

1. PURPOSE

The Performance Review provides both supervisor and employee the opportunity for a comprehensive discussion of the overall performance of the employee. The Performance Review Form (PDF) is designed to be a guide in this process and is to be used in conjunction with the Position Description Form for the position.

2. FREQUENCY

New employees are to be appraised at the end of three months, five months, and annually thereafter. The specific dates will be determined by the Human Resources Services Department. The time periods are felt to be very important because of the need for all employees to have an answer to the questions, "How am I doing?"

If there is a reclassification (through promotion, competition, or new PDF) the employee will be evaluated no later than 6 months from the official (Human Resources Services) date of the reclassification taking effect and annually thereafter.

Departments will notify Human Resources Services should they elect to conduct the performance review on an annual date other than the anniversary date.

3. OPERATING PRINCIPLES

- Performance Review is an ongoing and developmental process. While day to day support and feedback to employees is a vital function of all supervisors, the formal review provides a written record in summary form.
- The job performance during the entire period is the basis for the review and rating. Single incidents should not colour the overall evaluation.
- Only factors which relate to job performance should be included in the review. It is important that both the employee and supervisor have a clear understanding as to what is expected from the employee on the job. It is for this reason that the PDF should reflect duties performed during the period of review. Where appropriate, specific objectives are set and standards of performance are clearly stated and these are reviewed on an ongoing basis.
- It is very important that the performance review be an objective rating of the employee's performance. Discussions and written comments are to focus on behaviour related to the job duties and responsibilities rather than on general perceptions or personal feelings.

The performance review interview provides both employee and supervisor the opportunity for as much constructive input into the review as possible. It is the supervisor's responsibility, therefore, to create an atmosphere conducive to open and honest discussion.

4. APPEAL PROCESS

In the event that employee concludes that the Performance Review presents concerns that have not yet been resolved through discussion with the supervisor and the supervisor's supervisor, the employee may request to meet with the next level of management (if it exists) in the relevant division. If the employee is not satisfied with the outcome of these discussions, the employee may appeal in writing to the Director of Human Resources Services within two (2) weeks of receiving the final written Performance Review. A summary of the reasons upon which the employee is basing the appeal must be included in the written request.

The Director of Human Resources Services, or designate, will chair an Appeal Committee composed of a support staff representative and a manager from another department. The Committee will convene a meeting with the supervisor and the employee to discuss the performance review (this may include a review of the written documentation). The discussion format will ensure the presentation of concerns by both supervisor and employee. The Committee will make recommendations to effect resolution to both supervisor and employee. These recommendations will be rendered in writing within five (5) working days of the Appeal meeting.

NOTE: The appeal process is independent of any other initiatives that can be taken by the supervisor or the employee. This process does not negate the rights of the employee and/or the employer under the Collective Agreement (Article 16.1).

5. COMPLETION OF THE FORM

Part A is designed to outline the Position-Related Characteristics. Suggestions are given following each factor to help both supervisor and employee rate the employee's performance. Several rating descriptions pertaining to each of the factors are given. Employee and supervisor check the rating description which most accurately reflects the employee with regard to the factor being measured. Space is provided to substantiate the rating.

Part B is designed to review Human Relations Skills.

Part C is designed to provide a Summary/Overview. (To be completed by the supervisor.)

- **Performance Summary:** This section allows the opportunity to review the entire performance and tie it together. Strengths, highlights, achievements, and improvements of the past year should be mentioned. It is possible in this section to discuss career or professional development of the past year.
- **Performance Areas Requiring Improvement:** in this section state the job-related weaknesses that the employee needs to address with a view to improving performance.
- **Specific Plans to Improve Performance:** This is one of the most important areas on the form. This is an opportunity for the supervisor and the employee to mutually agree on some specifics to be worked on before the next performance review. These must relate specifically to the point above.

Part D (Overall Effectiveness) should provide the rating which most completely describes the total current performance of the employee in relationship to the job requirements and standards previously established.

Appendix I (Objective/Plans for the Coming Year) should include plans/objectives that refer to: special projects anticipated, new approaches to be developed, and training. These plans/objectives are clearly related to the employee's position and are developed in consultation with the employee.

Appendix II (Career Development Profile) is optional. In keeping with the College policy on Career Development Plan for Employees, the performance review is an opportunity for employees to review their career development needs and plans. The Career Development Profile is initiated by the employee and may involve the assistance of the supervisor and/or other resource persons at the College. Employees will decide whether or not to place the career development provide the Career Development Profile on their personnel file.

6. SUPERVISOR'S PROCEDURAL CHECKLIST

Prior to Performance Review Meeting:

- Advise employee that performance review is due (2 weeks prior notice).
- Provide employee with a copy of their current PDF.
- Provide employee with a copy of the Performance Review Form.
- Set convenient date, time, place for Performance Review meeting.
- Advise the employee to come prepared to discuss the Performance Review Form.
- Prepare a working copy of the e Performance Review for discussion.

During Performance Review Meeting:

- Review the PDF with the employee and revise if necessary.
- Discuss both working copies of the Performance Review Form.
- Draw up composite Performance Review with employee's and supervisor's final ratings, comments and objectives for the year.

After Performance Review Meeting:

- Complete the final Performance Review Form and sign it.
- Obtain employee's signature and comments within 7 days (Article 16.1).
- Obtain your supervisor's signature.
- Provide a copy of the signed Performance Review Form to the employee.
- Send final copy of signed performance review to Human Resources Services (3 signatures).
- Complete the final process of the position description if applicable.