

PERFORMANCE MANAGEMENT POLICY			
<b>Effective Date</b>	February 2, 2017	<b>Policy Type</b>	Administrative
<b>Responsibility</b>	Director, Human Resources	<b>Cross-Reference</b>	<ol style="list-style-type: none"> <li>1. Administrative Group Terms and Conditions of Employment</li> <li>2. Academic Staff Association Collective Agreement</li> <li>3. Alberta Union of Provincial Employees Collective Agreement</li> <li>4. Employees' Association Collective Agreement</li> <li>5. Employee Records Policy</li> <li>6. Progressive Discipline Policy</li> <li>7. Applicable Performance Appraisal Documents</li> <li>8. Performance Improvement Plan</li> <li>9. Career Development Plan</li> </ol>
<b>Approver</b>	Executive Council	<b>Appendices</b>	
<b>Review Schedule</b>	Every 5 years		

**1. Policy Statement**

- 1.1 Northwestern Polytechnic ("NWP") believes that all employees strive to achieve their highest abilities and seek and deserve feedback on their performance. The Performance appraisals process at NWP is intended to be a constructive and positive experience. It is viewed as an opportunity for employees to understand their performance relative to their job functions, goals and objectives.
- 1.2 At NWP, we strive to ensure that all employees have the opportunity to grow and develop to achieve their professional goals, therefore NWP will aid in coaching and developing its employees to their fullest potential through Career Development Plans.

**2. Background**

- 2.1 NWP's employees play a significant role in the success of the institution; thus, NWP must provide them with ongoing constructive feedback on their performance.
- 2.2 Effective processes are required to provide employees with feedback on their performance, and help employees achieve their goals.
- 2.3 NWP will assist and provide employees with guidance, at their request, on career planning and development.

**3. Policy Objective**

- 3.1 The objectives of this policy are to:
  - 3.1.1 provide a framework for performance management; and
  - 3.1.2 assist employees with career planning and development.

## 4. Scope

- 4.1 This Policy applies to all NWP employees.

## 5. Definitions

- 5.1 **"Career Development Plan"** is to help employees determine objectives in which will assist them in achieving their professional goals through training, development and/or mentoring.
- 5.2 **"Collective Agreements"** refer to the contracts NWP has entered into with the Alberta Union of Provincial Employees (AUPE), Employees' Association (EA), or Academic Staff Association (ASA) that outline the terms and conditions of employment for specific groups of employees.
- 5.3 **"Performance Appraisal"** is the written assessment of an Employee's performance completed by the supervisor and employee.
- 5.4 **"Performance Improvement Plan"** (PIP) is to help the employee succeed in meeting specific performance objectives and will outline specific actions or training required to restore performance to satisfactory levels.
- 5.5 **"Performance Objectives"** are quantifiable measures of acceptable performance within the appointed position.
- 5.6 **"Review Period"** is defined as the time period to which the evaluation will review.

## 6. Guiding Principles

- 6.1 NWP will provide employees with continuous and timely performance feedback.
- 6.2 NWP will fulfill its obligations with respect to performance management as outlined in the appropriate Collective Agreements, and the Administrative Group Terms and Conditions of Employment.
- 6.3 Formal Appraisals will be conducted with employees regularly in accordance with separate operational procedures, and Collective Agreements and/or Terms and Conditions of Employment. At the end of the appraisal, Performance Objectives will be set for the following period.
- 6.4 An employee and/or his/her supervisor may request that a Performance Appraisal be completed at times other than the regularly scheduled appraisal.
- 6.5 Performance meetings are to be documented complete with goals.
- 6.6 Performance Appraisals are to be placed on the employee's personnel file.
- 6.7 Both the employee and his/her supervisor will sign off on Performance Appraisals to acknowledge performance meetings have occurred. Even though an employee may not agree with the performance comments of their supervisor, the employee and the supervisor will acknowledge performance meetings took place.
- 6.8 Supervisors will complete a probationary Performance Appraisal for new employees prior to the completion of the probationary period.

- 6.9 The Performance Appraisal will include setting objectives, giving and receiving feedback and assessing the performance of the employee.
- 6.10 Employees and supervisors are encouraged to complete the appropriate Performance Appraisal Forms prior to meeting.
- 6.11 During the course of the Review Period, feedback on the progress of the employee towards their goals should be provided on a regular basis. Any major issues or concerns coming to the attention of the supervisor must be dealt with when they occur.

It is important that the supervisor and employee keep track of accomplishments during the review period and refer to them during the performance evaluation process.

**7. Career Development Plan**

- 7.1 Career Development Plans are optional for employees.
- 7.2 Career Development Plans are intended to assist the employee in articulating their professional aspirations and should be driven by the employee supported by the immediate supervisor.
- 7.3 If an employee has a Career Development Plan, an annual review would ensure that goals are being met and to ensure that organization is supporting the employee.

**8. Performance Improvement Plan**

- 8.1 In the event that an employee’s performance requires improvement, the supervisor may implement a Performance Improvement Plan (PIP) in consultation with Human Resources.
- 8.2 The PIP will outline specific actions or training required to restore performance to satisfactory levels. The employee will be asked to sign the PIP to demonstrate commitment to improve. The PIP will be in writing, with a copy forwarded to Human Resources, for inclusion in the employee’s employee file and retained according to the Employee Records Policy.
- 8.3 If a performance issue cannot be addressed or corrected through this method, it may be dealt with under the Progressive Discipline Policy.

**9. Roles and Responsibilities**

STAKEHOLDER	RESPONSIBILITIES
Executive Council	<ul style="list-style-type: none"> <li>• Approve and formally support this policy</li> </ul>
Director, Human Resources/Human Resources Staff	<ul style="list-style-type: none"> <li>• Develop, maintain, and oversee the implementation of this policy</li> <li>• Administer the performance management process</li> </ul>
Immediate Supervisor	<ul style="list-style-type: none"> <li>• Conduct the Performance Appraisals with employees, provide feedback, assist employees with career planning, and implement a PIP as required</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Participate in setting Performance Objectives and give/receive feedback</li> </ul>

**10. Exceptions to the Policy**

- 10.1 Exceptions to the Guiding Principles in this policy must be documented and formally approved by the President and CEO.
- 10.2 Policy exceptions must describe:
  - 10.2.1 the nature of the exception;
  - 10.2.2 a reasonable explanation for why the policy exception is required;
  - 10.2.3 any risks created by the policy exception; and
  - 10.2.4 evidence of approval by the President and CEO.

**11. Inquiries**

- 11.1 Inquiries regarding this policy can be directed to the Director, Human Resources.

**12. Amendments (Revision History)**

- 12.1 Amendments to this Policy will be published from time to time and circulated to the NWP Community.
- 12.2 Post-Implementation Policy Review Approval: March 5, 2019