

# Columbia College Performance Management Process

## **Introduction:**

Performance management is an ongoing process of communication between a supervisor and a team member that occurs throughout the year. It improves the performance of individuals, motivates them to do outstanding work, builds high performing teams, and accomplishes the strategic objectives of Columbia College.

## **Process:**

Performance management involves evaluation, goal-setting, on-going professional development, and recognition.

## **Evaluation**

Rather than limiting evaluation to an annual performance review, the performance management process works best when supervisors continually check in with their team members through more informal, ongoing feedback conversations to monitor progress and address challenges.

Feedback can consist of comments from coworkers, students, or other stakeholders, first hand observations from supervisors, and/or a team member's own evaluation of their performance. Ongoing feedback can help create an organizational culture where team members feel comfortable seeking help and guidance, rather than trying to avoid a situation or unnecessarily dealing with the frustration of trying to problem solve on their own.

Formal reviews can also be a valuable part of improving performance management as well. Supervisors must complete the Columbia College, Probationary Review (ADM-P095) for all new team members, and for those team members engaged in a formal and substantive change in position. Facilitators are reviewed through the Columbia College, Facilitators Observation Tool (ADM-F126). Although not mandatory, supervisors may also decide to utilize the Columbia College, Performance Review Process (ADM-P056) or other performance review processes of their choice.

## **Goal Setting**

People want to work for companies where they feel their values are aligned. Through the performance management process, supervisors assist team members to set and achieve short and long-term, career and personal development goals. These goals should reflect the strategic objectives of Columbia College, but also build on the specific talents of the team member.

It's essential for team members and supervisors to be on the same page in terms of expectations and goals. Team members need to know what is expected and what they need to work towards, Supervisors need to develop an understanding of what type of ongoing training team members need to have. Team members need to be involved in this planning process from the start, so they can envision how their career and personal goals will fit into the larger goals of Columbia College, how they will be held accountable for their work assignments, and how certain tasks are expected to be completed.

## **Professional Development**

Ongoing professional development opportunities may include on or off-site training, a challenging assignment, or taking on new and bigger responsibilities on a short-term to mid-term basis. Supervisor and team member communication is a key part of this process; team members should feel free to experiment and make mistakes, be honest about what they want to pursue in their career, and know that their supervisor will advocate for them and help provide the support they need to achieve their goals.

## **Recognition**

Taking the time to recognize the accomplishments of team members is an important aspect of performance management. Depending on available resources, supervisors may recognize team members through written thank-you notes, verbal conversations, or a formal recognition system. No matter what form recognition takes, it's important for team members to hear from their supervisors that they are valued, and why they are valued.

## **Conclusion**

Performance management should be a part of day-to-day work life. By routinely meeting with team members, incorporating ongoing feedback, providing learning and development opportunities, and taking the time to recognize their accomplishments, supervisors can empower team members to set meaningful career and personal goals that are tied to the strategic objectives of Columbia College.

## Process

1. Supervisor provides the team member with the Individual Development Form asking them to complete the following information on page 1:
  - a) Describe 1 to 3 of your major work accomplishments over the past year.
  - b) Describe 1 to 3 of the challenges that you faced during the past year.
  - c) Describe 1 to 3 SMART (Specific, Measurable, Attainable, Realistic, and Time-bound) goals that you would like to work on over the upcoming year
2. Within one week the team member completes and returns the Individual Development Form (page 1) to the supervisor.
3. Within one week the supervisor will review the team member's responses and schedule a meeting time with the team member. The purpose of this meeting is to review only the team member's responses. This discussion provides the supervisor with a clearer sense of what their response could be. Having this discussion prior to sharing their feedback lessens the possibility for misunderstandings and prepares the team member for the supervisor's responses.
4. Within one week after meeting with their team member, the supervisor will complete the Individual Development Form – Supervisors Comments (page 1). The supervisor will return the form with their feedback to the team member for their review, requesting that the team member add any additional comments if needed.
5. Within one week the supervisor and team member will meet to review each other's responses.
6. Supervisor and team member sign and date the Individual Development Form (page 1), indicating approval of SMART goals, and approval of financial support where required.
7. Supervisor provides the original hard copy document to the team member
8. Team member begins working on their professional development goals over the next year.
9. Supervisor and team member meet on a pre-determined basis e.g. monthly or quarterly to:
  - a) Discuss progress on SMART goals;
  - b) Complete the Interim Meeting section of the Individual Development Form (page 2)
10. Supervisor and team member meet on an annual basis to:
  - a) Discuss outcome of SMART goals;
  - b) Complete the Annual Review section of the Individual Development Form (page 2);
  - c) Sign the Individual Development form verifying that the annual performance management process has been completed;
11. Record Keeping:
  - a) Supervisor provides the original hard copy document to the team member;
  - b) Supervisor provides a copy of the document to the Columbia College, Human Resources Department for the team member's personnel file.



## Individual Development Form – Page 1

**Team Member Name:**

**Describe 1 to 3 of your major work accomplishments over the past year:**

**Describe 1 to 3 challenges you faced over the past year:**

**Describe 1 to 3 SMART (Specific, Measurable, Attainable, Realistic, and Time-bound) goals that you would like to work on over the upcoming year:**

**Supervisor Comments (including approval for financial support where deemed necessary):**

**Date:**

**Team Member Signature**

**Supervisor Signature**

## Individual Development Form – Page 2

**Interim Notes – After each meeting Supervisor comments on Team Member’s progress towards meeting their SMART goals**

**Annual Review - Supervisor and Team Member comment on the outcome of the Team Member’s SMART goals (met/unmet/carried over)**

**Date:**

**Team Member Signature**

**Supervisor Signature**