

MANAGEMENT EVALUATION PROCESS

Adopted by the Board of Governors
February 9, 2004
BOG-HR-03

I. GENERAL PRINCIPLE

Every manager has a right to be evaluated annually and every supervisor has the obligation to evaluate his/her managers annually.

II. DEFINITIONS

In this document “manager” indicates the manager who is being evaluated. “Supervisor” indicates the manager’s immediate supervisor. “Immediate superior” indicates the supervisor’s supervisor.

III. OBJECTIVES OF THE MANAGEMENT EVALUATION PROCESS

The management evaluation process is designed:

1. To clarify the expectations of both the supervisor and the manager;
2. To assess the manager’s performance in carrying out the responsibilities of the position as described in his/her job description;
3. To evaluate the accomplishment of specific objectives;
4. To promote discussion between the supervisor and the manager concerning the manager’s performance;
5. To promote communication between the supervisor and the manager on common objectives and planning;
6. To promote the development of coherent institutional management objectives, action plans and work plans, derived from the College Strategic Plan;
7. To provide the mechanism for the manager to qualify for annual salary review under the Regulation;
8. To provide the mechanism for the manager to qualify for a bonus, regulation permitting.
9. To advance the Mission of Dawson College through the improvement and support of management performance.

IV. ASPECTS OF PERFORMANCE WHICH MUST BE CONSIDERED IN THE EVALUATION OF MANAGERS

1. **Quality of a manager’s performance in carrying out the responsibilities of his/her position as described in Schedules 1 and 2**

2. The accomplishment of objectives set for the year as reflected in work plans and action plans.

3. The evaluation may also take into account the following factors

- Particular circumstances which may have affected the manager's performance or, attainment of objectives ;
- Ability of the manager to adjust to above circumstances, as applicable;
- Special accomplishments of the manager which are not reflected in the objectives.

V. PROCESS

1. Establishment of annual objectives

Annually, each manager shall set objectives with his/her supervisor, subject to the approval of the Director General. Such objectives may be directly linked to the manager's current tasks and responsibilities and/or may represent new and additional challenges. Objectives should be consistent with institutional goals and priorities as articulated in the College Strategic Plan and consequent action plans.

The supervisor and the manager will specify the means of evaluation, including measurement tools and targets if appropriate, and clarify expectations with regard to the achievement and the relative weighting of the objectives with respect to the overall scope of the evaluation. The supervisor and the manager will clarify what level of performance is expected for an excellent, very good or good rating. The manager and the supervisor will agree on the relative weighting of each objective.

The document containing the objectives shall be signed by both the supervisor and manager before being submitted for information purposes to the immediate superior and the Director General.

2. Professional Development

At the time objectives are set, and throughout the year as required, the supervisor and the manager will discuss areas, if any, where additional learning, coaching or training may help the manager improve job performance and/or attain the set objectives. As appropriate, they will agree on a professional development plan.

3. Progress reviews

There shall be at least one progress review by the supervisor and manager, to take place normally within the first six months of the academic year.

The purpose of the review is to discuss the manager's progress in carrying out the responsibilities of his/her position and the specific objectives.

Where problems are identified with regard to the manager's overall performance, the supervisor shall advise the manager in writing on expectations for improvement of performance and shall provide assistance, as appropriate.

Subsequent to discussion between the manager and supervisor, in cases where special circumstances merit it the supervisor may decide to modify the manager's objectives. These changes will be signed and dated by the supervisor and the manager.

4. Annual evaluation

The documentation supporting the annual evaluation includes the Base Protocol, the Manager's Self-Assessment, the Supervisor's Evaluation Form, the Summary of Evaluation and the responses to the Confidential Questionnaire where applicable. The supervisor will prepare the Summary of Evaluation based on this documentation and his/her personal evaluation of the manager.

If the manager and/or the supervisor consider it appropriate, Confidential Questionnaires may be distributed to members of the College community and/or external partners. The names to be included on the distribution list will be determined and agreed upon by both the manager and the supervisor. Should agreement on the proposed names to be included on the distribution list fail to be achieved, the manager and the supervisor may each contribute up to five names.

Once the list is completed, the supervisor will distribute the Confidential Questionnaires to the persons named to solicit their feedback.

4.1 Base Protocol

The supervisor and the manager will establish the Base Protocol. The Base Protocol will identify the individuals, if any, who will receive Confidential Questionnaires concerning the manager's performance, and will specify the dates for the completion of the evaluation components.

A standard questionnaire will be available; see Schedule 3. The supervisor and the manager may modify this questionnaire as desired, subject to the agreement of the manager and the supervisor.

4.2 Manager's self-assessment

The manager will assess his/her own performance. This may include:

- The quality of the manager's performance in carrying out the responsibilities of the position;
- The quality and degree of attainment of objectives.
- Special events or problems which had a bearing on performance or the attainment of objectives;
- Special accomplishments;
- Professional development activities over the year.

After the review with the supervisor, the manager may add to his/her personal assessment any responses to concerns or questions raised by the supervisor or other written comments, which seem appropriate.

4.3 Evaluation of the manager's performance by supervisor

The supervisor will evaluate the performance of the manager, taking into account:

- The quality of the manager's performance in carrying out the responsibilities of the position;
- The quality and degree of the attainment of objectives;
- Feedback obtained from the respondents to the confidential questionnaires;
- The manager's self-assessment;
- Circumstances which may have affected the manager's performance or attainment of objectives;
- Professional development activities;
- Special accomplishments on the part of the manager.

The supervisor will establish a rating for the manager for:

- a) the performance of the manager in carrying out the responsibilities of the position
- b) the manager's objectives
- c) the overall rating of the manager. This will take into account the relative weighting of the objectives with respect to the normal responsibilities of the position. The overall rating will be used to determine the award of a bonus (if applicable).

The ratings used will be one of the following:

EXCELLENT:

The overall quality of the manager's performance is deemed to be of exceptional quality.

VERY GOOD:

The overall quality of the manager's performance is deemed to be fully commendable.

GOOD:

The overall quality of the manager's performance is deemed to be more than satisfactory.

SATISFACTORY:

The overall quality of the manager's performance is deemed to be adequate, but weaknesses are identified in some areas.

UNSATISFACTORY:

The quality of a manager's performance is inadequate in general or in more than one important area.

4.4 Meeting between the supervisor and the Director General

The supervisor will review the Summary of Evaluation with the Director General. When a supervisor must evaluate more than one manager, this meeting with the Director General will include a review of all the Summary of Evaluations of managers for which the supervisor is responsible. In cases where the immediate superior is not the Director General, the immediate superior shall be present during this review.

Should the Director General have concerns about the appropriateness of the rating proposed by the supervisor, or about the proposed rating as compared to the ratings of other managers, he/she may request to review the evaluation in full consisting of the Base Protocol, the manager's self-assessment, the Supervisor's Evaluation Form, but not the results of Confidential Questionnaires. Based on the review, he/she may modify the rating assigned to a manager.

The supervisor and the Director General will sign the Summary of Evaluation confirming this review has taken place.

4.5 Meeting between the supervisor and the manager

Subsequent to the process detailed in **V.4.4**, the supervisor will meet with the manager to review the results of the evaluation. They shall give particular attention to discrepancies between the supervisor's evaluation and the manager's self-assessment. The supervisor and the manager shall sign and date both the Supervisor's Evaluation and the Summary of Evaluation as confirmation that they have seen and discussed them. A signed copy of the Supervisor's Evaluation Form and the Summary of Evaluation shall be given to the manager.

The signature of the manager does not necessarily mean that the manager is in agreement with the evaluation. However a disagreement between the manager and the supervisor may be annotated on the evaluation document(s).

By the date specified in the critical path, the Summary of Evaluation for all managers shall be submitted by the supervisor to the Director General.

4.6 Awarding of bonuses and salary progressions, Regulation permitting

The Director General shall determine the bonuses for all management personnel based on the overall ratings for managers as described in each Summary of Evaluation. The bonuses, awarded in increments of equal shares, must conform to the following:

- a) the manager who receives an overall rating of “EXCELLENT” shall be entitled to a bonus of 6 shares of the aggregate funds available, and shall be entitled to any salary scale progressions due in the next academic year;
- b) the manager who receives an overall rating of “VERY GOOD” shall be entitled to a bonus 4 shares of the aggregate funds available, and shall be entitled to any salary scale progressions due in the next academic year;
- c) the manager who receives an overall rating of “GOOD” shall be entitled to a bonus of 2 shares of the aggregate funds available, and shall be entitled to any salary scale progressions due in the next academic year;
- d) the manager who receives an overall rating of “SATISFACTORY” shall not be entitled to a bonus but shall be entitled to any salary scale progressions due in the next academic year;
- e) the manager who receives an overall rating of “UNSATISFACTORY” shall not be entitled to a bonus and may not be eligible for any salary scale progressions due in the next academic year;
- f) the total amount awarded may not exceed the accumulated amount of funds set aside for those purposes by virtue of the Regulation;
- g) The total amount disbursed in any one year may not be less than 2% of the total amount of annual management salaries.

Notwithstanding the above, the Regulations take precedence with regard to the granting/withholding of salary scale progressions. Subject to the Regulation, arrangements for the method by which the bonus is to be credited to a manager must be finalized between the manager and the College no later than September 1 of the calendar year during which the bonus was determined. In the event of failure on the part of the manager to so inform the College, the College will proceed with the payment of the bonus through regular payroll.

5. Confidentiality of the Process

The supervisor shall oversee the administering of the questionnaires. Questionnaires shall be administered and responses collated in such a way as to guarantee confidentiality.

In discussing the results of the evaluation, the supervisor or the manager may wish to review the results of the questionnaires. In this review, the supervisor must guarantee that specific responses from the questionnaires and the identity of the respondent(s) are not revealed by the review process.

The supervisor must ensure the confidentiality of his/her evaluation of the manager (including supporting documentation). Only the manager concerned, the supervisor, and the Director General may have access to the Summary of Evaluation as provided for in article **V.4.4**. In the case of an appeal, the Director General and the representative of the manager may have access to the evaluation documents, as provided for in article **V.7** of this document.

6. Conservation of Evaluations

The supervisor shall forward a sealed copy of the manager's self-assessment, the Supervisor's Evaluation Form and the Summary of Evaluation to the Human Resources department. In accordance with the Act respecting Access to Documents Held by Public Bodies and the Protection of Personal Information, the sealed file is confidential and access is restricted to those whose duties so require. Confidential Questionnaires are to be destroyed by the supervisor following the evaluation.

Subject to procedures governing access to files held by the Human Resources Department, the sealed copy of the evaluation may only be opened by the manager, by the manager's supervisor or the Director General. The evaluation documents shall be removed from the manager's file and destroyed after a period of five years.

7. Appeal process

In the event that a manager finds his/her evaluation to be unjust, he/she may appeal in writing to the Director General within sixty (60) days of receipt of the signed evaluation. The manager making the appeal shall name a representative from among his/her colleagues, who shall review the evaluation with the Director General with the exception of the formal feedback provided by respondents to the questionnaire, which shall remain confidential. The Director General and the representative will consult with the manager and the supervisor.

The decision of the Director General shall be final.

The Director General will advise in writing, both the manager and the supervisor on any course of action which may follow as a result of the appeal decision.

8. Renewal of process

Once the annual evaluation is completed, the supervisor and the manager will review the manager's job description and set objectives for the subsequent year. In addition to overall College objectives and the supervisor's overall objectives, these objectives shall take into account the results of the annual evaluation.

The Director General shall establish a critical path for the subsequent year's evaluation.

VI. SUMMATIVE ASPECTS

Notwithstanding the fact that the objectives of the Management Evaluation Process are formative, the results may be used for summative purposes, subject to normal College procedures for disciplinary action and to any relevant clauses in the Regulation and in the College's Policy for Management Personnel.

VII. RESPONSIBILITY FOR APPLICATION OF THE PROCESS

The Director General is responsible for the application of the process.