

A Step Forward in Optimising Performance Development Conversations

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Background

The Pharmacy Department requires the completion of an annual Performance & Development Agreement (PDA) for all employees. A PDA is a formal discussion that helps the employee understand how well they're meeting the needs of their position and an opportunity to discuss career aspirations. Pharmacy staff work in a variety of rotational roles across multiple hospitals with varying managers. For the PDA to be meaningful it requires managers conducting the PDAs to obtain relevant feedback.

Objective

A set of feedback questions were developed to prompt positive and constructive feedback specific to the employee over their last 12 months of employment.

Action

Five constructive, open-ended questions were designed to gather feedback from supervisors and staff involved in the training of the identified employee a week in advance of the PDA meeting. Feedback responses were de-identified, allowing anonymity for the provider, and initiated further discussion within the PDA.

How did the staff member communicate effectively any issues they faced within their role?



What do you personally consider the staff member did well in their role?



How did the staff member contribute positively and demonstrate respect to all team members?



Are there any skills or knowledge the staff member could further develop to assist with their role?



Do you have any other relevant feedback?



Evaluation

The inclusion of feedback into the discussion engaged open conversation regarding areas the individual had excelled at, areas they could further develop, and prompted discussions on how managers could provide further support. The inclusion of feedback from staff that have no managerial responsibilities has created positive change on the view of both giving and receiving feedback.

Discussion

The inclusion of prepared feedback from a variety of staff members allowed the manager undertaking the PDA to provide specific, relevant, and useful information to individuals within their PDA. This feedback has led to constructive discussions both within and outside the PDA. Managers received a positive response from PDA recipients regarding the updated format, and their appreciation of the positive feedback provided by colleagues.

“ I found the feedback process to be very beneficial for my own personal and professional development. It's nice to receive positive and constructive feedback from peers and to have an opportunity to discuss it. It was also beneficial in a professional development setting as I was able to use the feedback in a recent interview! ”

“ Throughout this process I obtained valuable feedback and information about the staff member's communication and performance which was useful to use as a basis for encouragement and improvement conversations, not only for them but also for me as their team leader! ”

Pharmacy Team Values

The PDA feedback question were developed to align with our pharmacy team values.

