Performance Achievement Policy for the HSE

January 2016
# Reader Information

<table>
<thead>
<tr>
<th>HSE Directorate:</th>
<th>National HR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title:</strong></td>
<td>Performance Achievement Policy for the HSE</td>
</tr>
<tr>
<td><strong>Purpose:</strong></td>
<td>To set out the policy on performance management in the HSE</td>
</tr>
<tr>
<td><strong>Author:</strong></td>
<td>HR Leadership, Education and Development</td>
</tr>
<tr>
<td><strong>Publication date:</strong></td>
<td>To be confirmed</td>
</tr>
<tr>
<td><strong>Target Audience:</strong></td>
<td>All managers and staff in the HSE</td>
</tr>
<tr>
<td><strong>Superseded Documents:</strong></td>
<td>None</td>
</tr>
<tr>
<td><strong>Related Documents:</strong></td>
<td>Performance Management in the HSE – Guidance Document (2012)</td>
</tr>
<tr>
<td><strong>Review Date:</strong></td>
<td>To be confirmed</td>
</tr>
</tbody>
</table>
| **Contact Details:**  | John Brehony  
                       | National HR  
                       | Leadership, Education and Development  
                       | Swords Business Campus  
                       | Balheary Road  
                       | Swords  
                       | Co. Dublin  
                       | Email: john.brehony@hse.ie |

<table>
<thead>
<tr>
<th>Document reference number</th>
<th>0.02</th>
<th>Document developed by</th>
<th>National HR, Leadership, Education and Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revision number</td>
<td></td>
<td>Document approved by</td>
<td></td>
</tr>
<tr>
<td>Approval date</td>
<td></td>
<td>Responsibility for implementation</td>
<td>All HSE managers and employees</td>
</tr>
<tr>
<td>Revision date</td>
<td></td>
<td>Responsibility for review and monitoring</td>
<td>National HR, Leadership, Education and Development</td>
</tr>
</tbody>
</table>
Table of Contents

READER INFORMATION.......................................................................................................................1
1. INTRODUCTION .............................................................................................................................4
2. POLICY .............................................................................................................................................4
3. PURPOSE ...........................................................................................................................................5
4. SCOPE ................................................................................................................................................5
5. DEFINITIONS/ABBREVIATIONS ...............................................................................................5
6. ROLES AND RESPONSIBILITIES ..............................................................................................6
7. POLICY PRINCIPLES ....................................................................................................................8
8. MONITORING AND REVIEW ........................................................................................................9
1. Introduction

1.1 The HSE has a strategic aim to be a world class organisation across the range of its services and management activities, delivering the best possible care to our patients and service users. Alongside recruiting and retaining the best staff it is key to that ambition to enable a full and effective contribution from staff and to facilitate their continuing high performance. As our Corporate Plan¹ states ‘our staff are at the core of the delivery of healthcare services – working within and across all care settings in communities, hospitals and healthcare offices’.

1.2 Those with staff leadership or management responsibilities have a central role in enabling high performance; establishing the cultural expectations about outputs and standards of work, openly communicating with colleagues about performance and goals, and facilitating the ongoing development of staff.

1.3 Managers need to ensure that all staff are clear about their role and the standard of work expected of them in their employment with the HSE and that they have the opportunity to engage in discussions with their manager on these matters and on their development goals and career aspirations.

1.4 The HSE is committed to supporting its staff to live the values of care, compassion, trust and learning in order to deliver high quality, effective and safe services to our patients and service users. ‘Central to that is the requirement to engage with staff so that their voice is heard thereby enabling a highly motivated workforce where training and development needs are met’.² The Performance Achievement process will facilitate this.

2. Policy

2.1 The HSE will implement, maintain and monitor a Performance Achievement system that develops the capacity and capability of its employees, improves the performance of the organization and addresses underperformance in a timely and constructive manner.

2.2 There will be a focused emphasis on performance achievement and engagement at all levels in the health system with frequent manager / staff meetings in developing a culture of teamwork, communication and innovation.³

2.3 All staff are required to engage in the performance achievement process and all managers have a key responsibility and accountability for ensuring this.

¹ Building a high quality health service for a healthier Ireland Health Service Executive Corporate Plan 2015-2017
² Health Service Executive National Service Plan 2015
³ Health Service Executive National Service Plan 2016
3. **Purpose**

The purpose of this policy is to:

3.1 Facilitate good management practice by managers.

3.2 Assist managers and staff to achieve and maintain high standards of job performance and reinforce the HSE vision, mission and organizational values in our management practice.

3.3 Set out a framework and guidance to improve performance and develop staff.

3.4 Ensure an equitable and transparent process for managing performance, recognising and acknowledging good performance, addressing underperformance and supporting the development of staff to achieve high performance and forward their careers with the HSE.

4. **Scope**

4.1 This policy applies to all staff of the HSE.

4.2 This policy should not be used where failures in performance are due to one of the following:

- Misconduct – *Disciplinary Procedure for Employees of the HSE* and *Grievance and Disciplinary Procedure for the Health Service* should be used.
- Ill Health – *Managing Attendance Policy*, *Policy for Preventing and Managing Stress in the Workplace* and *Rehabilitation of Employees back to work after illness or injury* should be used.
- Bullying and Harassment – *Dignity at Work Policy for the Health Service* should be used.

5. **Definitions/Abbreviations**

<table>
<thead>
<tr>
<th>Item</th>
<th>Definition/Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Achievement</td>
<td>A system for managing performance. It includes all aspects of ensuring effective performance, from job design, to recruitment and selection, to induction and ongoing management of performance through the Performance Review Cycle. (PA)</td>
</tr>
<tr>
<td>Performance Review Cycle</td>
<td>This is the architecture of the PA system for planning and reviewing an individual’s performance and development with them, aligning individual goals and objectives with those of the organization. It is carried out on a regular and consistent basis, and includes 3 key meetings between a manager and his / her direct report(s) as part of</td>
</tr>
</tbody>
</table>
6. **Roles and Responsibilities**

6.1 **Responsibilities of Managers:**

6.1.1 The effective management of employees is a key accountability of line managers.4

6.1.2 Managers are required to ensure that the PA system is applied fully in their areas of responsibility, that the PRC process is followed as set out in the Guidance Document5, and that arrangements are in place to monitor that it is happening. Managers will be required to report on compliance.

6.1.3 Managers, through the PA system, have the means to recognise exceptional performance; identify opportunities to develop and grow employees; develop capacity and effectively deal with poor performance.

6.1.4 Managers should ensure that a record of the performance and development discussion is completed, using the form in the Guidance Document or other documentation as appropriate, and that the employee has a copy of this also.

6.1.5 To ensure that each employee has a clear statement of the main purpose and scope of the post and the tasks involved.

6.1.6 To ensure that each new employee is properly and fully inducted with regard to the HSE, service, department and the job itself.

---

4 Public Service Stability Agreement 2013-2016 – The Haddington Road Agreement (May 2013)
6.1.7 To ensure that performance is discussed on a regular basis with the employee and that inadequate performance is addressed as soon as possible to enable the causes to be identified and corrective action taken.

6.1.8 To ensure that employees have a reasonable and realistic chance of being successful through appropriate job design and realistic and achievable goals in the job agreed in discussion with the manager through the PRC process. This also includes ensuring that employees are supported to gain the necessary knowledge, skills, behaviours and attitudes for success through appropriate training and development identified in development discussions or in response to specific performance issues.

6.1.9 To ensure that employees receive initial and ongoing training and development to support performance in the job and that training needs are re-assessed following any changes in the job.

6.1.10 To ensure that the scope and tasks associated with the job are appropriate to the grade while allowing for sufficient stretch to prepare the employee for progression.

6.1.11 To ensure that expectations in respect of performance in the job are realistic and take account of factors outside of the control of the employee.

6.1.12 To ensure that the volume of work associated with the job is reasonable.

6.1.13 To ensure that adequate supervision and support is available to the employee.

6.1.14 To ensure that reasonable arrangements are made to support performance by employees with a disability.

6.2 HR is responsible for the following:

6.2.1 To ensure that all aspects of the PA system and PRC process are fair and reasonable in practice.

6.2.2 To provide guidance, advice and training to managers and staff to support implementation of the PA system and the PRC process.

6.2.3 To provide guidance and other supporting documentation that set out the detail of the PA system and the PRC process.

6.3 Responsibilities of Employees:

6.3.1 Employees are contractually bound to achieve a satisfactory level of performance.
6.3.2 All employees are required to participate in all aspects of the PA system and the PRC process, including relevant training and development as set out in their PDP agreed with their manager. Failure to participate will be considered a disciplinary matter and will be dealt with under the appropriate policy.

6.3.3 Employees are required to attend any meetings under the PRC and PIP processes in relation to any capability issues identified and to engage fully in efforts to address and improve in the identified areas where job performance standards are not being met.

6.3.4 Employees have a responsibility to seek clarification on any points not fully understood regarding issues raised around capability and performance and the application of this policy to their situation.

7. **Policy Principles**

7.1 PA is a process for establishing a shared understanding of what is to be achieved and how it is to be achieved, consistent with the values of the HSE, and an approach to managing people that increases the possibility of achieving success.

7.2 The PA system is intended to contribute to the effective management and support of individuals and teams in order to achieve improved levels of individual and organizational performance and development.

7.3 PA is about establishing a culture where individuals and teams take responsibility for continuous improvement of service delivery and of their own skills, behaviours and contributions. It is therefore a strategic process, long term in nature, aimed at the development of an appropriate culture linking people management, service issues and long term goals.

7.4 It is systematic and consists of a participative and collaborative process of setting and agreeing performance and development goals, the monitoring of progress towards achieving those goals, feedback and recognition.

7.5 It is not an isolated event but a catalyst for greater engagement, a push for a different way of behaving not only for managers but also for employees.

7.6 It is a continuous process and is not limited to the formal meetings under the PRC process. Performance issues should be addressed, and successes acknowledged, as they arise.

7.7 It is good management practice and good employee practice.

7.8 PA is a forward-looking, efficient, development-focused business process that improves employee engagement and drives organizational results.
8. Monitoring and Review

8.1 National HR, Leadership, Education and Development is responsible for monitoring overall compliance with this policy.

8.2 Senior management within each Division, Hospital Group, Community Healthcare Organization, National Ambulance Service, Health Business Service, and Corporate Function is responsible for ensuring compliance with this policy and the implementation of the PA system in their areas of responsibility.

8.3 This policy will be reviewed after one year and every three years thereafter. However, if national guidance, national agreements or legislative changes occur that may impact on the provisions of this policy then the policy will be reviewed earlier to ensure that it is consistent with those changes.

8.4 This policy will be available to all staff via the HSE intranet and website.