



Oifig an Stiúirthóra Seirbhísí
Altranais & Cnáimhseachais

Office of the Nursing &
Midwifery Services Director



Professional Development Planning for Nurses & Midwives INFORMATION GUIDE

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Introduction

Professional development planning enables nurses and midwives to engage with their managers in a facilitative and supportive manner to make the best use of their skills and capabilities to achieve personal, professional and organisational goals. A Professional Development Plan (PDP) enables nurses and midwives to identify their professional goals, which will ‘support them to channel their energy and maximise individual and team performance to add value and input for service users’ (HSE – Human Resources Division 2019).

Professional development planning is a mechanism that facilitates the nurse/midwife and the line manager to recognise and focus on the individual’s accomplishments, strengths and development needs. In collaboration with their line manager, the nurse/midwife can create goals and objectives to meet their professional development needs. Goals must be aligned to the guiding principles from the Nursing and Midwifery Board of Ireland (NMBI) Code of Professional Conduct and Ethics (NMBI 2021¹), and other policies and guidance, relevant to nursing/midwifery professions.

Professional Development Planning and Performance Achievement

In January 2020, the Chief Executive of the Health Service Executive (HSE) launched Performance Achievement (PA) as a mandatory process for all staff. Performance achievement is a supportive and developmentally based process that aims to ‘support staff to give of their best, be successful in their endeavours and develop their skills and careers within the health service’ (HSE 2020).

Nurses and Midwives will use the Nurses and Midwives Professional Development Planning Framework for the HSE Performance Achievement process.

Context

The Health Service Executive is committed to providing a learning culture that prioritises development to ensure staff are equipped to confidently deliver, problem solve and innovate safer better healthcare. In the Irish healthcare sector, there are many professional opportunities for nurses and midwives to develop their knowledge and skills and advance their careers. However, there are also challenges due to factors such as staff recruitment and retention difficulties. Healthcare needs are changing with an increasing prevalence of chronic illness and an aging population presenting with complex needs. In addition, there are increased public expectations for the provision of high quality accessible integrated health and social care.

Nurses and midwives are required to develop and maintain up-to-date knowledge, skills, competencies, practices, attitudes and values to enable them to adapt to changes in healthcare delivery. A Professional Development Plan (PDP) based on awareness, reflection, goal-setting and planning facilitates competency attainment and career development (HSE 2019). Consequently, the Office of the Nursing and Midwifery Services Director (ONMSD), within the HSE, developed a Professional Development Planning Framework for nurses and midwives. When Part II, *Maintenance of Professional Competence*, of the Nurses and Midwives Act 2011 (Government of Ireland 2011) is enacted, nurses and midwives will be obliged to demonstrate maintenance of professional competence. All goals documented in their PDP must be aligned to the principals of the Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives (NMBI 2021¹).

Continuing Professional Development and Life Long Learning

Continuing Professional Development (CPD) and Life-Long Learning (LLL) are key to identifying learning opportunities and supporting nurses and midwives to provide effective high quality care and ensure patient safety. CPD is a joint responsibility of the employee and the employer where employers, given their legal responsibility for high quality care delivery, should provide the required infrastructure and facilitate sufficient and adequate training possibilities. CPD and LLL initiatives should be considered as an investment in current and future qualifications and competences of the health workforce instead of as a cost factor. The employee is responsible for participating in CPD schemes or activities to maintain the competencies and qualifications required for their professional career. Therefore CPD is largely dependent on the motivation of employees to invest in their own development and on the employer to provide the resources and support, in the interest of quality safe patient care. Professional development planning is a planned approach which is cyclical by its nature and thereby supports the concept of CPD and LLL (HOSPEEM-EPSU 2016).

What is the Purpose of Professional Development Planning?

The purpose of a PDP is to identify clear, achievable goals to meet the individual's professional developmental needs which are also aligned to the department's or organisation's objectives. It is a structured method of recording identified professional development goals that are discussed and agreed with the line manager. PDP provides an opportunity for acknowledgement of the nurse or midwives strengths and accomplishments while identifying their future development needs (HOSPEEM-EPSU 2016).

What are the Benefits of Professional Development Planning?

To the Service User

- Supports improvements in quality and safety of care and health outcomes
- Contributes to improved organisational performance which supports improved care delivery and service user experience
- Contributes to service user confidence in care received

To the Nurse or Midwife

- Provides an opportunity for the recognition and acknowledgement of strengths and facilitates the nurse and midwife to identify and meet their developmental needs
- Provides an opportunity for one to one engagement with the line manager and the nurse or midwife to give and receive feedback
- Provides an opportunity to engage in continuing professional development and builds confidence and credibility
- Enhances job satisfaction

To the Organisation

- Supports a culture of learning and development
- Supports nurses and midwives to further develop the knowledge, skills and competencies required to work in their professional roles
- Provides a structure for improved staff communication and provides an opportunity to give and receive feedback
- Focuses resources and activities on job related learning needs
- Supports job satisfaction
- Supports recruitment and retention
- Facilitates succession planning

Is it compulsory to engage in Professional Development Planning?

Professional development planning helps the staff member's long-term growth within the health service. Performance achievement is for all staff working in the HSE and funded agencies of the HSE. Performance achievement is mandatory (HSE 2020). Nurses and Midwives will use the Nurses and Midwives Professional Development Planning Framework for the HSE Performance Achievement process.

How do I go about writing my Professional Development Plan?

You can start by completing Section A of your digital Professional Development Plan (Digital PDP) where you can document your personal details. If you have previously completed the Digital PDP, your agreed goals will automatically be entered into section B. Section B includes information on the factors that supported and inhibited you in the process of achieving your goals. If this is your first time using the Digital PDP, Section B will remain blank. The professional development planning process (Figure 1) will support you to complete Sections C and D prior to your PDP meeting. It will facilitate you to develop your PDP to meet your professional development needs while also contributing to the goals of your organisation. The professional development planning process consists of 4 main stages; **Prepare, Plan, Collaborate** and **Act**.

Figure 1. The Professional Development Planning Process



Having completed the prepare stage, you are now ready to plan your professional goals and complete section D. Remember your goals will be discussed and reviewed at your professional development planning meeting. In order to plan them, you may like to consider the following questions:

- What am I good at?
- What do I need to work on or do differently?
- What would help me?
- What could stop me?
- What do I want to achieve?
- What steps do I need to take to achieve my goals?
- What resources will I require?
- How will I measure success?

When planning your professional goals, as stated previously, they must be aligned to one or more principles of the NMBI Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives (NMBI 2021¹). In order to maximise your chance of successfully achieving your professional goals, you may consider using the SMART acronym (Doran 1993) when planning and setting your goals and objectives (Appendix 1). When developing your action plan you should consider resources that will support you to achieve your goals. These resources will be agreed with your line manager at your PDP meeting. Examples may include reflective practice, shadowing, journal clubs, mentorship, skill development, workshops, self-directed learning, e-learning, education programmes and blended learning (NMBI 2015). Your PDP will be discussed and agreed with your line manager at your professional development planning meeting, prior to finalising and signing the document.

A Professional Development Plan is a live working document. You should review your professional goals and actions by having regular, informal meetings/ catch-ups with your manager. This will also provide an opportunity to identify and evaluate supports, opportunities and challenges that may arise. Your Digital PDP has been designed to enable you to enter your reflections on your progress in the Act stage. If you are using the hard copy PDP, you can use the *Professional Development Plan: Reflections on Progress and Development template*, to support you with the Act stage of your professional development planning process.

‘Reflection enables individuals and teams to engage in a structured intellectual activity that critically evaluates experiences and practices, promotes change and results in self-awareness, deeper understandings, learning that is meaningful and memorable, and enhanced clinical outcomes’ (NMBI 2021²).

The Act stage of your Digital PDP or the Professional Development Plan: Reflections on Progress and Development template (if using the hard copy PDP) can be used to capture personal reflections on how you are progressing with achieving your goals. This may assist you when completing your next PDP. The PDP reflections are intended to demonstrate your progress, leading to the achievement of your PDP goals. Your PDP can be reviewed again by you and your line manager at the next planned PDP meeting to inform your next PDP.

How do I participate as a nurse or midwife?

The Professional Development Plan is unique to you. It is your responsibility to ensure that it meets your development needs while also being aligned to your service or organisation goals.

You participate by:

- Reflecting on your current role, previous PDPs and future development needs
- Developing and documenting your PDP
- Submitting a copy of your PDP to the line manager prior to this meeting within a reasonable time
- At your meeting, discussing and finalising your PDP with your line manager
- Following the meeting, implement the agreed actions, review your PDP regularly and seek support as necessary.

If using the hard copy PDP, retain a signed copy of your PDP.

If the line manager changes the nurse/midwife will invite their new line manager to engage in the PDP process with them. This is achieved by entering the new line manager's email address on the Digital PDP and if you are using the PDP hard copy, you can ask your new line manager to engage in the PDP process with you.

How do I participate as a Line Manager?

The line manager is crucial to providing a positive learning culture conducive to the successful implementation of professional development planning. It is the function of the line manager to facilitate the development of a PDP that meets both your needs and the organisational objectives. Please note line managers must be registered on HSeLanD to engage in the Digital PDP process themselves and/or with staff.

The line manager participates by:

- Facilitating the nurse/midwife to develop their PDP prior to the meeting
- Reviewing the PDP prior to the meeting
- Allocating uninterrupted time for the meeting
- Reviewing the PDP at the meeting, in collaboration with the nurse/midwife
- Giving and receiving feedback
- Discussing strengths, accomplishments, challenges and opportunities
- Discussing and agreeing the PDP goals, actions and review date
- Supporting the staff member to achieve their professional goals

The line manager and the employing organisation will keep the signed copy of the final PDP secure and retain the data for no longer than is deemed necessary as per the policy and procedures of their organisation.

The line manager retains a copy of the PDP. If a line manager leaves the work location the line manager will relinquish access to the PDP.

The PDP is used for the purpose of Professional Development Planning. Nurses and Midwives will use the Nurses and Midwives Professional Development Planning Framework for the HSE Performance Achievement process. .

See Appendix 2 for PDP Line Manager Access and Responsibility.

How often should I complete the Professional Development Planning Process?

The date of your Professional Development Planning meeting with your line manager is considered the start date of the professional development planning cycle. It is required that you complete the professional development planning process at least once annually.

Nurses and Midwives will use the Nurses and Midwives Professional Development Planning Framework for the HSE Performance Achievement process. The PDP process requires all staff to meet with their line manager at least once annually. An additional interim and/or end of year review may occur. The aim of the formal meeting is to agree goals, objectives, learning and development needs. It also facilitates monitoring of agreed goals. It is envisaged that informal and undocumented meetings will take place on a regular basis and provide staff with the means to seek advice, guidance and assistance if required as they work towards the objectives (HSE 2020). Figure 1 provides an overview of the Professional Development Planning process.

Can my line manager view my old PDPs?

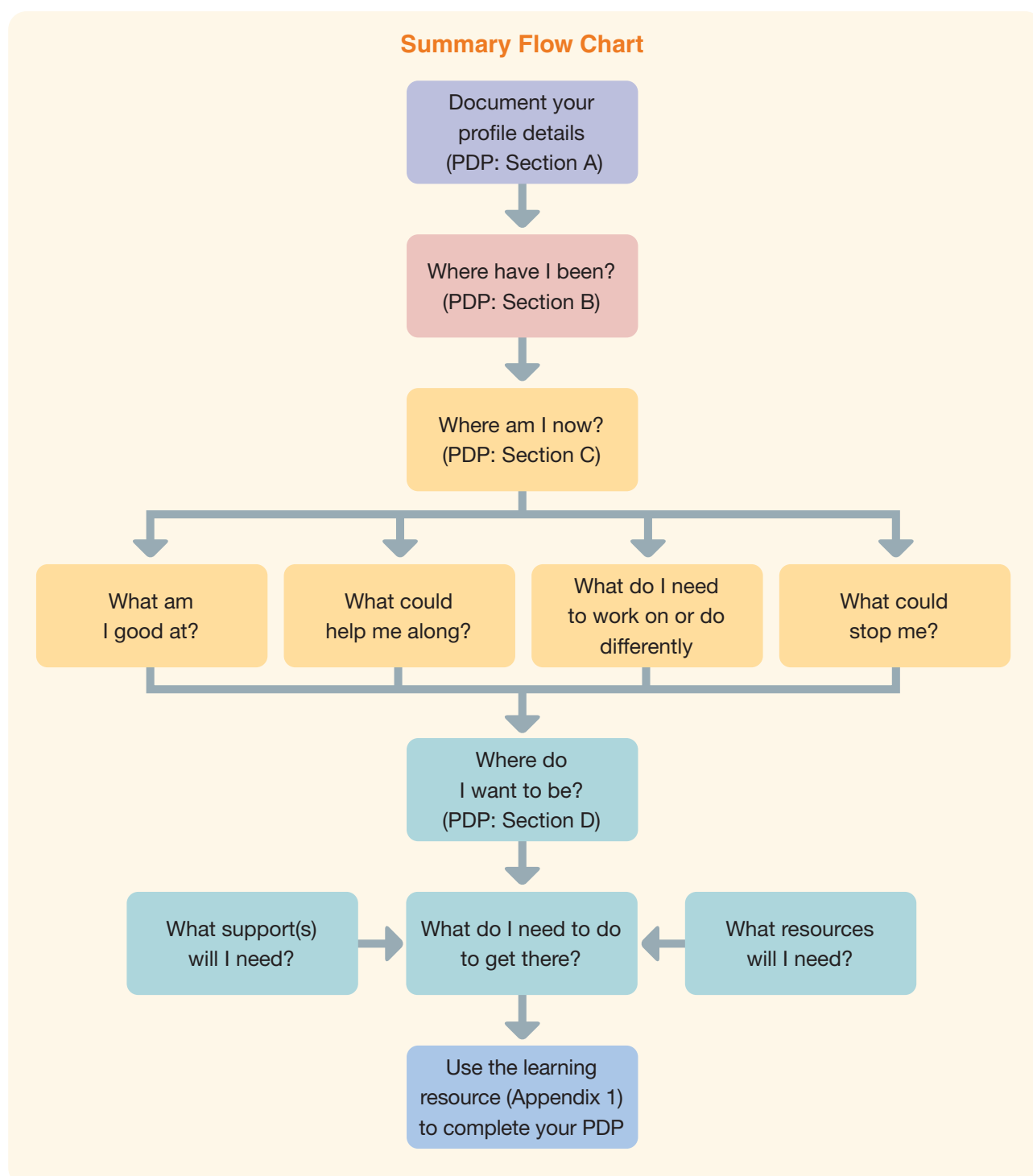
You can choose to give your line manager access to some or all of your previous Digital PDPs by giving your line manager permission to access your archive Digital PDP folder.

What do I do if my line manager changes?

If your line manager changes (either you change jobs or they leave their post), you will need to change the details of your line manager in the profile section of your Digital PDP. If you had given access to your former line manager to view previous Digital PDPs, once you change the details to your new line manager, your old line manager can no longer access your previous Digital PDPs. You now have the option to give permission to your new line manager to access some or all of your archive Digital PDPs or not.

If I am using the hard copy PDP, where should the Professional Development Plan be stored?

You should keep a copy of your completed PDP after your meeting when it has been agreed, finalised and signed by your line manager and yourself. Your line manager will retain a copy of your final PDP in line with your local organisational policy and procedure on storage of employee information.



How do I know that my Digital PDP is confidential and private?

- Please see HSeLanD Privacy Policy and other GDPR related compliance supports and processes in place to protect your data, clickable from each page of HSeLanD, and in addition the Privacy Policy specific to the Digital PDP presented at registration
- Your Digital PDP on HSeLanD can only be accessed by you using your individual HSeLanD password
- Your Digital PDP is stored securely on HSeLanD within your individual learning account
- Access to your Digital PDP by a line manager is only through direct invitation by yourself to that identified line manager through e-mail
- An electronic or hard copy of the PDP and PDP documents will be retained and stored by each individual nurse/midwife
- An electronic or hard copy of the signed PDP will be retained by an identified line manager (above) as per retention and storage of employee HR records
- This professional development planning process and the associated templates are not for use in any form of disciplinary context and are not to be used for performance management

PDPs will not be included in Health Information and Quality Authority (HIQA) inspections of designated centres

“In the context of staffs qualifications, competence, garda vetting, skill mix, staffing numbers and supervision, inspector’s review and assess the assurance arrangements the provider has in place to effectively meet the needs of patients and residents. The PDP would not be specifically requested under our regulatory or monitoring framework”

Chief Inspector Social Services, Director of Regulation, HIQA (July 2018)

HSeLanD will provide the central point of contact for requesting data reports. Reports can be provided at national level and local level. Reporting will be at each level for grade group as currently recorded on HSeLanD, no personal details or identifiable data will be reported at any of the levels.

References

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Nursing and Midwifery Board of Ireland (NMBI) (2021¹) *Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives*. Dublin: Nursing and Midwifery Board of Ireland.

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Appendix 1

What does my current job require?

What does my current job require?

- Review your current role?
- Consider the key responsibilities and associated tasks for your role
- Consider the knowledge, skills and experience required in your role, now and in the future, and the requirements set by the Nursing and Midwifery Board of Ireland for CPD purposes
- Consider your role in the context of the HSE National Service Plan and Local Service Plan

Key responsibilities and tasks

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Knowledge required	Skills required	Further experience required

By reflecting on your current role, you are likely to have greater insight into your strengths and areas that require development. The following questions will support you to explore these areas further:

- What am I good at?
- What do I need to work on or do differently?
- What could help me along?
- What might stop me?

You can use the Self Assessment 2 template to record your answers. This template will also facilitate you to consider factors that can support you and reflect on those that may hinder you. This information will facilitate you when planning your goals.

Where am I now?

Box 1 What am I good at?	Box 2 What do I need to work on or do differently?
Box 3 What could help me along?	Box 4 What might stop me?

The SMART guide will support you to successfully achieve your goals and objectives. It provides a clear and structured approach for you to plan your goals.

When you are writing each goal, ask yourself is it:

Specific: Does it clearly state what is required?

Measurable: Can you measure improvements?

Achievable: Is it a goal that you can achieve?

Realistic: Is the expected outcome from your goal realistic for you and your line manager?

Time bound: Have you set a target date to achieve the goal and can it be achieved in that time frame?

Appendix 2

PDP – Line Manager Access and Responsibility: Digital PDP

Nurse Midwife registers on PDP HSeLand



Nurse/Midwife completes PDP online



Nurse/Midwife identifies Line Manager (LM) by entering LM email address and following discussion with LM, proposes a meeting date for PDP review. Automated email prompts LM to review PDP and alerts to propose PDP Meeting. Once submitted the PDP is locked-in and cannot be changed.



Nurse/Midwife and LM meet at PDP Meeting and sign off PDP. LM has access to completed PDP on LM Dashboard.



LM access to the PDP is removed when the nurse or midwife changes line manager's details on HSeLand. The nurse will identify their new line manager by entering the LM HSE email address on the HSeLand PDP platform.

Hard Copy PDP Process Line Managers Access & Responsibilities

Nurse/Midwife makes a decision to engage in PDP and follow the normal process using the hard copy version of the digital PDP.



Nurse/Midwife identifies and approaches Line Manager (LM) inviting them to review PDP and proposes PDP meeting. Nurse/Midwife gives copy of PDP to LM.



Nurse/Midwife and LM meet at PDP meeting and sign off PDP. The Nurse/Midwife and LM each retain a copy of the PDP.



The LM retains a copy of the PDP which is stored securely and the PDP is used only for the purpose of professional development planning.¹



If the LM no longer has management responsibility for the Nurse/Midwife, due to the nurse or midwife moving or the LM moving, access to PDPs is relinquished by the LM.



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