

Performance Review Guidelines for Unit II Employees and their Supervisors

The Unit II Collective Agreement (Article 14 – Probation and Performance Review; Appendix D – Probation and Performance Review Forms) can be located at:

[http://nscad.ca/site-nscad/media/nscad/unit2\(1\).pdf](http://nscad.ca/site-nscad/media/nscad/unit2(1).pdf)

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The following are guidelines to consider when completing the Annual Performance Review of an Employee. The procedures for all performance reviews should follow the Unit II Collective Agreement. The intention of these Guidelines is to promote consistency and fairness in the application of the Collective Agreement and to provide assistance to new Employees and Supervisors.

What is a Performance Appraisal?

What? A formal review process allows Supervisors to assess, support and develop an Employee’s performance.

Why? Ideally, to provide Employees and their Supervisors the opportunity to work together in discussing their performance and create future oriented development plans.

Benefits of Performance Appraisals

1. Promotes continuous improvement in performance
2. Assists in clarifying departmental and University-wide goals and ensures alignment between individual and organizational goals.

3. Supports a consistent and fair standard of performance management by providing clear and objective guidelines for Supervisors of Unit II Employees.
4. Has a positive impact on employee motivation and satisfaction
5. Reinforces the need for individual development and growth by linking it clearly to performance outcomes
6. May assist in identifying individuals for promotion, reclassification, professional development and the planning or creation of plans for future development.
7. Allows for recognition of Employee's accomplishments and positive contributions to his/her job.

Performance Management vs. Performance Review

The Performance Review is only one small part of Personnel Management at NSCAD University.

Performance Management is a process for establishing a shared understanding about what is needed to be successful and how it is to be achieved. The process increases the probability of achieving results by Setting Expectations, Monitoring, Coaching, Providing Feedback and continuously reviewing and checking progress.

All Supervisors of Unit II Employees are encouraged to use the Performance Review to develop a Performance Management process.

Performance Management workshops will be held once a year for Supervisors of Unit II Employees.

NSCAD University's Performance Appraisal Process

Step I - Get Ready for the Review

Step II - Plan for the Review

Step III - Conduct the Review

Step IV - Follow up

STEP I – GET READY FOR THE REVIEW

A. Determine the date for the Review

- i. A newly hired Employee shall receive a probationary review at 2-month intervals for the first six months from the date of employment.

Review initiated by the Human Resources Office

- ii. All Employees shall receive a performance review after one year of the completion of the probationary period.

Review initiated by the Human Resources Office

- iii. Further reviews shall take place at the initiative of the Employer or upon request of the Employee.

Note: The Supervisor shall immediately notify the Human Resources Office and the Employee upon deciding to initiate a Performance Review. The Employee shall immediately notify the Human Resources Office and his or her Supervisor upon deciding to initiate a Performance Review.

- iv. Schedule a suitable amount of time based on operational requirements and ensuring all parties availability. (A Union representative may be invited at the discretion of the Employee)

B. Explain the appraisal form and procedure to the Employee

- i. Provide a copy of the Performance Form to the Employee (found in Appendix D of the Unit II Collective Agreement and on the NSCAD University website)
- ii. Explain how you will complete the form
- iii. It is recommended that Unit II Supervisors ask each Employee to fill out the review prior to the meeting, as well. This step can be conducive to discussions during the meeting
- iv. Reply to questions/ concerns
- v. Keep the tone positive and constructive

STEP II – PLAN FOR THE APPRAISAL

A. Collect Feedback

- i. Review the Employee’s position description
- ii. Review any existing documentation (positive feedback from students, external organizations, coaching records). Should any records contain hearsay or anonymous materials – this type of information must be disregarded.
- iii. Talk to appropriate co-workers (i.e. people who have daily contact with the Employee) to get feedback. All feedback must be in writing, signed by the co-worker, and accessible to the Employee. All Performance Reviews must be in writing. Comments based on hearsay and anonymous material shall not be allowed.

B. Complete the Performance Appraisal Form

- i. Assess the Employee's contribution on each performance factor (exceeds, meets, or does not meet)
- ii. Provide specific examples of strengths and areas of improvement for each factor.
- iii. Be willing to adjust the form and comments based on discussion.

STEP III – CONDUCT THE REVIEW

A. Provide the completed Draft Performance Review to the Employee one week before the scheduled meeting.

B. Meet to discuss the review

- i. Remember to schedule the meeting so that all appropriate parties can attend.
- ii. Ensure the room is comfortable, quiet and distraction free
- iii. Inform the Employee that this is a collaborative process and that you expect his/ her thoughts and feedback

C. Discuss the review section by section

- i. Invite the Employee to share his / her thoughts first – listen attentively
- ii. Review your thoughts and scoring – be specific and focus on behaviours and performance, not personality; avoid destructive criticism
- iii. Adjust the score if you feel it is appropriate

D. Identify and Document the Development Plans

- i. Find out the future goals of the Employee: career development; educational advancement; training etc. Let the Employee know what you are prepared to offer in terms of support.
- ii. Set mutually agreeable and reasonable goals for the future.

STEP IV – FOLLOW UP

A. Record the review results

- i. Ask the Employee to sign the document
- ii. Forward a copy to the Human Resource Department for the Official Personnel File
- iii. The Human Resources Office shall forward a copy to the Employee

B. Communicate regularly with the Employee on his/her progress with the developmental goals.

C. Check into any questions or issues that came up during the review process and ensure you get back to the Employee within a reasonable time frame.

D. Enter any commitments you have made into your calendar to ensure deadlines are met.

Providing Constructive Feedback

Constructive feedback is information that is used to open a door to problem solving and other follow up action. To give constructive feedback effectively:

- Convey your positive intent
- Use specifics, not generalities
- Focus on the behaviour, not the individual
- State the impact of the behaviour
- Give the person an opportunity to respond and listen carefully
- Acknowledge their concerns and avoid becoming defensive
- Focus on the future and possible solutions – don't dwell on the past

Receiving Constructive Feedback

- Focus on the content and not the person
- Listen calmly and attentively
- Clarify the feedback
- Acknowledge the other person's concerns
- Avoid defending or over explaining
- Welcome suggestions
- Give yourself time to reflect on the information

Key Points to Remember During the Appraisal

- Keep the meeting on task and with a friendly tone
- Focus on the facts – do not be influenced by rumours and hearsay or anonymous material
- Review the progress of previous goals
- Be consistent in your expectations and how they're communicated – relay the same messages to everyone

- Avoid unnecessary or minor details
- Read the person's body language and monitor your own
- Remember the review should not include information heard for the first time

Deadly Sins of Performance Reviews

- Rushing through the process
- Allowing personal biases and prejudices to have an impact on the process (i.e. rumour, hearsay, anonymous material that a source is not willing to disclose publicly)
- Failing to address a problem in the hope that it will go away by itself
- Failing to go into a Performance Review meeting with all the facts in hand (preparation)
- Failing to give enough thought to how people are likely to respond
- Using the appraisal as a "report card" rather than a tool for improving
- Avoid overrating the average performer or underrating the exceptional performer