



HUMBER



Performance Ready

*A Guide for Support Staff
Employees – preparing for your
performance review*

Performance Ready

is a handy guide to assist Support Staff employees prepare for and experience a positive performance review.



Performance Reviews – What are they?

A performance review or appraisal is the final step in the performance management process, where the employee and supervisor review and discuss the employee's performance over a specific period.

Typically the review looks back at performance already demonstrated over the year or a specific period.



Performance Reviews – Why do we need them?



From the employee's perspective, the performance review should answer the following questions:

- What am I expected to do?
- How well am I doing?
- What are my strengths and/or weaknesses?
- How can I contribute more?
- What support can I expect from my supervisor/organization?
- What is the pathway to developing my professional goals?



From the supervisor's perspective, the performance review is an opportunity to:

- Have a meaningful performance discussion with the employee
- Provide feedback
- Identify learning needs
- Obtain input and commitment on work targets, objectives and standards
- Obtain feedback on how to support employees
- Clarifies roles



The Whole Picture of Performance

It is important to understand that the performance review is not a destination, but a journey.

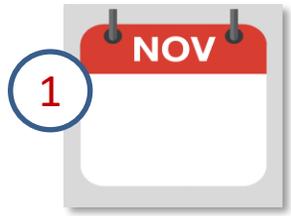
Effective performance occurs with:

- Clearly defined and agreed goals
- Building capability to achieve goals
- Ongoing and frequent interaction, feedback and coaching from the supervisor
- Regular check-ins on performance – such as semi-annually

You are the main party in the performance process, so you should take an active and engaged role.



The Performance Review Process



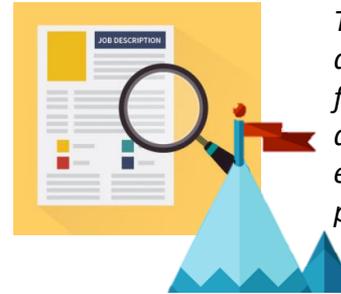
1
Every November, Support Staff Performance Reviews should occur



2
Reviews are completed on a prescribed "Support Staff Performance Review" form



3
A joint discussion between the employee and their supervisor/manager



The employee's major duties and tasks as drawn from their job description, are reviewed to identify the employee's overall performance level



Major strengths are identified



Future goals and objectives are discussed and documented



Learning, development and coaching needs are discussed and documented



4
Both the employee and the supervisor/manager reviews and signs-off the performance review form



5
The employee receives a copy and another copy is filed in Human Resources & Organizational Effectiveness (HROE)



Some Important Details

Sections in the Performance Review Form, and Some Key Details to Remember:

- Section 1: Job Details.
- Section A: Review and Summary of Overall General Performance (key duties and comments on performance achieved).
- Section B: Major Strengths and Accomplishments.
- Section C: Future Goals and Objectives.
- Section D: Learning, Development, Coaching Plan.
- Section E: General Comments (from Supervisor and Employee).
- Section F: Acknowledgement, Signatures.



Don't forget to complete this section, checking the appropriate boxes

F. Acknowledgement/Signatures

Notice: The employee's rights concerning performance appraisals are found under Article 16.1 of the Collective Agreement.

Employee:

My performance review has been explained to me. I recognize that signing this review does not necessarily signify agreement, but indicates that I have received a copy of my appraisal.

I acknowledge that I have read and understood the information enclosed in this performance appraisal.

Please check one:

I consider this valuation to be fair.

I wish to speak to my [HR Business Partner](#) regarding this evaluation and will contact them directly.

Name: _____
Incumbent (type name)

Date: _____

SIGNED: By checking this box I verify my electronic signature above.



Preparing for the Performance Review

Some things you can do as an employee to manage your own performance and contribute to a positive performance review:

- Know what is expected of you – read and understand your job description
- Reflect on how effectively you have achieved the goals and objectives outlined
- Collect your own data to demonstrate your achievements
- Participate in an open discussion with your supervisor – ask questions, provide your feedback, solicit support
- Participate in identifying future goals
- Assess the skills you think you need to perform in your current position
- Consider your personal career goals – where do you want to be in the future
- Suggest developmental experiences which would enhance the skills necessary for performing the current position and for the desired career goals



Setting Goals – How to do it

When considering your goals, aim for goals that are SMART. A SMART goal has the following characteristics:

They are **Specific** – meaning that they are clearly defined and easy to understand
(e.g. – Respond to queries and email within 2 business days)

They are **Time-bound** – meaning that they have clearly stated start and end or target achievement dates
(Complete report on student satisfaction by August 31)



They are **Measurable** – meaning that there is a criteria or measure or assess the achievement towards the goal
(e.g. – Process a minimum of 50 payments per day)

They are **Achievable** – meaning that they can reasonably be achieved
(e.g. Schedule student consultations as requested)

They are **Relevant** – meaning that they apply to you and would fall under your job accountability
(e.g. Input data into ABC system)



Goals setting is a joint activity between you and your supervisor. Seek the assistance of your supervisor to define goals.



Meaningful Discussions – How to Solicit Feedback

- Prepare questions that are important to you – that help you understand how your performance is seen
- Be open minded – if you are willing to ask for feedback, be willing to hear the feedback
- Seek clarity by asking for details and specifics to help you understand how your performance is seen
- Be respectful and constructively challenge if you disagree. A constructive challenge respects others, acknowledges knowledge or experience, asks exploratory questions, paraphrases and actively listens

Some Questions You Can Ask When Soliciting Feedback

Is there room for growth within our department?

What goals should I work toward?

How can I help our team succeed?

Am I meeting your expectations?

How are you measuring my progress?

What skills should I improve to grow at Humber?

Are there any opportunities for professional learning?

What are my strengths?

What are my weaknesses?

What can I do to make your job easier?

What would you say were my biggest successes this past year?

What am I focusing too much of my time on?

What could I focus more time on?



Discussing Your Development

- Reflect on your current performance and consider the skills and abilities that you believe would help you become more effective in your role.
- Reflect on your own career development and consider the skills, abilities and qualifications that you need to advance your career. As you think about this, you should understand that you may have to own this type of development yourself.
- Discuss professional learning opportunities with your manager and the sources of support that exists under Humber's Professional Development Policy that you may access.
- Also discuss with your manager other types of opportunities that may exist aside from professional learning that can help you build your KSAs. These may include: working on special projects, shadowing a colleague, direct coaching from your manager.
- With your manager, document the agreed plan and timelines for professional learning and development.



End Review and Re-commitment

- The performance review allows you time to stop, reflect and discuss your performance with your manager.
- It also allows you an opportunity to provide feedback to your manager on support you need.

This is a time for one-on-one open, honest
and respectful discussion.

- As your performance review ends you should have:
 - A clear understanding of areas in which you met or exceeded performance expectations.
 - A better understanding of areas where you need to improve.
 - A better sense of the support you can expect from your manager.
 - A plan for your professional learning and development.



If you have questions or need support to better understand the performance review process for Support Staff, reach out to your manager or your Human Resources Business Partner.



HUMBER