

Performance Planning and Review Managers'/Supervisors' Guide

Purpose:

Performance Planning and Review provides a structured process for regular feedback on work performance, as well as coaching towards work-related learning and career development goals. The primary aims of this process are to:

- Ensure that all Acadia employees are given the direction and support they need to excel in their jobs
- Align individual performance with broader University goals and objectives
- Provide opportunities to develop learning and development strategies to meet professional and personal needs
- Recognize employee accomplishments and achievements
- Identify performance gaps and provide support and guidance to improve performance
- Provide managers & supervisors with the information they need to make informed human resources management decisions

What is expected of you as a manager/supervisor?

Your primary roles and responsibilities in the Performance Planning and Review process are to:

- Establish and communicate clear expectations
- Provide honest and timely feedback
- Support employees' learning and development goals
- Recognize desired performance
- Identify and address performance gaps quickly
- Be fair, reasonable, accountable, consistent, and timely

The Planning and Review Cycle:

Employee performance planning and review is a continuing cycle, not just a once-a-year activity.

- The **planning phase** is the starting point of the process. At the outset of the cycle, you will discuss organizational and individual priorities for the upcoming year, and set realistic and attainable performance and learning objectives. The Performance and Planning Review Agreement (PPRA) is used to document performance and development objectives and success measures.

- The **monitoring phase** occurs throughout the year. Work and learning objectives should be monitored and discussed during the year. It may be necessary to realign the performance plan if priorities or circumstances have changed. Performance gaps or barriers should be identified and addressed quickly, as they arise.

- In the **assessment phase**, you will meet with your employees to review and assess progress against objectives. The most important part of this phase is to engage in a two-way discussion in which accomplishments are recognized and any areas of improvement are identified. The PPRA serves as the official document of these discussions and performance assessments. At this time, you will also establish new objectives for the next performance period.

- For SEIU employees, the assessment phase occurs between November 15th and January 15th (as per Article 39 of the Acadia/SEIU collective agreement).

For AUPAT employees, the assessment phase occurs during January and February of each year.

The supervisor and employee should sign Section 6 of the PPRA acknowledging that a discussion on performance planning and review has taken place. The form should then be countersigned by the Reviewing Officer (the person to whom the supervisor in question reports). When the PPRA is completed and signed, the original should be submitted to Human Resources for the employee's personnel file, a copy provided to the employee, and a copy retained by the supervisor for your records.

Completed PPRA forms should be submitted to Human Resources by **January 15th for SEIU** employees and by **March 31st for AUPAT employees**.

Making it Work:

Several approaches should be considered to help make performance planning and review effective:

- Prepare. Prior to meeting with the employee, gather the necessary information to support your review, and think about how you will conduct the meeting. Be prepared to discuss specific topics related to the employee's strengths, accomplishments, development needs and achievements, and areas that need to be strengthened.
- At least one week in advance, ask the employee to prepare a self-assessment, including a list of accomplishments and areas where support may be needed.
- Schedule the meeting sufficiently in advance and hold the review discussion in a private place.
- Set "SMART" objectives that are specific, measurable, achievable, realistic and relevant, and time-bound. Objectives should describe results to be achieved rather than duties undertaken.
- For each objective, describe how you will measure whether the result has been successfully achieved. Measures can be qualitative (how well the result is performed) or quantitative (how much/many of the results are performed or produced). Measure of success can include:
 - ✓ accuracy,
 - ✓ timeliness,
 - ✓ feedback from clients or colleagues,
 - ✓ quantity,
 - ✓ decrease in processing time,
 - ✓ attention to detail,
 - ✓ completeness,
 - ✓ independent performance of work,
 - ✓ finding imaginative solutions.
- Give effective feedback. Feedback should be constructive, specific, should not be threatening, and should be aimed at helping the employee improve professionally and personally. Feedback should focus on the behaviour, not the person.
- Feedback should be a continuous process, not a one-time event. The performance and planning discussion should not provide surprises for the employee.
- **More detailed advice and suggestions on conducting performance reviews can be found in the ["Preparing for the Performance Review Process"](#), available on the Acadia Human Resources web site.**