

ARTICLE 13 – PERFORMANCE APPRAISAL/DEVELOPMENTAL REVIEW

13.1 Developmental Review

13.1.1 Purpose

The purpose of the Developmental Review is to provide constructive supportive collegial feedback to the Employee to improve the performance of assigned duties.

13.1.2 General

13.1.2.1 A developmental review of each Employee should be done on a regular basis according to a schedule and procedure developed by each Department. The schedule shall provide for the review to occur at least once every three (3) years.

13.1.2.2 The developmental review shall have no negative impact on the status of an Employee, nor shall it be included in the Employee's personnel record except at the request of the Employee.

13.1.3 Procedure

13.1.3.1 The Employees in the Department are responsible for the developmental review process.

13.1.3.2 The developmental review should take into account input from students/clients through the approved questionnaire as well as input from colleagues, the Program Head or Coordinator.

13.1.3.3 Where performance difficulties are perceived through the review process, the Employee and the Department shall develop strategies designed to improve the Employee's performance.

13.1.3.4 Where a disagreement arises as to whether a performance problem exists, either the Employee or the Department may request the related Manager to conduct a performance appraisal.

13.2 Student Questionnaire

13.2.1 Client/student questionnaire forms shall be distributed regularly by the Support Staff/Instructor responsible for each service/course, to seek information necessary to improve the delivery of the service/course. The Employer shall be responsible for the design of the base component of the necessary forms for use by Employees. These forms will be adopted subject to mutual agreement, which shall not be unreasonably withheld.

13.2.2 Once the student questionnaire forms are completed by the students, statistical summaries of the objective portions will be created from them. Student questionnaire forms, when completed, are the property of the Employee evaluated. Both the student questionnaire forms and the statistical summaries will be kept confidential until the final marks are released, whereupon the Employee will receive the student questionnaire forms and the statistical summary. The Department shall develop a process to ensure this confidentiality. This procedure applies to all Regular, Temporary and Auxiliary Employees.

13.2.3 Upon request, the Associate Dean and/or the Associate Dean's identified designate will receive the statistical summary. Where the Associate Dean intends to share the statistical summary with an identified designate, the Employee will be advised of the designate's

name and the reasons for such distribution. This procedure applies to all Regular, Temporary and Auxiliary Employees.

- 13.2.4 Student questionnaire forms may be used in developmental review and/or performance appraisal processes. Statistical summaries of the objective portions may be requested by the Manager, but may not be placed in the Employee's personnel file except at the request of the Employee. For performance appraisal only, the Manager shall have access to the individual questionnaires as well as the statistical summaries, but must return the originals to the Employee.
 - 13.2.5 Where a Manager requests the student questionnaire forms, the Manager will undertake to ensure that they are treated in a confidential manner and are not circulated to any other individual without the consent of the employee.
 - 13.2.6 Student questionnaire forms may be considered by a Selection Committee if they are voluntarily submitted to the Selection Committee by a candidate on their own initiative. The Selection Committee may request that candidates submit student questionnaire forms for courses that the candidate has previously instructed. The candidate may decline to do so. Under no circumstances will a Selection Committee request the submission of any student questionnaire forms before the candidate has seen and reviewed them.
 - 13.2.7 Student questionnaire forms may be considered in the selection and retention of employees for instruction in Part-Time Studies by the Department (Article 5.2.5.2.1) or the Employer (Article 5.2.5.2.4) if they are voluntarily submitted by a candidate on their own initiative. The Department or the Employer may request that candidates submit student questionnaire forms for courses that the candidate has previously instructed. The candidate may decline to do so. Under no circumstances will the Department or the Employer request the submission of any student questionnaire forms before the candidate has seen and reviewed them.
 - 13.2.8 In no case shall any student questionnaire forms be placed on the Employee's personnel file except at the request of the employee.
 - 13.2.9 Article 13.2 is subject to any procedures contained in approved performance appraisal systems.
- 13.3 Performance Appraisal
- 13.3.1 Purpose
 - 13.3.1.1 The purpose of performance appraisal is to promote instructional/client service quality by providing positive and constructive feedback to an Employee, thereby assisting the Employee to assess and improve performance. Performance appraisal, including the student questionnaire component, shall not be used in disciplinary or probationary review processes.
 - 13.3.1.2 No performance appraisal shall be carried out except by a system mutually agreed to by the Parties to this agreement. Such agreement shall not be unreasonably withheld by either Party.
 - 13.3.2 Procedure for Development of Performance Appraisal Systems
 - 13.3.2.1 Employer Provision of Performance Appraisal Systems

The Employer shall provide a performance appraisal system for any

Department(s) that does not presently have an approved system. The Departments with an approved system are listed below:

Mathematics
Operations Management

13.3.2.2 Revision

At any time a Department shall have the right to submit to the Employer a new or revised system which, if approved, shall supersede the former approved system, provided that the approval is required for amendments only, and that the revised or new system satisfies Article 13.3.1.2, and includes only those elements listed in Article 13.3.3.

13.3.3 Contents Of Performance Appraisal Systems

13.3.3.1 The following shall be included in all performance appraisal systems, and shall ensure fair and reasonable treatment of the Employee being appraised, and systems must be implemented in a fair and reasonable way:

13.3.3.1.1 Provision, including specification of format, for input based on direct observation from:

13.3.3.1.1.1 students, in the case of teaching duties;

13.3.3.1.1.2 recipients of service, in the case of non-teaching duties;

13.3.3.1.1.3 the Manager, or equivalent management level in the Employee's supervisory line;

13.3.3.1.1.4 colleagues of the Employee;

13.3.3.1.1.5 where requested by the Employee, one additional evaluator chosen by the Employee from within the Institute;

13.3.3.1.1.6 where requested by the Employee, an additional on-site observation by the Manager, or equivalent management level in the Employee's supervisory line.

13.3.3.1.2 Unsolicited or anonymous questionnaires, submissions, or expressions of opinion shall not in themselves constitute a performance appraisal, unless specifically called for in Articles 13.3.3.1.1.1 and 13.3.3.1.1.2. However, such questionnaires or submissions may constitute grounds for appraisal of an Employee's performance in accordance with Article 13.3.

13.3.3.2 Procedures for the handling and custody of the documentation used in the performance appraisal process;

13.3.3.3 Specification of frequency of assessment, and the initiating process;

13.3.3.4 Descriptions of the variables to be used in appraisal;

13.3.3.5 Provision for methods of assessing currency of the Employee's knowledge

- and materials in the area of that Employee's course responsibilities;
 - 13.3.3.6 Provision for reference to job functions and applicable job descriptions;
 - 13.3.3.7 Provision for assessing Employee's professional development;
 - 13.3.3.8 Provision for recognizing the Employee's contribution to Department operations;
 - 13.3.3.9 Provision for recognizing the Employee's contribution to the external professional community;
 - 13.3.3.10 Guidelines for weighting, interpreting and assessing the data, and for discussion with the Employee; and
 - 13.3.3.11 Guidelines for a general summary of the appraisal, including overall assessment as Satisfactory, Satisfactory with Reservations, or Unsatisfactory, as well as identification of areas needing development and areas showing satisfactory or exceptional performance.
 - 13.3.3.12 Subject to mutual agreement, content items in addition to those listed above may be added at the request of any Department.
- 13.4 Initiation of Non-Regular Performance Appraisals
- In addition to performance appraisals occurring regularly as in Article 13.3.3, an appraisal may be initiated by:
- 13.4.1 the Employee
 - 13.4.2 the Employees in the Department
 - 13.4.3 the Employee's first line Manager
- 13.5 Employee Rights
- 13.5.1 Copies of all material related to an Employee's performance appraisal shall be provided to the Employee on request.
 - 13.5.2 The Employee has the right to discuss a performance appraisal with the Manager, and to make oral or written comments concerning the performance appraisal.
 - 13.5.3 The Employee shall have the right to place written comments regarding the performance appraisal in the personnel file.
 - 13.5.4 In the case of a performance appraisal resulting in an overall assessment of Unsatisfactory or Satisfactory with Reservations, the Employee shall:
 - 13.5.4.1 be provided with a statement of the areas requiring improvements, as well as the areas of satisfactory performance;
 - 13.5.4.2 have the right to be counselled by the Manager on these areas.
 - 13.5.5 Any classroom or on-site observation shall be at a time agreeable to the Employee, and in any case shall be conducted within 20 working days of the request for such an appraisal of teaching or on-site duties.

- 13.5.5.1 To ensure such observation takes place without denying the Employee 20 days leeway, any request will have to be made at least 25 days before the last day of classes or on-site duties in the current term.
 - 13.5.5.2 Articles 13.5.5 & 13.5.5.1 shall not apply to non-regular performance appraisals. In non-regular performance appraisal, the Employee shall be advised five days prior to any classroom or on-site observation.
 - 13.5.6 For short-term courses, any classroom or on-site observation shall be at a time agreeable to the Employee, but any request for such observation shall be made before the commencement of the last one-third (1/3) of the course.
 - 13.5.7 Article 13.5.6 above notwithstanding, in no case shall the Employee be required to have a classroom or on-site performance appraisal the same working day the request for such an appraisal is made.
- 13.6 Department Evaluation and Manager Appraisal
- 13.6.1 The Employees in each Department may prepare an annual review of the activities and standards of the Department. A copy of this review and any accompanying recommendations shall be forwarded by the Manager to the Dean (or equivalent).
 - 13.6.2 As part of the review in Article 13.6.1, the Employees in each Department may provide input to the Dean (or equivalent) with regard to the Manager's performance of administrative duties.
 - 13.6.3 Procedures to be followed in evaluating a Manager's performance of administrative duties shall be developed by the Employees in the Department, subject to approval by the Dean (or equivalent), and shall include a feedback mechanism from Dean to Department Employees.
 - 13.6.4 When an Associate Dean teaches, teaching performance shall be evaluated by the Departmental performance appraisal system approved under Article 13.