

Performance Review and Development Plan Guidelines

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The following are guidelines to consider when completing the Annual Performance Review of an Employee.

What is a Performance Appraisal?

What? A formal review process that allows us to assess, support and develop an employee’s performance.

Why? 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 standard of performance management
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. Assists in identifying individuals for succession planning and creates plans for future development

Performance Management vs. Performance Review

The *Performance Review* is only one small part of the entire performance Management Cycle.

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.

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

Determine the date for the Review

- At least once after 6 months of initial employment
- Every year thereafter by end of June

Notify the Employee and schedule the meeting

- Set aside a suitable amount of time
- Provide a minimum of 24 hours notice

Explain the appraisal form to the Employee

- Provide a copy of the form to the Employee
- Provide direction on how it will be completed
- Ask him/her to fill out the review prior to the meeting
- Reply to questions/ concerns
- **Keep the tone positive and constructive**

STEP II – PLAN FOR THE APPRAISAL

Collect Feedback

- Review the Employee's position description

- Review any existing documentation (positive feedback from students, external organizations, coaching records)
- Talk to co-workers to get feedback from more than one person (if appropriate)

Complete the Performance Appraisal Form

- Assess the Employee's contribution on each performance factor (1 – 4 rating)
- Provide specific examples of strengths and areas of improvement for each factor.
- Be willing to adjust the form and comments based on discussion.

STEP III – CONDUCT THE REVIEW

Meet to discuss the review

- Ensure the room is comfortable, quiet and distraction free
- Inform the Employee that this is a collaborative process and that you expect his/ her thoughts and feedback

Discuss the review section by section

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

Identify and Document the Development Plans

- 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.
- Set mutually agreeable goals for the future.

STEP IV – FOLLOW UP

Record the review results

- Ask the Employee to sign the document
- Forward a copy to the Human Resource Department for the Official Personnel File
- Forward a copy to the Employee

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

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.

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 – forget about rumours and hearsay

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)
- 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