

Chapter 5

Guidelines on Completing the PRC Form

5.1 Introduction

The following table sets out the sections of the Performance Review Cycle (PRC) form to be completed at each meeting.

	Section of Form	Completed by	Please tick when complete
Meeting 1	1.1 Personal Details	Individual	
	1.2 Review of previous year	Individual	
	1.3 Purpose of role and priorities in current cycle	Individual in conjunction with manager	
	1.4 Action Plan (objective setting & planning)	Individual in conjunction with manager	
	1.5 Summary of Learning & Growth	Individual in conjunction with manager	
	1.6 Meeting 1 Sign off	Individual & manager	
Meeting 2	2.1 Mid Cycle Review	Individual	
	2.2 Self Review	Individual	
	2.3 Manager's Mid Cycle Review	Manager in conjunction with individual	
	Action Plan, Progress on achievements & additional/refined objectives	Individual in conjunction with manager	
	2.4 Meeting Sign off	Individual & Manager	
Meeting 3	3.1 Cycle End Review	Individual	
	3.2 Cycle End Manager's Review	Manager in conjunction with Individual	
	Action Plan, Progress on achievements & additional/refined objectives	Individual in conjunction with manager	

*Note: The numbered bullets in this section correspond to those on the PRC Form.
The text boxes in the PRC form will expand as text is entered.*

Guidelines for completion of the Performance Review Cycle Form-Year one

5.2 Meeting 1

Personal details (PRC Form Section 1.1)

This section is completed by the individual on the commencement of the cycle and in advance of the meeting with their manager. Complete your name, grade and position title

in the relevant boxes. 'Service' refers to the service area that you are currently working in. Your Manager's name and Job Title/Grade should be detailed in the relevant box.

The number of years in the current role (not grade) is required as this may be an item that should be considered when discussing developmental requirements. For example, there may be a different discussion on development requirements with a person who is one year in the role as opposed to a person who is 5 years in the same role.

You should record the dates of each of your meetings with your line manager in the 'Your PRC meeting dates' box. If you have staff reporting to you complete the number in the box entitled 'No. of staff reporting to you'. As the year progresses, you can record the number of meetings you have held with them, on aggregate, in the box entitled 'No. of PRC meetings held with staff'. *Part of your responsibility as a Manager is to ensure that you are engaging in the PMS process with your direct reports.*

Review of previous year (PRC Form Section 1.2)

The individual should complete this section as part of the preparation for the initial meeting with their manager. In this section they could outline their achievements in each of the areas (as listed on the form¹) over the period under review. The individual may wish to state any limitations or constraints inherent in their role or unit's structures in these sections. The 'Learning and Growth' section facilitates the recording of any development activities undertaken or previously identified for the current cycle.

Purpose & Priorities of role in current cycle (PRC Form 1.3)

Meeting 1 is an opportunity for you to meet with your manager and discuss the purpose of the role and the responsibilities and priorities attached to the role for the period in question. This meeting is an opportunity for both parties to:

- discuss and agree, within the context of the relevant service or operational plan, 'what' the key priorities and objectives of your role are
- ensure you know and understand 'why' these priorities and objectives are important and how your input will assist the HSE in achieving its service commitments, resulting in
- a clear understanding of the purpose of the post for the coming period.

¹ Service Delivery/Client Service/Customer Service - Governance/Regulatory/Internal Processes - Financial/Contribution to financial efficiencies/use of resources in an efficient manner - Learning and Growth. These are the 4 areas depicted in the Action Plan.

The purpose should be expressed in bullet points and should make the high level connection between the individual's standard duties and responsibilities and the relevant service or operational plan. This discussion will generally result in five or six key priorities for you for the coming cycle. Without such understanding both parties could approach the period ahead with different expectations which would undermine the performance of the service and the individual. The outcome of these discussions should be entered into section 1.3.

Personal Action Plan -Objective setting and planning (PRC Form Section 1.4)

Introduction

The concept of a Balanced Scorecard was originated by Dr. Robert Kaplan (Harvard Business School) and Dr. David Norton as a performance management framework that added non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organisational performance.

The Action Plan is a **planning and management tool**, based on the concept of the Balanced Scorecard and encourages organisations and individuals to look at **not just financial elements** but to balance this by giving visibility to three other areas of activity, the customer, the organisations internal processes and learning and growth activities. This approach is based on the acceptance that emphases on financial measures, though critical, are not sufficient to manage an organisation. The headings used are:

- **Service Delivery /Client Service / Customer Service** – This perspective recognises the central importance of patient. It reflects what services are delivered, how they are delivered and what the service users' experience is. This area also reflects how the internal suppliers and customers relationships operate.
- **Internal Business Processes** – the processes and procedures that govern the way work is organised and carried out. This area also included governance arrangements and compliance with regulatory requirements.
- **Financial** – Items in this area are budgetary and financial accountability, financial regulations, financial reporting, cost effective utilisation of assets and value for money initiatives.
- **Learning and Growth** – creating a climate that supports personal and organisational learning and development.

The emphasis placed on each of the headings may vary from employee category to employee category, from profession to profession and from role to role. Examples of high level items that should be considered under each heading on the Scorecard are included in Table 5.1 as a guide. The priorities and objectives discussed at the individual Performance Planning and Personal Development meeting (Meeting 1) will influence the items to be entered under the various headings.

Table 5.1 **Examples of items that might be discussed under the different Action Plan headings**

<p>Service Delivery: Patient/Client Care/Customer Service</p> <ul style="list-style-type: none"> • Patient Care • Service quality • Patient safety • Service development • Service integration/reconfiguration 	<p>Governance/Regulatory/Internal Processes</p> <ul style="list-style-type: none"> • Governance/Regulatory • HSE Code of Governance • Clinical Governance Development • Compliance with regulatory authorities • HSE Code of Standards and Behaviour • Professional registration where relevant • HIQA standards • Controls Assurance Statement • Internal Processes • Systems and processes • Risk management • Internal communications • Administration efficiency & effectiveness
<p>Financial/Contribution to Financial Efficiencies/Efficient use of Resources</p> <ul style="list-style-type: none"> • National Financial Regulations • Contribution to financial efficiencies/ use of resources in an efficient manner • Value for money initiatives 	<p>Learning and Growth</p> <ul style="list-style-type: none"> • Role specific competencies required • Service driven Continuous Professional Development • Maintenance of professional competency through Professional Competency Schemes • Personal Development Plan • Development programmes • New assignments • Induction programmes

Action Plan – Record Keeping

Individuals should look on the Action Plan as a resource to record the objectives/revised objectives throughout the PRC cycle. She/he should keep it up to date with any changes that might arise over the course of the cycle so that it's a 'live' and 'working document' - to ensure that it reflects progress throughout the cycle. It should be the focus of discussion at each PRC meeting, and is a useful reference source for you in ensuring that you are progressing on each of the objectives.

The resources available and risks to achieving/not achieving these objectives should also be entered into the Action Plan. Ideally the key points should be recorded rather than full text. The form also contains space for recording exceptional items that could impact on the achievement of objectives during the period.

It is good practice to reflect on achievements against objectives, to consider what you might have done differently/better if you were to approach a situation again etc. It's also good to be mindful of your skill areas, and areas in need of development, as you progress through the cycle so that you can use opportunities that arise during your day to day work that will enable you build on your skills and capabilities.

Summary of Learning and Growth (PRC Form Section 1.5)

In agreeing the individual's objectives and priorities for the coming period, consideration should be given to the competencies, knowledge, skills and abilities that the individual will need to effectively deliver on those objectives. The OHM competency packs provide information on the competencies associated with managerial levels in the HSE, so these are useful reference tools. The competency packs are available on www.hseland.ie in the PDP section of the site. A current job specification may also assist in the identification of the required competencies, skills and knowledge.

Professional disciplines will have competency frameworks applicable to their own profession, CPD requirements and may also have a regulatory requirement to maintain professional competency through formal Professional Competency Schemes.

Consideration should be given to what additional supports the individual might need e.g. access to a mentor/coach, training module, wider experience/exposure so that relevant arrangements can be put in place. Some professional and technical grades need to

meet statutory/legislative requirements so it is important that those are met and maintained.

Sign off (PRC Form Section 1.6)

The individual and manager sign off once the process is completed.

5.2 Meeting 2

Mid-cycle Review (PRC Form Sections 2.1, 2.2 & 2.3)

The mid-cycle review facilitates a formal review by the individual on their progress on the objectives and actions recorded in the Action Plan and to receive feedback from their manager on progress to date. There is a section on the PRC Form entitled 'Meeting 2 – Mid Cycle Review Meeting' specifically dedicated to this meeting.

In Section 2.1, the individual can record any changes in priorities or resources available to him/her since the cycle commenced. In Section 2.2 the individual completes a self assessment of their progress to date in meeting the objectives discussed in Meeting 1. In Section 2.3 there is space for the manager to complete his/her review of the individual.

The self review sections (2.1 and 2.2) should be completed and sent to the manager for consideration in advance of the meeting. Section 2.3 is completed during or shortly after the meeting following the discussion with the manager.

The Mid-cycle review might address from of the following points:

- the status of the objectives; complete, on target, delayed, revised time scales cancelled, deferred or abandoned
- risks to achieving/not achieving the objectives
- changes in priorities, responsibilities or resources due to service demands
- or emerging challenges.

These changes should be noted under the relevant headings² on the Action Plan.

The requirement to formally record progress mid-cycle does not remove the normal practice of reviewing performance on a regular basis. The manager and the individual should regularly review and assess performance against targets and the Action Plan can

² 'Resources Available/resource issues (Financial and Human)' – 'Items and changes that Impact on Achievement of objectives'

be updated by the individual to reflect this. Both should be seeking and giving feedback as part of the professional working relationship.

Sign off (PRC Form Section 2.4)

The individual and manager sign off once the process is completed.

5.3 Meeting 3

Cycle-End Self Review (PRC Sections Form 3.0, 3.1 & 3.2)

The individual should complete Sections 3.0 and 3.1 and give the form to the manager in advance of the Cycle-End meeting. The Manager will complete 3.2 during or soon after the meeting, having discussed it with the individual.

The self assessment of achievements and of developmental requirements forms part of the agenda for the meeting with the manager. The manager considers the individual's self review and learning requirements in advance of the meeting and, following the face-to-face discussion with the individual, will complete Section 3.2 during the meeting or shortly afterwards. The Action Plan template should also be updated.

Sign off (PRC Form Section 3.3)

The individual and manager sign off once the process is completed.

5.4 Cycle–End Administration

A copy of the completed form should be held by the individual with the manager securing a copy on the individual's local file.

On completion of the cycle you are encouraged to complete the web based **Performance Review Cycle Questionnaire**. The purpose of this questionnaire is to get feedback on your experience of the process and give you the opportunity to make suggestions on how it may be made more meaningful.

Storage, Confidentiality and Access

In the first year of implementation copies of the PRC Form will be held by the individual and his/her manager only. From year two onwards the PRC Form may be made available to the manager's manager as it may form part of the performance review cycle discussions between them. It's 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 PRC form is confidential to those directly involved in the process.