

**PERFORMANCE REVIEW AND DEVELOPMENT PLAN  
UNION-EXEMPT STAFF OF NSCAD UNIVERSITY**



*Advancing the Visual Arts*

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Type of Review:** \_\_\_\_\_  
**(Probationary or Annual)**

**Immediate Supervisor:** \_\_\_\_\_

**Responsible Senior Manager:** \_\_\_\_\_

**Period of Review:** From \_\_\_\_\_ to \_\_\_\_\_.

Rating Scale

- |                              |   |
|------------------------------|---|
| <b>Exceeds Expectations:</b> | - performance consistently and significantly exceeds job expectations and standards |
| <b>Meets Expectations:</b>   | - performance fully meets expectations and standards                                |
| <b>Needs Improvement:</b>    | - needs improvement in specific important aspects of the job                        |
| <b>Not Applicable:</b>       | - factor is not applicable to job requirements                                      |

PERFORMANCE FACTORS	RATING SCALE	COMMENTS
<b>1. Adaptability</b>		
<p>a) adapts to and works effectively with a variety of situations, individuals or groups.</p> <p>b) responds to changes in work methods, plans and procedures.</p> <p>c) gains a thorough understanding of new concepts/procedures; understands and appreciates different and opposing perspectives on an issue and adapts an approach as the requirements of the situation change.</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	
<b>2. Communication Skills</b>		
<p>a) communicates ideas clearly and concisely in a manner appropriate to the position, both in formal and informal settings as required;</p> <p>b) delivers a message in the most appropriate format (written, oral, as presentation) to ensure content and intent of messages are understood by the intended person or group.</p> <p>c) actively listens and responds appropriately.</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	
<b>3. Initiative</b>		
<p>a) identifies and pursues job related opportunities, rethinks work methods, recognizes where improvements can be made;</p> <p>b) actively seeks out job-related information to assist in performing the job effectively.</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	

PERFORMANCE FACTORS	RATING SCALE	COMMENTS
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**4. Interpersonal Skills**

<ul style="list-style-type: none"> <li>a) develops and maintains meaningful, open and respectful relationships with others, both internally and externally as required;</li> <li>b) displays tolerance to diverse groups;</li> <li>c) demonstrates a desire to be accessible and visible;</li> <li>d) deals with frustration, anger or disappointment in a professional manner;</li> <li>e) resolves conflicts to a reasonable level of satisfaction for all parties.</li> </ul>	<ul style="list-style-type: none"> <li>1. Exceeds Expectations</li> <li>2. Meets Expectations</li> <li>3. Needs Improvement</li> <li>4. Not Applicable</li> </ul>	
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**5. Job knowledge**

<ul style="list-style-type: none"> <li>a) demonstrates the required level of skill and knowledge to perform all aspects of the job effectively and efficiently;</li> <li>b) understand the job tasks for those positions that are related or which report to own position;</li> <li>c) demonstrates an understanding of NSCAD structures, systems, processes, services, policies and objectives, and incorporates this knowledge into planning and work assignments;</li> <li>d) keeps up-to-date on developments, innovations and/or current issues related to own position, such as trends, legislation, new products, equipment, etc.</li> </ul>	<ul style="list-style-type: none"> <li>1. Exceeds Expectations</li> <li>2. Meets Expectations</li> <li>3. Needs Improvement</li> <li>4. Not Applicable</li> </ul>	
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PERFORMANCE FACTORS	RATING SCALE	COMMENTS
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**6. Organization Skills**

<p>a) plans, organizes and prioritizes work effectively and manages time appropriately to meet deadlines;</p> <p>b) sets objectives, establishes checkpoints to monitor progress, and maintains a balanced perspective on work priorities.</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	
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**7. Problem Solving Skills**

<p>a) conducts effective and thorough research of facts, reviews precedents, identifies alternatives and selects appropriate solutions to address job-related issues or problems.</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	
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**8. Quality of Work**

<p>a) demonstrates attention to detail and the capacity to produce work assignments that are consistently accurate and thorough.</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	
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PERFORMANCE FACTORS	RATING SCALE	COMMENTS
<b>9. Productivity</b>		
a) ensures a level of output that meets established standards of volume and productivity.	1. Exceeds Expectations 2. Meets Expectations 3. Needs Improvement 4. Not Applicable	
<b>10. Reliability</b>		
a) adheres to established punctuality and attendance standards and can be depended on to complete tasks, assignments and objectives in a timely manner.	1. Exceeds Expectations 2. Meets Expectations 3. Needs Improvement 4. Not Applicable	
<b>11. Leadership</b>		
a) motivates staff to work towards a common objective; holds the respect and confidence of staff and motivates them to accomplish goals effectively; b) represents the department and staff effectively when communicating with other departments both internally and externally; c) fosters an environment that is prepared for change and has mechanisms that identifies and responds to challenges; d) communicates the reasons for change and its impact on people and processes, and manages the change process through the effective use of technology, resources and systems to maximize efficiency and productivity.	1. Exceeds Expectations 2. Meets Expectations 3. Needs Improvement 4. Not Applicable	

PERFORMANCE FACTORS	RATING SCALE	COMMENTS
<b>12. Planning</b>		
<ul style="list-style-type: none"> <li>a) thinks strategically about longer-term initiatives;</li> <li>b) brainstorms in relation to the university’s long-term goals, identifies opportunities and challenges, and helps to develop solid strategies;</li> <li>c) develops processes to measure success.</li> </ul>	<ul style="list-style-type: none"> <li>1. Exceeds Expectations</li> <li>2. Meets Expectations</li> <li>3. Needs Improvement</li> <li>4. Not Applicable</li> </ul>	
<b>13. Judgment</b>		
<ul style="list-style-type: none"> <li>a) demonstrates an ability to maintain proper confidentiality and to deal with confidential matters and/or information appropriately;</li> <li>b) makes thoughtful and fair decisions based on relevant information and concrete facts;</li> <li>c) considers all possible implications before making critical decisions or public statements;</li> <li>d) involves all necessary parties in the decision-making process to determine workable solutions and manage risk.</li> </ul>	<ul style="list-style-type: none"> <li>1. Exceeds Expectations</li> <li>2. Meets Expectations</li> <li>3. Needs Improvement</li> <li>4. Not Applicable</li> </ul>	
<b>14. Supervision of Staff</b>		
<ul style="list-style-type: none"> <li>a) effectively supervises staff on an ongoing basis by delegating work, establishing work priorities, and following up to ensure its completion, quality and adherence to deadlines;</li> <li>b) effectively manages individuals and/or teams to achieve the full potential of human resources within the context of a unionized (or non-unionized) environment;</li> <li>c) sets realistic objectives, evaluates performance, provides coaching and feedback, and follows through on training and developmental needs.</li> </ul>	<ul style="list-style-type: none"> <li>1. Exceeds Expectations</li> <li>2. Meets Expectations</li> <li>3. Needs Improvement</li> <li>4. Not Applicable</li> </ul>	

PERFORMANCE FACTORS	RATING SCALE	COMMENTS
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**15. External Relationship Building**

<p>a) builds and maintains external relationships, both formal and informal, that positively impact job and university success;</p> <p>b) actively participates in relevant professional associations and makes a positive impression when representing NSCAD externally.</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	
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**16. Financial Management**

<p>a) develops financially sound business plans, identifies expenses and sources of revenue, establishes budgets, advocates for and manages financial assets and resources responsibly in accordance with NSCAD financial policies and processes.</p> <p>b) develops processes to measure the ongoing financial success of business plans (if appropriate).</p>	<p>1. Exceeds Expectations</p> <p>2. Meets Expectations</p> <p>3. Needs Improvement</p> <p>4. Not Applicable</p>	
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**Comments and Signatures**

**Please comment on any of the above factors with particular attention to those with ratings of significantly exceeds expectations and needs improvement. Provide supporting details and specific examples where possible.**

<p><b>Immediate Supervisor Comments (include performance objectives and anticipated ate of completion.)</b></p>          <p><b>Signature:</b> _____</p>	<p>Date: _____</p>
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<p><b>Responsible Senior Manager Comments</b></p>          <p><b>Signature:</b> _____</p>	<p>Date: _____</p>
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<p><b>Employee's Comments</b></p>          <p><b>Signature:</b> _____</p> <p>Date: _____</p>	
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