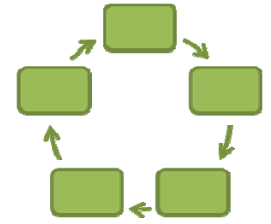


Guide for Quarterly Review Meeting

This document provides guidance for managers and staff members to enable them to get the best out of the quarterly review meetings and to deal with issues that arise. This guide supplements the earlier Guide for Managers and Staff on Performance Planning and Review (PPR), which was aimed at the goal setting stage and which is also available on the HSE intranet.



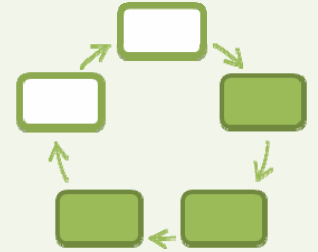
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One-to-one review meetings

While managers and their teams are expected to engage on an ongoing basis on performance and development issues, the quarterly review meetings are formal occasions when KRAs, goals and plans for individual development are reviewed.

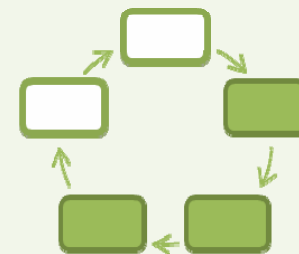
Individual reviews are a means by which effective performance may be recognized and individual performance and development issues addressed.



<p>Objectives</p>	<p>At the end of each quarterly review meeting managers should ask themselves the following questions:</p> <ul style="list-style-type: none"> • Have I acknowledged, fairly and accurately, the performance achievement of the individual during the period under review? • Have I agreed with the individual a clear plan of action to refocus on areas requiring attention? • Have I provided specific, unambiguous, and complete feedback to the individual on their past performance and been explicit in terms of expectations for the period ahead? 	
<p>Preparing for review meetings</p>	<p style="text-align: center;">Managers</p> <ul style="list-style-type: none"> • Schedule ample protected time and a private place for the discussion • Notify the staff member in writing of the objective of the meeting together with the date, time and venue • Review appropriate documentation, e.g. performance and development plans, actions agreed at previous meetings, etc. • Consider any emerging goals or challenges that may need to be discussed • Consult guidelines on giving and receiving feedback (available on the HSE intranet) 	<p style="text-align: center;">Staff members</p> <ul style="list-style-type: none"> • Update the goal-setting template by setting the 'traffic light' indicators for each goal • Review appropriate documentation, e.g. performance and development plans, actions agreed at previous meetings, etc. • Complete the quarterly review form in draft for discussion with the line manager, setting out issues giving rise to any adverse variance and possible actions to address these • Consider any emerging goals or challenges that may need to be discussed • Consult guidelines on giving and receiving feedback
<p>Making the review meeting a success</p>	<p style="text-align: center;">Managers</p> <ul style="list-style-type: none"> • Conduct the discussion in a positive, warm and supportive manners • Encourage two-way discussion • Stick to the purpose of the meeting • Focus on performance rather than on personality issues • Ensure understanding on action plans 	<p style="text-align: center;">Staff members</p> <ul style="list-style-type: none"> • Approach meeting positively • Participate fully • Share relevant information • Be open to feedback • Ensure clarity re action plans

Conducting reviews - meetings

Face to face discussion between the manager and a direct report is a critical element of the review process. It provides both parties the opportunity for a free flow of conversation, in a private setting, and for direct and immediate verbal and non verbal communication between the parties. This communication allows each to understand and appreciate the views of the other.

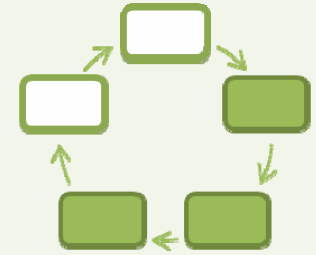


Q1 Review meeting - main steps	Completing a personal review	The staff member reviews the entirety of performance during the review period against goals using the “traffic light” system in the performance plan.
	Assessing performance outcomes	The manager acknowledges success in achieving goals to date. The manager and staff member discuss those areas where goals have not been met or may be at risk. They consider the factors impacting on performance and review possible actions to bring performance back on track.
	Responding to new challenges and priorities	The quarterly review provides an opportunity to discuss changes to the plan driven by: <ul style="list-style-type: none"> • New challenges such as increased demands for service, restricted resources or new regulations • Changed priorities, e.g. developing existing services v introducing new services • Emerging KRAs such as responding to a new national strategy
	Identifying factors impacting on future performance	The review should consider factors that may impact on future performance including interdependency issues, the need for realignment of resources and the availability of supports. There may be areas where the manager’s support is required.
	Reviewing PDP	The review process should include a discussion on progress made on personal development issues.
	Action planning	In the final part of the review, the manager and staff member agree on specific action plans to be recorded in the Quarterly Review Form and on amendments to be made to the Performance Planning Template in respect of the traffic lights relating to KRAs and goals.
Q2-3 Review meetings	The 2 nd and 3 rd quarterly reviews follow the same steps as the 1 st review. In addition, the review will include an assessment of progress made on actions plans agreed during the previous reviews. During the 2 nd and 3 rd review, the extent to which the staff member has contributed towards performance delivery will become apparent.	
Q4 Review meeting	The final review again follows the format of previous reviews. It includes an overall assessment of performance against goals and the opportunity to benefit from the cumulative learning arising from the previous review meetings.	

Conducting reviews - issues

The challenge facing managers in conducting reviews is to understand the three main factors affecting performance outcomes. In general, successful goal performance is related to SMART goals being set, having the right alignment of systems, process and resources in place and the competence and commitment of the people responsible for delivering results.

Sometimes, for one reason or another, planned goals may become more difficult to achieve. In such cases, the purpose of the review meeting is to see if the staff member had taken appropriate action to address the situation relating to performance delivery.

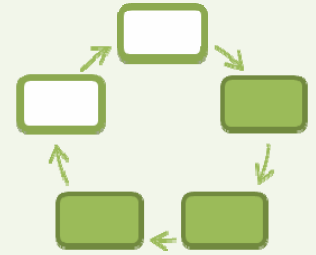


<p>Performance delivery</p>	<p>Review how the staff member managed performance during the review period. In particular, discuss three key areas:</p> <ul style="list-style-type: none"> • how well performance was monitored during the performance period • how well did he/she involve and inform people who could affect performance outcomes or who needed to know if a goal was “at risk”, and • were immediate and effective actions taken to respond to challenges as they arose. <p>Discuss how performance can be improved in this regard and agree actions which the staff member should take.</p>	<p>Guidelines: Giving feedback</p> <ul style="list-style-type: none"> • Feedback is an opportunity to recognise performance and reinforce good behaviours • Not giving feedback is a missed opportunity to develop individuals/teams • Negative feedback should relate to specific behaviours/performance • Although individuals/teams may be praised in public, negative feedback is given in private so that the confidentiality of feedback discussions is maintained <p>See HSEnet for more information</p>			
<p>Dealing with poor performance</p>	<p>The PPR process is designed to plan, review and recognise good performance. It may be that, from time to time, the failure to achieve goals can be attributed to the poor performance of an individual staff member. The manager is responsible for ensuring that such poor performance is dealt with in the usual way under HSE procedures.</p>				
<p>Record keeping</p>	<p>The Performance Planning and Review process is designed to track a wide range of issues relating to organisational and individual performance on an on-going basis. Maintaining accurate records at each stage of the process facilitates monitoring performance against agreed goals and the communication of past performance outcomes and changes to performance plans.</p> <table border="1" data-bbox="338 1062 1598 1435"> <thead> <tr> <th data-bbox="338 1062 1220 1110">Filing process</th> <th data-bbox="1220 1062 1598 1110">Confidentiality</th> </tr> </thead> <tbody> <tr> <td data-bbox="338 1110 1220 1435"> <ul style="list-style-type: none"> • Save amended Performance Planning Templates under a new file name after each quarterly review (e.g. PPQ1, PPQ2 etc) • The latest version now becomes operational and is the basis for review at the next quarterly meeting. • Save the quarterly review form under a suitable name (e.g. QR1, QR2, QR3, QR4). At the end of the year the folder will contain the original goal-setting template and subsequent amended versions, and one form for each quarterly review. </td> <td data-bbox="1220 1110 1598 1435"> <ul style="list-style-type: none"> • The quarterly review forms only record the reasons for adverse variances and actions to address them. These documents are only accessible by the line manager, the individual staff member and higher levels of management within that service. • Records of personal performance discussions between the manager and the staff member on performance and development are confidential. </td> </tr> </tbody> </table>		Filing process	Confidentiality	<ul style="list-style-type: none"> • Save amended Performance Planning Templates under a new file name after each quarterly review (e.g. PPQ1, PPQ2 etc) • The latest version now becomes operational and is the basis for review at the next quarterly meeting. • Save the quarterly review form under a suitable name (e.g. QR1, QR2, QR3, QR4). At the end of the year the folder will contain the original goal-setting template and subsequent amended versions, and one form for each quarterly review.
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Team review meetings

Team reviews are quarterly meetings of the team to review overall team performance. They are an essential component of the PPR process. Team review meetings reinforce the collective nature of performance in organisations like the HSE and enable interdependency and boundary issues to be addressed.

Team review meetings emphasise the commitment which individual team members make to the total team in terms of delivery their part of total team performance. They take place after the one-to-one quarterly meetings and ensure that team members are aware of team performance to-date and future action plans.



<p>Outcomes from team review</p>	<p>At the end of the team review, there will be:</p> <ul style="list-style-type: none"> • A common understanding of team performance during the review period • Awareness of emerging challenges and new priorities facing team members • A strong commitment to support each other as required • Agreement on the need to realign resources to facilitate goal achievement • Actions plans or modifications to existing plans as required • Agreement on team development issues and planned activities. 	<p>Team effectiveness areas</p> <p>The main areas under which team performance is assessed are:</p> <ul style="list-style-type: none"> • Performance planning • Role clarity • Performance execution • Management processes • Interpersonal relations
<p>Conducting team reviews – main steps</p>	<ol style="list-style-type: none"> 1. The manager provides an overview of team performance and the operating context <ul style="list-style-type: none"> - performance against main goals - challenges facing the team and new priorities - emerging KRAs 2. Individual team members, in turn, outline performance in their own areas and identify challenges and changes they are facing 3. The team reviews the opportunities to support each other and to realign resources to areas of greatest need 4. The team considers how they can operate more effectively together 	
<p>After the review meeting</p>	<ol style="list-style-type: none"> 1. Team decisions are recorded and circulated in writing to all team members 2. Individual quarterly review forms and PPR templates may need amendment to reflect team decisions 3. The manager monitors actions against agreed plans. 	