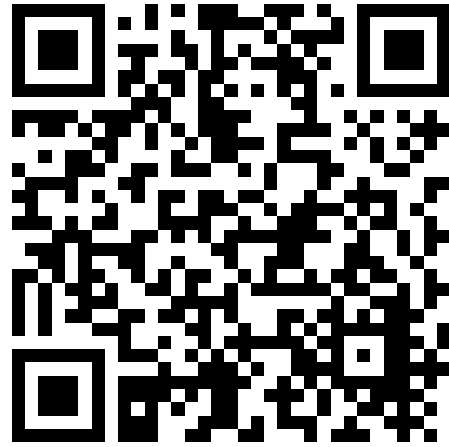
- ▶ Individual users must supply email address to obtain individual results
- ▶ When aggregate data desired, request download of items with organizational code
- ▶ Data provided in spreadsheet format to facilitate analysis

## Accessing the PAT

ANPD.org

Resources

For NPD  
Practitioners



Association for Nursing Professional Development | [anpd.org](https://anpd.org)



39

## Questions



Association for Nursing Professional Development | [anpd.org](https://anpd.org)



40



## References

- Center for Creative Leadership. (n.d.). How to use situation-behavior-impact (SBI)<sup>TM</sup> to explore intent vs. impact. Retrieved 7/18/2025 from <https://www.ccl.org/articles/leading-effectively-articles/closing-the-gap-between-intent-vs-impact-sbii/>
- Curran, V., Fleet, L., Whitton, C. (2024). Fostering “reflection-on-practice” through a multisource feedback and peer coaching pilot program. *Journal for Continuing Education in the Health Professions*, 44(1), 64–70. <https://doi.org/10.1097/CEH.0000000000000483>
- Durkin, G. J., Cosetta, M. A., Mara, C., Memmolo, S., Nixon, C., Rogan, M. L., & Pignataro, S. (2022). A multimodal project to assess preceptor burnout: Implications for professional development practitioners. *Journal for Nurses in Professional Development*. [Advance online publication]. <https://doi.org/10.1097/NND.0000000000000820>
- Gaivin, K.S. (2025, May 22). As engagement wanes among nurses, organizations must prioritize human capital, report says. *Business Daily News*. <https://www.mcknightsseniorliving.com/news/as-engagement-wanes-among-nurses-organizations-must-prioritize-human-capital-report-says/>
- Harper, M. G., Keeler, H., Ulrich, B., Maloney, P., Brown, J., & MacDonald, R. (in press). Setting the standard for preceptor evaluation: The Association for Nursing Professional Development preceptor assessment tool. *Journal for Nurses in Professional Development*
- Harper, M. G., Ulrich, B., MacDonald, R., Maloney, P., Warren, J. I., Whiteside, D. (2023). Summary findings from the 2023 preceptor competency consensus study. [https://www.anpd.org/Portals/0/Files/ANPD\\_1127571-23\\_PreceptorCompetencies\\_Report.pdf](https://www.anpd.org/Portals/0/Files/ANPD_1127571-23_PreceptorCompetencies_Report.pdf)
- .

## References

- Lockyer, J., & Sargeant, J. (2022). Multisource feedback: An overview of its use and application as a formative assessment. *Canadian Medical Education Journal*, 13(4), 30–35. <https://doi.org/10.36834/cmej.73775>
- Scott, K. (n.d.). *How to respond to negative feedback at work that you disagree with*. Retrieved 7/16/25 from <https://www.radicalcandor.com/blog/responding-to-negative-feedback>
- Turnbull, D. (1983). Rewards in nursing: The case of nurse preceptors. *The Journal of Nursing Administration*, 13(1), 10-3. <https://www.jstor.org/stable/26807602>
- Ulrich, B. T. (2024). *Mastering precepting*, 3<sup>rd</sup> ed. Sigma.
- Ulrich, B., Harper, M. G., Maloney, P., Warren, J. I., Whiteside, D., MacDonald, R. (2025). National preceptor consensus study. *JONA: The Journal of Nursing Administration*, 55(1), 14-21. DOI: 10.1097/NNA.0000000000001523