

Performance Support Policy

Oversight body: Executive Committee

Date Passed by Council: February, 2024

Date of Next Review: February, 2026

Related policies, bylaws, legislation: Executive Policy

Definitions

Performance Support – an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization and encouraging the growth and development of employees. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.

Supervisor – a person vested with the responsibility of monitoring and regulating employees in their performance of assigned or delegated tasks.

Executive Committee – the executive of the Union.

Purpose

The purpose of this policy is to provide a base framework and expectations in respect to performance support of the General Manager, Part-Time Staff and Full-Time Staff in order to promote respect, openness, and trust between supervisors and staff.

Scope

This policy shall apply to all Executive Officers and all staff of the DSU.

Statement

1. Guiding Principles

1.1 Guiding principles in performance support practices are:

1.1.1 Employee growth and development;



- 1.1.2 Recognition of the confidential nature of employee reviews; 1.1.3 Efficiency and effectiveness; and
- 1.1.4 Accountability.

1.2 Performance reviews are meant to be one element among ongoing performance conversations throughout the year. It is expected supervisors should bring any performance issues to the attention of the staff member as and when necessary. It is not the intention of the review process to deal with any previously known problems.

1.3 Feedback provided should be grounded in specific, observable actions or impacts and not in opinion or conjecture.

2. Performance Reviews

2.1 Any performance review of staff shall include:

- 2.1.1 A review of the job description;
- 2.1.2 A written summary of successes, challenges, areas of improvement and needed support; and
- 2.1.3 Stated goals until the next performance review.

2.2 Should a supervisor determine additional feedback from a staff member's colleagues and/or direct reports would prove useful, the following conditions will apply:

- 2.2.1 No less than two and no more than four colleagues/direct reports will be asked for feedback;
- 2.2.2 Those individuals asked for feedback will be mutually agreeable to the supervisor and staff member being reviewed; and
- 2.2.3 Feedback will be provided using the appropriate template (attached as appendix A)

2.3 The performance review and any associated materials will be confidential to the General Manager, the employee's immediate supervisor, and the employee.

2.4 A copy of the performance review will be kept in the employee's file and one copy to be retained by the employee. The employee will acknowledge by signing the copy retained in the employee's file.

3. General Manager Review

3.1 It is recognized that the performance review of the General Manager is conducted by the President and given the relative inexperience and frequent turnover of this elected Office, additional parameters are required and described herein.



3.2 The President will conduct the performance review no earlier than January and no later than March of their year in Office.

3.2.1 Once completed the President will provide confirmation of the performance review being completed and update the Executive Committee as to any concerns addressed or being addressed.

3.2.2 The Executive Committee shall keep absolutely confidential any discussion in regard to the performance review.

3.3 The President and General Manager will each complete the performance summary sheet (appendix B) prior to meeting for discussion.

3.3.1 No other performance evaluation tools will be used in addition to the performance summary sheet and feedback template (appendix A).

3.4 At the completion of the review, the President and General Manager should have established clear strategic priorities and annual goals.

3.4.1 These strategic priorities and annual goals should be reviewed in May of the new President's year with any amendments noted and initialed by both the new President and General Manager.

3.5 Subject to paragraph 3.2.1, the General Manager performance reviews will be confidential to the General Manager and the President.

4. Exit Survey

4.1 All staff leaving the employment of the DSU will be provided a Staff Exit Survey (appendix C) by their immediate supervisor.

4.2 All Exit Surveys should be remitted to the General Manager for review.

Appendix A FEEDBACK FORM



If you are receiving this form it means you have been selected to provide performance feedback for one of your colleagues. Please rate the categories below in respect to your own work with this individual. These responses are confidential and should be returned to their immediate supervisor only. If you do not feel a category applies, please leave that rating scale blank.

Rating scale: 1 (highly dissatisfied), 2 (dissatisfied), 3 (neutral), 4 (satisfied), 5 (highly satisfied)

COMMUNICATION

Clearly expresses ideas. Readily shares appropriate work-related information.

WRITTEN	1	2	3	4	5
ORAL	1	2	3	4	5

JOB KNOWLEDGE

Demonstrates expertise in the functional aspects of the job.

1 2 3 4 5

PRODUCTIVITY

Reflects the accuracy, volume, and timely manner in which work is performed. Also recognizes ability to determine priorities and maximize efficiency.

1 2 3 4 5

ACCURACY

Consistently produces accurate work.

1 2 3 4 5

TIMELINESS

Consistently produces work in a timely fashion.

1 2 3 4 5

PROBLEM SOLVING

Reviews facts and data, using sound judgement, to arrive at the most effective solution.

1 2 3 4 5



INTERPERSONAL RELATIONS

Builds productive rapport with employees at all levels within and outside the department. Treats others with fairness, dignity, and respect.

1 2 3 4 5

TEAMWORK

Works collaboratively with fellow employees and others to achieve identified goals and objectives.

1 2 3 4 5

PERFORMANCE MANAGEMENT

Provides employees with performance standards, expectations, and ongoing feedback regarding progress. Constructively addresses performance problems in accordance with personnel policies and procedures.

1 2 3 4 5

RESOURCE MANAGEMENT

Manages assets including technology, equipment, budget, and space, where applicable.

1 2 3 4 5

Additional Comments:

Appendix B

Employee Evaluation Form

Employee Name	Job Title	
Supervisor/Reviewer	Review Period From: / / To: / /	
Performance Category	Rating	Comments and Examples
Quality of Work:	<input type="checkbox"/> Exceeds expectations	

<p><i>Work is completed accurately (few or no errors), efficiently and within deadlines with minimal supervision</i></p>	<p><input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable</p>	
<p>Attendance, Responsiveness & Punctuality: <i>Reports for work on time, maintains consistent work schedule, provides advance notice of need for absence, responds to inquiries quickly</i></p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable</p>	
<p>Reliability/Dependability: <i>Consistently performs at a high level; manages time and workload effectively to meet responsibilities</i></p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable</p>	
<p>Communication Skills: <i>Written and oral communications are clear, organized and effective; listens and comprehends well</i></p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable</p>	
<p>Judgment & Decision-Making: <i>Makes thoughtful, well-reasoned decisions; exercises good judgment, resourcefulness and creativity in problem-solving</i></p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable</p>	
<p>Initiative & Flexibility: <i>Demonstrates initiative, often seeking out additional responsibility; identifies problems and solutions; thrives on new challenges and adjusts to unexpected changes</i></p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable</p>	
<p>Cooperation & Teamwork: <i>Respectful of colleagues when working with others and makes valuable contributions to help the group achieve its goals</i></p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable</p>	
<p>Resource Management:</p>	<p><input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement</p>	

<i>Encompasses time, budget, and any other relevant resources utilized</i>	<input type="checkbox"/> Unacceptable	
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Performance Category	Rating	Comments and Examples
Knowledge of Position: <i>Possesses required skills, knowledge, and abilities to competently perform the job</i>	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable	
Training & Development: <i>Continually seeks ways to strengthen performance and regularly monitors new developments in field of work</i>	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable	

<input type="checkbox"/> Exceeds Expectations <i>Employee consistently performs at a high level that exceeds expectations</i>	<input type="checkbox"/> Meets Expectations <i>Employee satisfies all essential job requirements; may exceed expectations periodically; demonstrates likelihood of eventually exceeding expectations</i>	<input type="checkbox"/> Needs Improvement <i>Employee consistently performs below required standards/expectations for the position; training or other action is necessary to correct performance</i>	<input type="checkbox"/> Unacceptable <i>Employee is unable or unwilling to perform required duties according to company standards; immediate improvement must be demonstrated</i>
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Comment on the employee's overall performance.

Should the reviewer require additional space for comments and examples, please attach a separate document with each comment or example provided its corresponding Performance Category title.

Appendix C

Staff Exit Survey

Employee Information

Name: _____

Email: _____

Supervisor: _____

Position Title: _____

Primary Reason for Leaving

Resignation

Term Appointment Ended

Retirement

Questionnaire

1. Please which of the following reasons contributed to the decision to leave your current position (check all that apply).

Personal – Relocating

Personal - Family Circumstances

Personal - Returning to School

Personal - Other (please list below)



- Career Advancement Opportunity
- Job Responsibilities
- Workload
- Quality of Supervision
- Work-Life Balance
- Work Environment - Office Culture
- Work Environment - Physical Surroundings
- Local Community / Commute

Please explain your reason(s) for leaving in more detail.

2. What changes can you recommend to benefit the DSU and/or your department?

3. What do you value most about working at the DSU?

In this section, please rate the following statements:

- I would recommend the DSU as a good place to work.
 - a. Strongly Agree
 - b. Somewhat Agree
 - c. Somewhat Disagree
 - d. Strongly Disagree
- My job duties and responsibilities were clearly defined (during the interview process and on the job).

- e. Strongly Agree
 - f. Somewhat Agree
 - g. Somewhat Disagree
 - h. Strongly Disagree
- I received the proper training in order to perform my job effectively.
 - i. Strongly Agree
 - j. Somewhat Agree
 - k. Somewhat Disagree
 - l. Strongly Disagree
 - If I had questions or concerns, I felt comfortable speaking with my supervisor.
 - m. Strongly Agree
 - n. Somewhat Agree
 - o. Somewhat Disagree
 - p. Strongly Disagree
 - I was kept well-informed about the DSU, its policies and procedures, and other important information.
 - q. Strongly Agree
 - r. Somewhat Agree
 - s. Somewhat Disagree
 - t. Strongly Disagree

Please rate the following statements regarding your Supervisor.

- Considered me a valuable member of the department.
 - u. Strongly Agree
 - v. Somewhat Agree
 - w. Somewhat Disagree
 - x. Strongly Disagree
- Provided regular helpful feedback and performance evaluations.
 - y. Strongly Agree
 - z. Somewhat Agree aa. Somewhat Disagree bb. Strongly Disagree



- Provided resources and support necessary to perform my job effectively.
 - cc. Strongly Agree
 - dd. Somewhat Agree ee. Somewhat Disagree ff.
Strongly Disagree

- Encouraged and listened to suggestions.
 - gg. Strongly Agree hh.
Somewhat Agree ii.
Somewhat Disagree jj.
Strongly Disagree

- Resolved complaints and problems.
 - kk. Strongly Agree ll.
Somewhat Agree
 - mm. Somewhat
Disagree nn. Strongly
Disagree

- Followed policies and practices fairly and consistently.
 - oo. Strongly Agree pp.
Somewhat Agree qq.
Somewhat Disagree rr.
Strongly Disagree

Comments and Suggestions

Additional comments and suggestions are encouraged.

