



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Office of the National Director of Human Resources
Health Service Executive
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Memo

To: HSE Leadership Team
From: Rosarii Mannion, National HR Director
Date: 16th June 2016
Subject: Performance Achievement System

Dear Colleagues

The Health Service *People Strategy* commits to invest in and develop a workforce that is dedicated to excellence and innovation, embraces leadership and team work and maintains continuous professional development and learning. Priority 6.4 of the Strategy's Work Plans commits to *"Implement and roll-out a revised, redesigned performance management system that is supportive and developmentally based"*

Following a period of consultation, engagement and workshops held in March, 2016 by the HR Division agreement has now been reached between the HSE and the staff panel of the National Joint Council on the commencement of the performance achievement process across the health services.

The full implementation of **Performance Achievement** in the health sector is a significant and positive development for all health service staff and for service users. The evaluation recommendations from a number of sources concur that Health Services staff want on-going feedback and see it as a positive approach which ensures employee engagement and feedback at all levels in the system. There is also evidence to support this approach as part of 'continuous professional development'. In the HSE 2014 Employee Engagement Survey 65% of staff who responded were not satisfied with the level of feedback received. Staff have clearly indicated that they want feedback on their performance and see it as important recognition of their work contribution and personal development.

HR will now lead on implementation and rollout of a revised and redesigned Performance Achievement System with a greater developmental emphasis. The key focus of this initiative is to facilitate meaningful engagement, on a two way basis between managers and staff in relation to all aspects of performance achievement.

The process will provide the fullest possible opportunity for staff and managers to work together and engage productively on all issues that arise in the work place in relation to performance. It also provides the opportunity to give and receive feedback which increases connectivity to service targets and improves overall performance and job satisfaction.

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"To view the Health Services People Strategy 2015-2018, please click [here](#)."



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It is recognised that staff and managers need to be equipped and supported with the necessary skills to engage in performance conversations with a focus on their continued and ongoing development and the achievement of service improvement overall. This approach will also provide managers with a series of guiding materials to further assist them to undertake what is involved in the full roll out of the programme which is most important.

The on-going availability of a full range of support as the programme is being implemented is being further complimented by the establishment of a Joint Oversight/Implementation Group. This group will ensure implementation of a system wide, consistent, quality approach as Performance Achievement is being rolled out. The Programme for Health Service Improvement will support this initiative through the provision of an experienced Project Manager with specific expertise in this area.

Finally at such a stage of complex change and the varying challenges facing managers and staff this approach will provide support to managers and staff in the delivery of services and ultimately lead to safer better healthcare.

Performance achievement information & skills sessions are now available by contacting the following:

CHO Area	Hospital Group	Contact
1,2 & 3	SAOLTA & UL Hospital Groups	Ms. Marie O’Haire Tel: 091 775865 Email: marie.ohaire@hse.ie
6,7 & 8	Ireland East & Dublin Midlands Hospital Groups	Ms. Siobhan Regan Email: siobhan.regan@hse.ie Tel: 057 9370644
4 & 5	South/South West Hospital Group	Ms. Michele Bermingham Email: Michele.bermingham1@hse.ie Tel: 021 4921213
9	RCSI & Childrens’ Hospital Group	Mr. Kevin James Email: kevin.james@hse.ie Tel: 041 6871430 Ms. Nuala Flynn Tel: 01 6209179 Email: nuala.flynn@hse.ie
HBS/ Corporate/Others		Mr. Seamus Treanor Email: seamus.treanor@hse.ie Tel: 0044 7894 882 075

Should you require any additional information, please do not hesitate to contact me directly.

Yours Sincerely,



Rosarii Mannion
National Director of Human Resources

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