

**TITLE: PERFORMANCE ACCOUNTABILITY FOR SENIOR ADMINISTRATION (SA)****POLICY STATEMENT:**

Comprehensive performance evaluations for Senior Administration Members are conducted on an annual basis in the fall. Evaluation is primarily based on the achievement of annual goals as established with the Senior Administration member's supervisor. Evaluations include 360° feedback from a representative sample of individuals who work directly with the member, who know the member's work and are directly impacted by it. Where relevant, this will include constituency group representatives and committee members.

In the Academic Portfolio, School surveys are also conducted on an annual basis to solicit input from all members about the effectiveness of leadership within the division. This information supplements the feedback gathered from the representative sample.

**PURPOSE:**

The policy is aimed at:

- Supporting the continuing development of Senior Administration members to enhance their performance as leaders within the college
- Ensuring alignment of individual and School/Division/Department activity with the college mission, vision, values and strategic direction
- Holding members accountable for their performance and their ongoing professional and personal development

**SCOPE:**

This policy applies to all members of the RDC Senior Administration (SA).

**PRINCIPLES:**

1. Personal performance will be supported, enhanced and developed through an ongoing cycle of goal setting, coaching, monitoring of progress, learning activities, and self directed evaluation.
2. Goal setting includes organizational goals and objectives derived from role expectations, business plans and strategic directions of the college. It also includes personal goals and objectives based on development related to the expectations and responsibilities of the leadership role as well as personal well being and life balance.
3. The evaluation process is self directed and conducted in collaboration with the member's direct supervisor.

## **PROCEDURE:**

### **Stage 1**

- The SA member ensures that their Individual Goal and Development Plan is up-to-date including progress on goal attainment information.
- The SA member identifies approximately 12 other individuals who know their work, are directly impacted by their work, and can provide relevant feedback. The proposed list is reviewed by the member's Supervisor and additional names may be added.
- The SA member provides the feedback group with their Role Description, the Leadership Competency Expectations Sheet, and the Third Party Feedback Form. These are provided electronically and Human Resources provides direction to ensure that feedback is anonymous and that the SA member and their supervisor receive an aggregate summary.
- Where applicable, a School survey is prepared in consultation with Research Services and aggregated results are conveyed to the SA member and to their supervisor.
- The SA member completes a self-evaluation report with reflection on goal attainment, the 360° feedback, and where applicable, the School survey feedback. The SA member submits the package to their Supervisor.
- The Supervisor drafts a Performance Review Report.
- The SA Member and the Supervisor meet for discussion and finalize the Performance Review Report.
- The Supervisor makes salary recommendations to the President based upon overall performance.
- The Supervisor submits the Performance Review Report signed by both parties to Human Resources for inclusion in the SA member's personnel record.

### **Stage 2**

- The SA member develops an Individual Goal and Development Plan for the next year and discusses it with the Supervisor to initiate the new cycle.

## **Probationary Process**

Supervisors meet with new SA members to review their role description and the expectations of the position.

### Mid Probation

An abbreviated performance review is conducted mid probation to identify areas where expectations are being met and any areas requiring additional support and development.

- The SA member reflects on how well they are meeting the expectations of the job, completes a self-evaluation using the Probationary Performance Review Report and submits it to their Supervisor.
- The Supervisor drafts a Probationary Performance Review Report.
- The SA member and the Supervisor meet to finalize and sign the report.
- The Supervisor submits the report signed by both parties to Human Resources for inclusion in the SA member's personnel record.

### Probation End

A full performance review including the 360° feedback is conducted at the end of the probationary period. The Supervisor submits the Performance Review Report and a cover letter acknowledging successful completion of the probationary period to Human Resources for filing in the personnel file.

**RESPONSIBILITY:** Vice President of Human Resources

**CONSULTATION FOR REVIEW:** Human Resources, Senior Administration

**POLICY REVIEW DATE:** April, 2009

**EFFECTIVE DATE:** April 11, 2007

**CONNECTION TO BOARD POLICIES:**

All RDC policies support relevant Board of Governors operational policies.