

# **Guidance Note on Performance in the HSE**

Performance Achievement is a mandatory process for all Staff in HSE & Section 38 Funded Agencies, whose objective is to improve organisational performance through the development of the skills and capabilities of staff. Professional Development Planning is accepted as Performance Achievement for Nurses and Midwives.

Performance Achievement is not a performance review meeting or a form of staff appraisal nor does it form part of the Disciplinary Procedure for Employees of the HSE. As per HSE contract of employment Performance Review Meetings should take place by way of one to one regular operational catch up meetings between staff and line managers.

Any matters relating to the underperformance of a staff member or perceived shortcomings in work standards, conduct or attendance should be managed through the HSE's Disciplinary Procedure, not through the Performance Achievement process.

Underperformance occurs when there is ongoing failure to meet the standards of performance reasonably expected at the level in which a staff member is employed.

### **Managing Underperformance:**

 Identify the performance gap by reviewing performance expectations against performance outcomes during regular performance review meetings

#### 2. Meet the individual

- Describe the difference between agreed and actual performance and the negative impact it is having
- Ask the individual for their views on what is causing the situation
- Jointly plan time bound action based on the meeting and the root cause of the problem
- · Agree supports available
- Set follow-up review dates
- · Both parties sign off on plan
- Document meeting and provide employee with copy

## 3. Follow through

- Implement the agreed action plan
- Monitor the situation and look for opportunities to support performance
- Acknowledge improvement

Is performance improving?

#### Yes

- Acknowledge performance improvement at performance review meetings
- Consider reduction of regular supervision / contact as improvement continues
- Close out as required standard is achieved

#### No

- Choose from an option or combination of options below:
- Move to the pre-procedural stage of HSE disciplinary process (Informal Counselling)
- Move to support processes as appropriate, Occupational Health, EAP, Rehab Policy, etc.
- Resume steps 1-3 above

### **Useful Relevant Resources:**

- HSE Performance Achievement Policy
- HSE Disciplinary Procedure
- Professional Development Plan for Nurses & Midwives
- Employee Assistance Programme
- Occupational Health
- HSeLanD Conducting an Informal Counselling Meeting
- HSeLanD Performance Achievement Hub
- HSeLanD Professional Development Planning Tool
- HSeLanD i-START Hub
- HSE Employee Handbook