

Chapter 2

The Performance Review Cycle (PRC)

“We are what we repeatedly do. Excellence then is not an act, but a habit”.
Aristotle

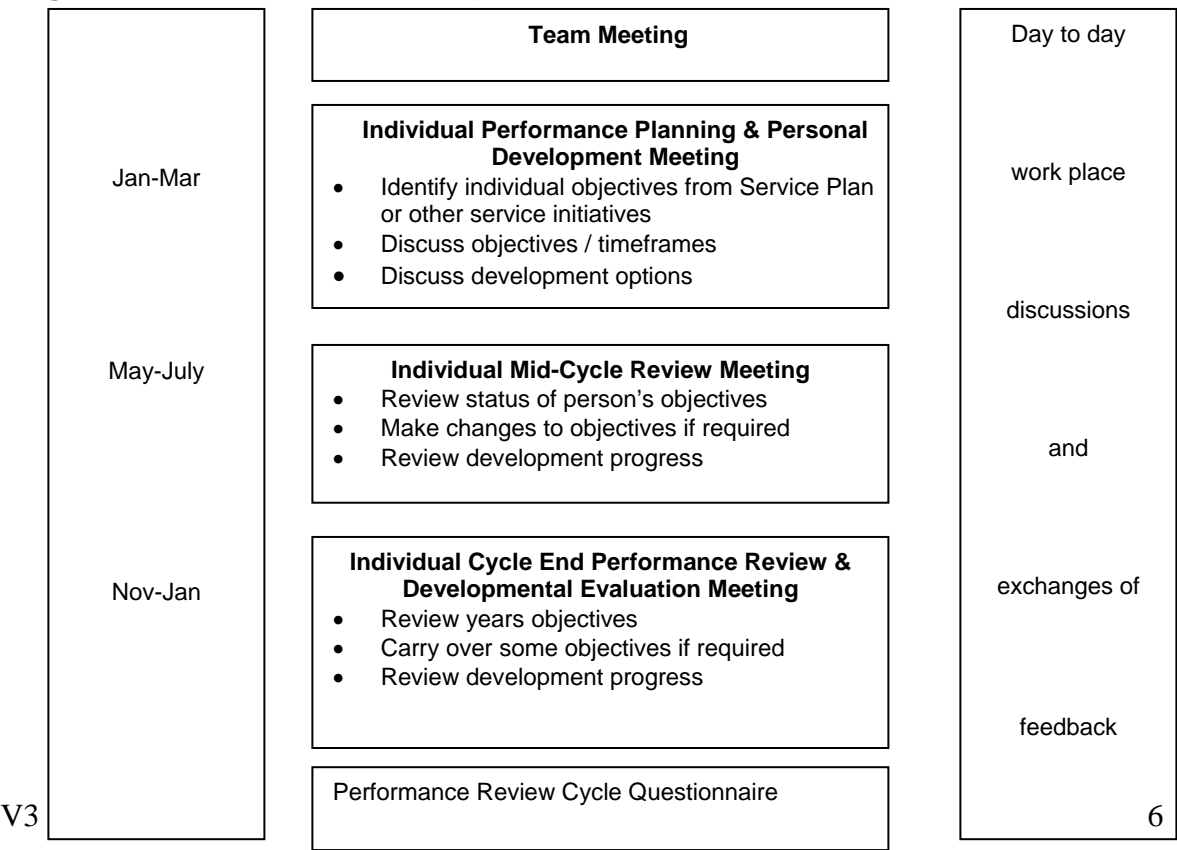
In this chapter you will learn the following about the Performance Review Cycle

- The process
- Objectives
- Individual Performance Planning & Personal Development Meeting
- Mid-Cycle Review Meeting
- Cycle End Performance Review & Developmental Evaluation Meeting
- Performance Management Cycle Questionnaire

2.1 The Performance Review Cycle

The Performance Review Cycle (PRC) provides a systematic and consistent process for managing the cycle of activities associated with service delivery and personal development. It consists of three structured discussions between the manager and his/her direct report supported by day to day work place discussions. The following diagram gives an overview of the process and the recommended scheduling intervals.

Diagram 2.1 Overview of the PRC process



This process requires meaningful service-based discussions between managers and their direct reports on role, responsibilities, objectives, issues such as performance expectations and standards, resource availability and utilisation, training and developmental needs. The process also assists in the identification of good performance and of individual underperformance.

2.2 Objectives of the Performance Review Cycle

The objectives of the Performance Review Cycle are to:

- link unit, team and individual goals and performance standards to service requirements - to arrive at a shared purpose
- create the opportunity for employees to communicate views and receive feedback on their performance
- create the opportunity for managers and employees to engage on service requirements and personal development plans
- encourage the practice of recognising and acknowledging good performance
- recognise and address underperformance in a structured manner
- improve organisational performance and the service user experience

2.3 Individual Performance Planning & Personal Development Meeting (Meeting 1)

Ideally the cycle is preceded by a team discussion on the unit's service delivery requirements contained in the current service plan. It is a basic requirement that each manager has a clear picture of his/her priorities from the discussions with his/her line manager before meeting with his/her team. Following these discussions the manager is then in a position to discuss with the team the service priorities and objectives before identifying, discussing and assigning individual responsibilities. There are two parts to the first meeting.

Part 1 relates to Performance Planning within the context of the service / operational plan and should include:

- discussion on the *purpose of the role* for the year ahead and the identified team priorities and objectives

- discussion and agreement as to what the *key priorities and objectives* of the individual's role are for the year ahead and ensure
- understanding of 'why' these priorities and objectives are important and how the individual's input will assist the HSE in achieving its service commitments
- discussion on the responsibilities, accountability and *standards of performance* inherent in the role
- discussion and agreement on the *individual's plan* for achieving the identified objectives and the required outcomes, i.e. the 'why', 'how', 'when' and to 'what standard'? This discussion will focus on targets, quality, timelines, knowledge, skills and behaviours.
- discussion on the *supports and resources* available and acknowledgement of *risks* associated with achieving / not achieving desired outcomes

As the Manager and individual work through the meeting, the individual should record the agreed objectives, identified risks and desired outcomes in the relevant section of the Action Plan (See chapter 5).

Part 2 of the meeting relates to Personal Development and should include:

- discussion and agreement on the skills, knowledge and competencies required for the year ahead in the context of the service / operational requirements. The appropriate Office of Health Management Competency Framework, Professional Competencies, or the job holder's job specification may be of assistance in identifying the required competencies.
- discussion and agreement on the individual's service driven Continuous Professional Development, Professional Competency Scheme, or Personal Development Plan. CPD encompasses both clinical and non clinical development (e.g. Finance, HR, Procurement, ICT disciplines)
- discussion on requirement for and evidence of statutory registration for regulated professions
- discussion on access to development programmes, educational programmes, clinical programmes, role development, developmental assignments, coaching or mentoring activities

The individual should record the agreed development objectives in the 'Learning and Growth' section of the Action Plan. (See chapter 5).

At the end of this meeting, the Manager and individual should have a clear understanding of their objectives for the year ahead, and the standards of performance required. They will also have an agreed development plan for the year ahead. All these agreements should be recorded in the PRC Form to facilitate review at later stages in the process.

2.4 Ongoing Dialogue and Discussions

As stated at the outset engagement is not and should not be limited to the structured meetings. Ongoing informal discussions and exchange of views form an integral part of the process and there should be regular meetings between the manager and the individual over the course of the year to ensure the objectives set are on target, and to ensure that objectives are changed should priorities shift / circumstances change.

2.5 Mid-Cycle Review (Meeting 2)

The mid-cycle review facilitates a formal review of the individual's progress against the objectives agreed at the beginning of the cycle; it facilitates the exchange of feedback on progress to date and allows the opportunity for both individuals to take into account changes in priorities, resources, structures or responsibilities due to service demands or emerging challenges. Performance and development plans can be amended at this stage to reflect the new requirements and available resources.

2.6 Cycle End Performance Review & Developmental Evaluation (Meeting 3)

At the end of the cycle, progress on objectives set out in the Action is assessed and follow up actions agreed. The process involves a self assessment by the individual on the objectives listed in the Action Plan. This self assessment then becomes the agenda for the discussion with the manager who also completes an assessment. *This is not a time for either party to produce surprises;* rather it is a time for a summary discussion of what both parties know already. There will be no surprises if the initial and mid cycle meetings have been genuine and have been supported by ongoing discussions and feedback during the year.

2.7 Performance Review Cycle Questionnaire

The purpose of the Performance Review Cycle questionnaire is to get feedback from all involved on how prepared they were to enter the process and how the process worked during the year. This feedback will facilitate the monitoring of the process at national

level and identify areas for improvement. The questionnaire will be web based and participants will be notified when the site goes live.

2.8 Supporting Forms

There are a number of supporting documents that need to be completed as part of the PRC process. These are detailed below.

Table 2.1 Supporting forms

Form	Purpose	Completed by	Access
Performance Review Cycle (PRC) Form which includes an Action Plan	Summary doc – used at initial, mid and end meetings More detailed recording of objectives as they apply to 4 headings. Also records development plans agreed	Individual in conjunction with manager	Individual and manager only year one. After year one, manager's manager may have access as part of that Manager's review
Performance Review Cycle Questionnaire	To capture feedback on the process	One by individual, one by the manager	PM & MI

2.9 Storage, Confidentiality and Access

In the first year of implementation copies of the Form will be held by the individual and his / her manager only. From year two onwards the Form may be made available to the manager's manager as it may form part of the performance review cycle discussions between them. It is important that the manager, and his / her manager, maintain the confidentiality of the forms i.e. store them securely, so that no others have access to them. The form is confidential to those directly involved in the process.

Diagram 2.2 Individual Performance Review Cycle

