

CHAMPLAIN REGIONAL COLLEGE
OF GENERAL AND VOCATIONAL EDUCATION



EVALUATION POLICY
FOR MANAGEMENT PERSONNEL

This policy was adopted for the first time by the Board of Governors' resolution number 1836 on December 8, 1999.

EVALUATION POLICY FOR MANAGEMENT PERSONNEL

1. PURPOSE

- 1.1 This policy has been developed in the context of By-Law Number 4 concerning Human Resource Management and in conformity with Article 5-6.00 of the Policy for Management Staff. The purpose is to assure that management personnel receive periodic performance feedback, recognition, and corrective guidelines to promote effective job performance.
- 1.2 The evaluation process may also be used to specify objectives to be attained during the next evaluation period.
- 1.3 The evaluation will also serve as a basis for the awarding of any available benefits related to performance for which the individual may be eligible. These benefits are notably those outlined in Articles 36.1.1, 36.1.2 and 36.1.3 of the Regulation.

2. APPLICATION

This policy covers all management personnel at all locations within the College. The Director General and the Director of Studies, however, are evaluated in accordance with By-Law Number 3. Separate policies exist for professional and support personnel and for teaching personnel within the College.

3. MANAGEMENT RESPONSIBILITIES

The evaluators, i.e., the Director General and all management personnel who have management personnel reporting to them, are responsible for conducting performance evaluations on a yearly basis according to the guidelines of this policy.

4. POLICY IMPLEMENTATION

- 4.1 This performance evaluation policy becomes effective on the date of its adoption by the College's Board of Governors. All performance evaluations conducted after this date shall be in accordance with this policy's guidelines.
- 4.2 The Director General is responsible for ensuring the implementation of this policy.
- 4.3 All performance evaluations shall be conducted in a manner that avoids discrimination or harassment.

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4. POLICY IMPLEMENTATION (continued)

- 4.4 Performance evaluations will normally cover the academic year, i.e., July 1 of one year to June 30 of the next.
- 4.5 Performance evaluations will also be conducted for new members of management personnel at the end of a six-month period and again on the first anniversary of hiring.
- 4.6 A management member who is occupying a new position may request an evaluation by the immediate superior after six (6) months in the new position.

5. POLICY GUIDELINES

5.1 Procedure

- 5.1.1 The evaluators are responsible for conducting an annual performance evaluation for each management member that report to them.
- 5.1.2 The evaluation will be based upon the job description, a previously determined set of objectives for the year taken from the list of college-wide and local priorities, and the performance indicators set forth in this policy.
- 5.1.3 The procedure will include the submission of a self-evaluation by the management member during the scheduled performance evaluation discussion, unless the management member declines in writing. The evaluator may consult any previous evaluations which are on file.
- 5.1.4 The evaluator shall use the attached Performance Evaluation Letter, which incorporates both a clearly defined scale and space for complementary written commentary, to record the evaluation. The management member will be evaluated on his/her performance and contribution to the attainment of local and/or college-wide priorities. The evaluator shall also use the applicable critical performance indicators from the following list:
- direction
 - decision-making ability
 - planning
 - organization
 - control
 - professional expertise
 - leadership
 - communications and human relations
 - representation

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5. POLICY GUIDELINES (continued)

- 5.1.5 Depending on the nature of the position held by the management member being evaluated, the evaluator may choose to consult, on a formal or informal basis, other management members or other members of the college community whose input is deemed relevant to the evaluation.
- 5.1.6 The evaluator shall review each evaluation with his/her immediate superior, and make any agreed upon adjustments. This review shall include a recommendation for a performance bonus, if available, in cases where there was an **exceptional contribution** to the list of yearly objectives and priorities.
- 5.1.7 The evaluator shall then schedule and conduct the performance evaluation discussion with the management member, ensuring an adequate amount of uninterrupted time is set aside for this process.
- 5.1.8 The performance evaluation discussion shall be conducted in private.
- 5.1.9 At the conclusion of the performance evaluation discussion, the evaluator shall ask the management member to add any comments of signal disagreement in the space provided and to sign the evaluation letter as proof of participation in the discussion.
- 5.1.10 A copy of the signed evaluation letter will be provided to the employee. The original shall then be signed by the evaluator's immediate superior and forwarded to the Director General. This original will be kept in a sealed envelope in the management member's file and any other contributory documentation shall be destroyed.

5.2 Criteria for Performance Bonuses

In years for which the Regulation allows the College to grant performance bonuses, eligibility for such bonuses shall be determined in accordance with the Regulation by an **exceptional performance** in a strong majority of the relevant critical performance indicators or by an **exceptional contribution** in one of several pre-determined areas. The evaluator must communicate this list of areas to the management member no later than ten working days after Board approval of the annual management plan. Areas from both the management plan for the year and the local priorities and objectives may be included in this list.

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5.3 Granting of Performance Bonuses

- 5.3.1** At the time the evaluations are received by the Director General, the evaluations and recommendations for granting of performance bonuses shall be reviewed by the Director General with each evaluator, in accordance with Bylaw Number 4.
- 5.3.2** In accordance with the Regulation, bonuses may be granted in the form of vacation, professional development or monetary payment, taking into account the wishes of the management member receiving the bonus.
- 5.3.3** In accordance with the Policy for Management Staff, payment of bonuses shall normally be made by November 30. Vacation or professional development shall be taken in the academic year immediately following the year for which the bonus was granted.



Champlain Regional College

Human Resource Services

PERFORMANCE EVALUATION LETTER - MANAGEMENT PERSONNEL

Name	Title
Period covered	Classification

Management member's signature
(signifying awareness of the content of this document)

Date

Evaluator's signature

Date

Campus Director's signature (if not signed as evaluator)

Date

Director General's signature

Date

Evaluation scale: Management personnel are evaluated according to the following scale, meaning:

- 4. This performance is considered an exceptional contribution.
- 3. This performance is above expectations.
- 2. This performance meets expectations.
- 1. This performance is below expectations.

Section 1: Critical Performance Indicators and the Job Description

The evaluator will use, as appropriate to the management member's job description, some or all critical performance indicators in evaluating the management member.

1.1 Direction (ability to motivate, coordinate and direct efforts and events)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2 ? 1

1.2 Decision-making ability (ability to arrive at a course of action following classical consultation process)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2 ? 1

1.3 Planning (ability to identify and define long- and short-term objectives)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2 ? 1

1.4 Organization (ability to imagine, delegate and implement necessary measures to reach goals)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2 ? 1

1.5 Control (ability to define and consult measures which assure that directives are properly carried out)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2

1.6 Professional expertise (existing and potential)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2

1.7 Leadership			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2

1.8 Communications and human relations (ability to clearly and diplomatically define Situations and effectively interact with personnel)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2

1.9 Representation (ability to represent the College and/or department internally and externally)			
Pertinence to job description:	? High	? Low	? N/A
Comments:			
Rating:	? 4	? 3	? 2

