
TITLE: PERFORMANCE ENHANCEMENT PROGRAM (PEP)**POLICY STATEMENT:**

The performance enhancement program will include written performance reviews for all staff on a regular basis with every two years as a minimum. Managers forward completed performance reviews to Human Resources for inclusion in the personnel file.

New employees receive a mid-probationary review and a review upon completion of probation.

PURPOSE:

The aim of the performance enhancement program is to support employee success through a cycle of goal and development planning, coaching and support, periodic progress review and regular performance review.

SCOPE:

This policy applies to all members of CUPE, AUPE, and all exempt employees.

PRINCIPLES:

- a) Performance enhancement is an ongoing cycle, not an infrequent event
- b) Current, accurate job descriptions are required to support the cycle
- c) Managers and employees have a shared responsibility for the process
- d) Feedback is provided on an ongoing basis to avoid surprises during the performance review element in the cycle
- e) Performance is measured against job outcome expectations and annual goals and objectives agreed upon in an individual goal and development plan
- f) Objectives are written in S.M.A.R.T. format so that they are specific, measurable, achievable, relevant, and time framed.

PROCEDURE:

A full discussion of the [Performance Enhancement Program](#) is posted on HR Online.

1. Individual Goal and Development Plan: The employee develops their plan including a mix of role related goals/objectives and personal development goals/objectives. Goals and objectives are derived from the role expectations outlined in the job description, college strategic directions, School/department/program goals, and personal development needs. The supervisor and employee review and discuss the plan to reach mutual understanding and agreement and to clarify support required to facilitate success and development.
2. Coaching and Support for Success: The employee's supervisor provides feedback and coaching on an ongoing basis, aimed at recognizing positive contributions and providing support and developmental suggestions.
3. Periodic Progress Reviews: The supervisor and employee meet periodically to discuss progress made toward goals, to document progress on the goal plan, and to make any required adjustments to the plan within the context of changing conditions and priorities. Progress reviews are also conducted to discuss performance improvement requirements as necessary.
4. Self-Directed Performance Review: All employees receive a written Performance Review at least every two years. This is an opportunity to review the job description, performance against goals, to receive feedback and to plan for the next period of activity, learning and

development. The performance review is a collaborative process initiated by the supervisor and as much as possible directed by the employee. The review includes targeted third party feedback (360) coordinated by Human Resources, reflective self-evaluation and evaluation by the supervisor.

Forms utilized in the process are available on HR on-line.

5. The written Performance Review is signed by both parties and forwarded to Human Resources for placement in the employee's personnel file.
6. Probation Period: 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 employee and the supervisor complete and sign the Probationary Performance Review Report. The Supervisor submits the report to Human Resources for inclusion in the Employee's personnel record. A full performance review is conducted as outlined above 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. A copy of the letter is forwarded to the relevant union/association.

RESPONSIBILITY: Vice President of Human Resources

CONSULTATION FOR REVIEW: CUPE, AUPE, Exempt Staff, Supervisors, Human Resources

POLICY REVIEW DATE: April 2008.

EFFECTIVE DATE: March 2007

REVISED DATE: February 1, 2001
March 2007

CONNECTION TO BOARD POLICIES:

All RDC policies support relevant Board of Governors policies.