

# SUPPORTING STAFF THROUGH BIENNIALLY SCHEDULED PERFORMANCE DEVELOPMENT REVIEWS (PDR)

Shannon Feltmate BA; Jayun Han MEd, BA; Jessica Allison DC, B.Sc.



## DESCRIPTION

The purpose of Performance Development Reviews (PDR) is to facilitate meaningful career development conversations between staff and their leaders at Humber River Health (HRH). These new PDRs encourage staff to reflect on their alignment with HRH's core competencies and establish professional growth goals. Feedback from both leaders and staff revealed that the old approach, previously known as Performance Appraisals, was overly retrospective and cumbersome in nature. Recognizing the need for improved focus on professional development and convenience in documentation, the process underwent an essential update.

## OBJECTIVE

To redesign Performance Development Reviews to enhance staff career development.

## ACTIONS TAKEN

The Organizational Development (OD) team, with support of senior management, revamped the review process, shifting the focus to employee growth instead of appraisal of past work. Streamlining the documentation process through integration into our designated rounding software.

### Enhancements Made to the Program:

1. Simplifying the PDR process: by going from 7 steps to 3.
2. Updating the review template to incorporate HRH's values and eliminate redundancy in core behaviours.
3. Identifying and implementing documentation efficiencies.

## LESSONS LEARNED

The updated PDR supports management in cultivating staff career development prospectively rather than focusing on past experiences.

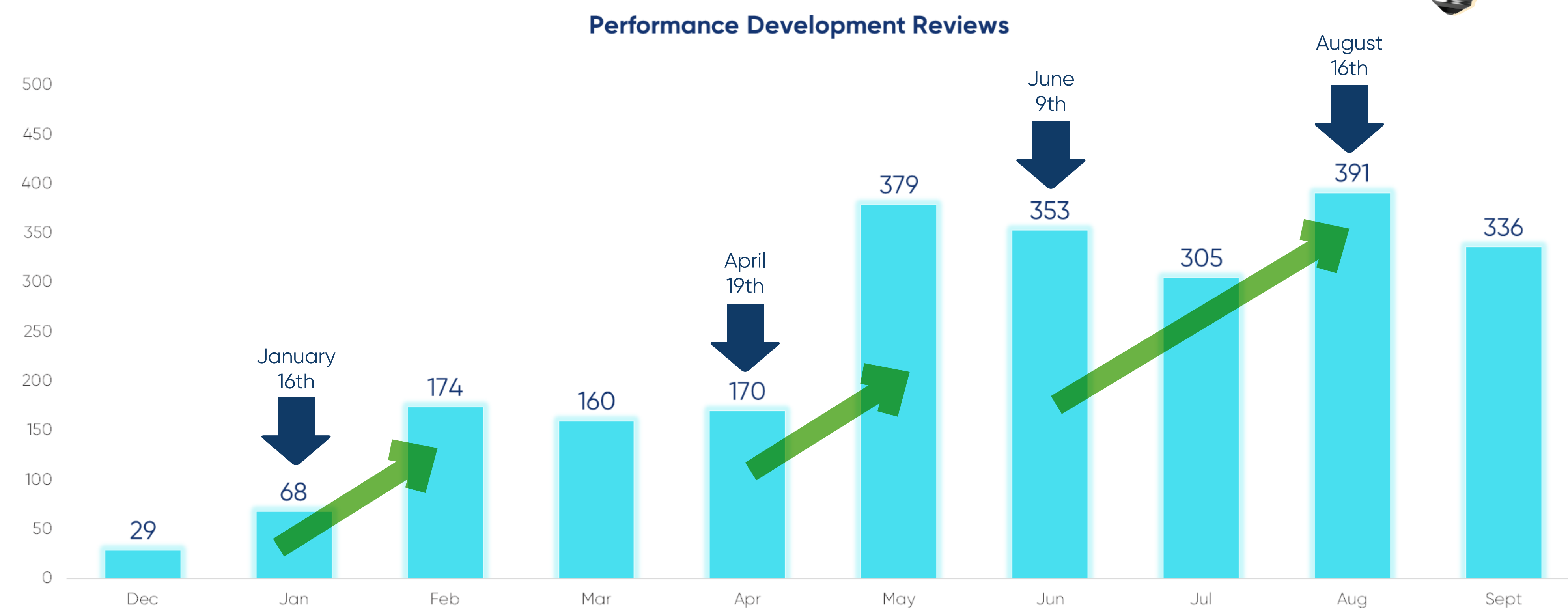


Figure 1.

Total number of uploaded PDRs/month within the designated rounding software. Progress reports sent to leaders during the highlighted months, with a notable uptick in completed reviews following OD communication.

Rounding Results as of September, 2023	
Leader	Total to Date
<i>Team Name</i>	
<i>Director Name</i>	##
<i>Manager Name</i>	##
<i>Manager Name</i>	##

Figure 2.

Template of the progress reports, which include rounding numbers for the Director and Manager(s). Reports embedded in an email and sent to the individuals within specified portfolio.

### Supports Available

- Progress reports were circulated on January 16<sup>th</sup>, April 19<sup>th</sup>, June 9<sup>th</sup> and August 16<sup>th</sup>
- Additional resources can be found on iHumber:  
Services -> Human Resource -> Performance Development Reviews

Figure 3.

Messaging shared at leadership forums regarding circulation of progress reports as well as additional supports available on internal staff webpage.

## SUMMARY OF RESULTS

- As of October 2, 2023, 2,800+ PDRs completed.
- Feedback from leaders has been highly favourable, citing improved ease of documentation within the rounding software.
- Counting PDRs as a monthly round reduced repetition and improved leader workload.
- Regular communication and support from the OD team provided greater awareness of the importance of reviews, reconnecting to the "why".
- Circulation of progress reports to all leaders highlighted teams in need of additional support, ensuring organizational wide compliance.