



PERFORMANCE MANAGEMENT POLICY

Policy Type:	Institutional	Initially Approved:	April 21, 2015
Policy Sponsor:	VP Administration	Last Revised:	November 21, 2019
Primary Contact:	Human Resources	Review Scheduled:	November 2024
Approver:	President and CEO		

A. INTENT

The Alberta University of the Arts (AUArts) is committed to supporting the growth and development of employees by conducting thorough and meaningful performance management in order to maximize employee engagement and institutional performance, as well as to facilitate progressive and open dialogue between employees and management.

B. SCOPE

This procedure applies to all management, exempt and support employees of the University.

C. POLICY STATEMENT

1. General

- 1.1 The University shall endeavor to provide all employees with specific and appropriate feedback regarding their performance within the organization.
- 1.2 The University shall ensure that all performance evaluations are conducted in a fair, equitable and timely manner.
- 1.3 The University shall ensure that performance management processes consist of open discussion, two way dialogue and participation between employees and managers.
- 1.4 The University shall ensure that unsatisfactory performers are given appropriate feedback and support to improve their performance within a reasonable time-frame.
- 1.5 The University reserves the right to enact disciplinary action (subject to any provisions in the Agreement, if applicable) up to and including termination of employment if an employee continues to fail to meet the performance requirements of the position. Managers shall consult with Human Resources prior to enacting any disciplinary action.

2. Principles

- 2.1 Informal performance management will be conducted on an ongoing, as-needed, basis whereby Managers guide or facilitate the continuous improvement of an employee's performance. It includes timely provision of constructive feedback, meaningful recognition, support for learning and development and assisting the employee with self-awareness and self-evaluation.
- 2.2 Formal performance evaluations will be conducted annually, or more frequently as required, for all regular employees. Exempt and support employees should have their annual review completed by the end of the fiscal year each year, and Management employees should have their annual review completed by the end of the calendar year each year. The annual review shall include ratings and comments in relation to performance outcomes and demonstration of key competencies, and will specify the employee's goals and development plan for the coming year. Exceptions to the timing of the annual review may be approved by Human Resources.
- 2.3 Employees who are deemed to have unsatisfactory performance, either on their performance evaluation(s) or through informal performance management, may be put on a performance improvement plan. Managers will instigate this plan in consultation with Human Resources (HR).
- 2.4 The Manager shall provide a copy of the completed performance evaluation to the employee and to HR.
- 2.5 Employees who feel that they have been subject to an unfair performance evaluation, or who believe their performance plans to be out of scope of their normal and responsibilities, may send a request for review to the HR department. Upon receipt of this request, HR will facilitate a review process.

D. DEFINITIONS

- Exempt Employee:** Employees who occupy positions excluded from the bargaining unit and are not Management employees.
- Management Employee:** Employees who plan, organize, direct and control a business unit of the University. They have delegated responsibilities for a particular cost centre(s) and the associated financial and supervisory responsibilities necessary for the successful operation of the centre(s).
- Support Staff Employee:** An employee that is in a bargaining unit position and defined as "in scope" by the Agreement between the Board of Governors of the Alberta University of the Arts and the Alberta Union of Provincial Employees Local 071/006 (the Agreement).
- Key Competencies:** The knowledge, skills and behavioral attributes that have been identified as critical for successful job performance at the University. Depending on the position, some competencies may be weighted more heavily than others but all are recognized as being important contributors to effective performance.

Performance Management: The ongoing, informal and formal consultations and discussions between Manager and employee to discuss the achievement and status of performance and goals, including demonstration of key competencies.

Performance Evaluation: The formal meeting/s and document/s produced between Manager and employee to discuss the achievement and status of performance and goals, including demonstration of key competencies.

Goals: Forward looking objectives set collaboratively between the Manager and the employee to facilitate growth toward the desired strategic outcomes of the University. Goals should be specific, measurable, attainable, relevant, and time- bound (SMART). Goals may be focused on performance outcomes and/or professional development.

Development Plan: The framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Development plans include opportunities such as employee training, employee career development, coaching, mentoring, succession planning and/or tuition assistance. Development plans should also include the support the Manager is contributing to these activities.

Performance Improvement Plan (PIP): A written tool available to Managers for the purpose of improving the performance or behavior of the employee or addressing performance discrepancies identified in the performance evaluation process.

E. RELATED LEGISLATION

- Post-Secondary Learning Act

F. RELATED DOCUMENTS

- 100. Board of Governors: Code of Conduct
- Alberta University of the Arts Management and Exempt Terms and Conditions
- The Collective Agreement between the Board of Governors of the Alberta University of the Arts and the Alberta Union of Provincial Employees Local 071/006

G. REVISION HISTORY

Date (mm/dd/yyyy)	Description of Change	Sections	Person who Entered Revision (Position Title)	Person who Authorized Revision (Position Title)
08/2019	Revisions			