BOARD POLICY No. 6017

Performance Evaluation

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Reference Section XIII, 13 May 2013 Personnel Policy and Procedure Manual

PERFORMANCE DEVELOPMENT AND REVIEW PROGRAM

This policy applies to full-time faculty, managers and professional and classified employees. It does not apply to part-time employees, employees on personal services contracts or casual employees. Separate policies apply to part-time faculty and tutors.

A. PRINCIPLES

The Performance Development Review (PDR) program is designed to:

1. Foster meaningful discussions between an employee and the supervisor.
2. Evaluate the extent the employee meets the requirements of his or her role.
3. Ensure that work is aligned to the strategic objectives of the college.
4. Foster employee professional and career development aims.
5. Be summative, in so far as it informs decisions relating to performance or reward.

Supervisors are the key to the success of the program. Therefore, the program includes training for the supervisors to ensure evaluations are done properly and consistently throughout the college. Supervisors are assessed on how well they conduct evaluations when they are evaluated.

B. USE OF THE PDR REPORT

The report and associated evaluation will be used as the basic document to inform the following personnel-related actions:

1. Determining the employee's suitability for incremental advancement, promotion, bonuses or reward, noting that reward is on the basis of sustained performance;
2. Identifying and recording any development programs as a basis for career development or skills improvement;
3. Determining the order of layoffs;
4. Setting performance standards in cases where performance or behavior might be deemed to be unsatisfactory;
5. Determining during and at the end of a probationary period whether the employee should be moved to permanent employee status or the employment be terminated;

6. Determining whether a further contract should be offered;
7. Informing an administrative decision to transfer, demote, or dismiss the employee; and
8. Informing College wide development and training needs;

C. PDR FORMAT AND ANNUAL PDR CYCLE

The PDR consists of two-part process consisting of:

1. **SECTION ONE** where the employee and the supervisor agree and set individual performance goals related to the College's strategic plan and an optional development goal that the employee will achieve in the PDR period. This section constitutes 30% (or another percentage determined by the President) of the final assessment.
2. **SECTION TWO** where the supervisor assesses the employee's overall performance of the job against the key performance standards or domains essential to undertake the role. This constitutes 70% (or another percentage determined by the President) of the final assessment.

D. ASSESSING PERFORMANCE

1. Role of Supervisors and employees

a. Assessment of both contribution to the College and the standard the employee's performance is undertaken by the nominated supervisor, or in the cases where a conflict of interest exists, a person senior to the employee who is familiar with the employee's work.

b. All supervisors or persons acting as a supervisor must be trained in performance development review process.

c. Employees must be trained and supported in the use of the PDR.

d. Employees are required to participate in the PDR, to develop performance goals and to regularly review their achievements against agreed objectives.

e. Supervisors and employees are encouraged to engage in regular discussions about the achievement of objectives and goals, to highlight good performance and to draw attention to areas that might need improvement or areas where further assistance is needed.

2. Fairness in Assessment

a. Judgements by supervisors on performance or achievements should be based on evidence which can be discussed with the employee.

b. Discussions should be conducted in accordance with the College's statement of Core Values and Principles of Best Practices.

c. Assessment discussions should be conducted face to face (in person or online) and where possible achieve mutual agreement on the level of performance.

3. Assessment

a. Assessment of employee achievement of goals or standard of performance (Section One and Two) is to be made against the criteria below.

b. The final PDR assessment is based on the averaged scores in Parts A and B.

c. The relative importance (weighting) of the outcomes of Parts A and B is determined by the College.

4. Assessment Criteria

Criteria	Standard	Score
Excellent	Performance, achievements and professionalism have significantly exceeded performance criteria. All agreed annual outcomes have been achieved at a higher level than expected. Results are assessed to be at the highest level by supervisor, students and peers and others external to the College. The supervisor has received evidence to verify a much higher level of outcome than expected.	**6**
Exceeds Expectations	Performance, achievements and professionalism have exceeded the College's performance criteria which has been recognized by colleagues and students. Some of the agreed annual outcomes have been achieved at a higher level than expected and all annual outcomes have been achieved. The supervisor has received evidence to verify a higher level of outcome than expected.	**5**
Successful	Performance, achievements and professionalism have met performance criteria. The agreed annual outcomes have been achieved. There has been an improvement in performance over the last annual assessment.	**4**
Meets Basic Performance Expectations	Performance, achievements and professionalism generally have met the College's performance criteria. Most of the agreed annual outcomes have been achieved. Improvement is required in one or two areas of the performance criteria.	**3**
Development Required	Performance, achievements and professionalism have met the College's performance criteria in most areas. Some of the agreed outcomes have been achieved. Significant improvement is required in several areas of the performance criteria.	**2**
Does Not Meet Performance Requirements	Performance, achievements and/or professionalism have not met the College's performance criteria in some or all areas. Further assessment and action are required.	**1**

E. EVALUATION TIMELINES

The immediate supervisor of each employee covered by this policy shall follow the established timelines when conducting employee performance review.

1. All employees covered by this Policy

Each employee is to be evaluated annually.

2. Employee on Probation

An employee serving a probationary period will be evaluated twice within the probationary period. The first evaluation report should take place six months from the date of hire or promotion. The second evaluation report will be made no later than one month prior to the expiration of the probationary period. Such report shall recommend continuance of the employee in the service of the college, or dismissal from service. (see policy on termination during probationary period)

3. Employee Who Has Completed the Probationary Period

A regular full-time employee, having successfully completed the required probationary period, shall be evaluated annually. Such evaluation occurs at least three months prior to the employee's anniversary date or end of contract.

4. Further contract of employment

An employee who is not to be offered a further contract of employment as per Section B (6) above must be notified at least 60 days prior to the end of the evaluation period unless the termination occurs while the employee is on probation (see policy on termination during probation).

F. APPEALS

An employee covered by this policy may appeal an unsatisfactory performance evaluation through Grievance Policy (Board Policy 6021) on the grounds that the evaluation outcome was unjust, arbitrary or discriminatory.

G. EVALUATION INSTRUMENT & CRITERIA

The Board of Regents or College administration may cause to develop or vary respective performance evaluation instruments, including the performance factors, procedures, and evaluation criteria, for the management, faculty and professional/classified personnel.

See Administrative Procedure 6017