



Information Package and Forms

**PERFORMANCE APPRAISAL PROGRAM
FOR BCGEU AND EXECUTIVE ADMINISTRATIVE STAFF**

APPRAISE, designed to:

ASSESS, PROMOTE, PROGRESS, REVIEW, ATTAIN, INSPIRE, SUPPORT and ENRICH the working experience at UBC's Okanagan Campus

This package includes the following, which are meant to provide additional information about the Appraisal process:

- A: Staff Self Assessment Form:** Assists the employee in preparing for the appraisal meeting with their supervisor.
- B: Annual Appraisal Report Form:** Including links to Performance Definitions and Rating Guidelines.
- C: Goals and Objectives Form:** Created as a result of the Annual Appraisal Meeting.

The UBC Vision:

As one of the world's leading universities, UBC creates an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada, and the world.

UBC Values:

Academic Freedom	The University is dependent and cherishes and defends free inquiry and scholarly responsibility
Advancing and Sharing Knowledge	The University supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly
Excellence	The University, through its students, faculty, staff, and alumni, strives for excellence and educates students to the highest standards
Integrity	The University acts with integrity, fulfilling promises and ensuring open, respectful relationships
Mutual Respect and Equity	The University values and respects all members of its communities, each of whom individually and collaboratively makes a contribution to create, strengthen, and enrich our learning environment
Public Interest	The University embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good

Benefits of performance appraisals:

- Support performance enhancement and development
- Establish a partnership between employee and supervisor with mutual understanding of expectations
- Build a positive attitude towards Performance Appraisal
- Encourage periodic discussion of progress and facilitate employee success
- Clarify areas for further development and provide constructive support for improvement
- Provide clear documentation for the staff member and for the supervisor

Effective Annual Performance Meeting Guidelines

Before the meeting:

- Inform the employee about the upcoming appraisal meeting well in advance; ensure a minimum of one hour of uninterrupted time is booked for the meeting.
- Give the employee the self-assessment form to complete a minimum of two weeks before the appraisal meeting date. Ask them to complete and return it to you one week prior to the appraisal in order to give you an opportunity to review prior to the meeting to inform key areas for discussion.
- Review last year's Goals and Objectives Form (if after year 1), notes and any feedback received. Consider the duties outlined in the job description and the level at which the staff member has successfully demonstrated the duties and job outcomes as required.
- Complete the Annual Appraisal Report Form in draft and provide a copy to the employee a minimum of a day prior to your meeting so that they can come to the meeting prepared for discussion. ***If there are areas where job expectations are not being met, this should be clearly stated.***
- Ensure a copy of the job description is available during the appraisal meeting for reference.
- **If there are concerns as to whether the employee is meeting the fundamental requirements of the position, please ensure that you contact your HR Advisor prior to holding the meeting.**

During the meeting:

- Reserve a quiet, private space free from interruptions including cellphone and computers to ensure the employee feels comfortable.
- Review the employee's completed self-assessment form *together* to ensure their viewpoints are incorporated and discussed. *Some tips for providing and receiving constructive feedback:*
 - Ensure two-way discussion and listen to the perspective of the employee
 - Focus on specific rather than general work behaviours - general statements can be vague and provide little useful information, especially if you are attempting to correct a problem
 - Avoid personalized comments and focus on behaviours and work outcomes
 - Be open to feedback
- Discuss the progress to date, the remaining training needs, roadblocks that may exist, future development opportunities etc.
- Ensure the employee has a clear and full understanding of your feedback including areas of accomplishment and success and areas requiring development.
- Confirm and document major goals, activities and priorities for the next year (see Self-Assessment Form) and set a date for the employee to submit the more detailed Goals and Objectives Form.
- Ensure goals are discussed and expectations are understood.

After the meeting:

- Review the draft Annual Appraisal Report Form, adding any additional comments from the meeting discussion and give the employee a copy. Ask the employee to review the form and sign off, adding any comments that they wish to make.
- Sign off on the finalized Goals and Objectives Form upon receipt or schedule a follow-up meeting for further discussion as required. Use this form to discuss progress during periodic progress meetings and at the annual performance meeting at the end of the year.
- **Place the final copy of the signed Annual Appraisal Report Form and the Self-Assessment Form in the departmental employee file.**

A: Staff Self Assessment Form

(to be completed by employee)

Your input is a very important part of our meeting, so please read over the few questions below and record your responses, as well as any other thoughts you might have regarding your priorities and concerns that would be helpful in our Performance Appraisal discussion.

1. What do you consider to be your top priorities?

2. What do you believe were your most significant achievements during the past year?

3. What professional development/training did you complete this year (within and outside of UBC Okanagan)?

4. What UBC Okanagan committees, task forces or projects did you participate in the last year?

5. Do you have any questions about what is expected of you on the job?

6. What areas of your job are unclear to you?

7. How do you plan to improve your own performance?

8. What areas of professional development do you plan to pursue?

9. What can I, or UBC Okanagan, do to help you?

10. Are there other areas within UBC Okanagan that you might be interested in?

11. Other comments or areas you would like to discuss.



B: Annual Appraisal Report Form

Personal and Confidential

EMPLOYEE INFORMATION

First Name: _____

Last Name: _____

Employment Group: _____

Department: _____

Area/Division: _____

Position Title: _____

Position Level: _____

EMPLOYMENT INFORMATION

Initial Employment Date at UBC Okanagan: _____

Initial Employment Date in Department: _____

Start Date in Current Position: _____

Date of Last Review: _____

Date of This Review: _____

EMPLOYEE PERFORMANCE RATINGS

(to be completed by Supervisor)

PERFORMANCE DEFINITIONS (see [definitions](#))

PERFORMANCE RATING

Job Knowledge

Extent to which employee possesses and applies knowledge, abilities and skills.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Quantity of work

Meets established work standards in both volume and timelines.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Quality of work

Meets pre-established standards. Is thorough, accurate, and neat.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Judgment

Makes sound decisions without delay. Able to assess alternatives. Uses analysis and appraisal skills in identifying problems.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Initiative

Demonstrates drive, persistence, and enthusiasm for job being performed. Looks for solutions on own before asking for assistance.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Oral and written communication

Transmits ideas and information verbally with clarity, logic and conciseness. Understands and accepts ideas in one-on-one discussions as well as in a group. Ability to communicate effectively with Supervisors, co-workers, students, and public.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Planning and organizing

Ability to establish and follow work plans, to control assignments and schedules. Sets priorities, meets deadlines. Effective use of time and resources.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Adaptability

Demonstrates flexibility, responsiveness, quickness to grasp, interpret and adjust to change in the work to be performed or the manner in which it is performed. Flexible to change in work assignments, objectives, goals and new procedures.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Working with others

Is flexible in getting along with a variety of personality types. Enlists co-operation of others. Promotes understanding, establishes rapport. Demonstrates congeniality, courtesy, co-operation and tact in dealing with supervisors, co-workers, students, and the public. Demonstrates ability to remain calm, poised and rational when faced with unexpected interruptions and abnormal situations.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Overall rating of work habits

Punctual, conscientious use of Time and privileges. Team player, carries out assigned tasks on time.

Exceeds Expectations

Meets Expectations

Does Not Meet Expectations

Comments:

Date of Next Annual Appraisal Meeting: _____

I have read and **agree** with this appraisal:

I have read and **disagree** with this appraisal:

(If applicable, explanation of disagreement must be attached)

(1) _____
Supervisor's Signature Date

(2) _____
Employee's Signature Date

Final Comments by the Supervisor:

Additional comments by the staff member may be attached.

C: Goals and Objectives Form

Goals/Objectives agreed for the coming appraisal period - these should address all major elements of the employee's responsibilities and areas for development including training opportunities.

The key to a well-written objective is to try and make them **SMART**, which means making them:

- Specific** - pin down exactly what you want to happen and by when, resources needed
- Measureable** - put in a date and quantities or quality if these can be applied to the task
- Achievable** - neither too easy, nor too hard, yet doable
- Relevant** - it should relate to the person's job or to their development or aspirations
- Timely** - you should set a time for the achievement. By when should it be done?

1. Goal/Objective:	
Achievement Plan/ Targeted Completion Date:	
Check-In Dates:	
Comments Regarding Progress:	

2. Goal/Objective:	
Achievement Plan/ Targeted Completion Date:	
Check-In Dates:	
Comments Regarding Progress:	

3. Goal/Objective:	
Achievement Plan/ Targeted Completion Date:	
Check-In Dates:	
Comments Regarding Progress:	

Additional goals for the staff member may be attached.

(1) _____
Supervisor's Signature

(2) _____
Employee's Signature

Print Form

BCGEU AND EXECUTIVE ADMINISTRATIVE STAFF PERFORMANCE DEFINITIONS

JOB KNOWLEDGE

- Understanding the depth and breadth of matters pertaining to their job
- Knowledge of the regulations, policies, procedures and other factors affecting the job
- Knowledge of the techniques, procedures, processes, products, equipment and materials required

QUANTITY OF WORK

- Meets established work standards from the point of view of volume
- Meets established work standards from the point of view of timelines
- Applies self industriously

QUALITY OF WORK

- Quality of work meets pre-established standards
- Is thorough and accurate
- Measures need for checking work and review

JUDGEMENT

- Makes sound decisions without delay
- Uses evidence at hand concerning specific problems to make decisions.
- Makes sound decisions within a specific time frame

INITIATIVE

- Demonstrates drive, persistence and enthusiasm for job being performed
- Demonstrates the ability to be a self-starter
- Looks for solutions on own before asking assistance.

ORAL AND WRITTEN COMMUNICATION

- Transmits ideas and information in written format with clarity, logic and conciseness
- Understands and accepts ideas in a one-on-one and group discussions
- Ability to communicate effectively with Supervisor(s), Co-workers, Subordinates, Students, Public

PLANNING AND ORGANIZING

- Demonstrates effectiveness in work planning
- Able to prioritize to meet deadlines
- Makes effective use of resources

ADAPTABILITY

- Demonstrates flexibility and adjustment to change in the work to be performed or the manner in which it is performed
- Demonstrates responsiveness and quickness to grasp to change in work or the manner in which it is performed
- Demonstrates adaptability to change in work assignments, objectives, goals and new procedures

WORKING WITH OTHERS

- Is flexible in getting along with a variety of personality types
- Enlists co-operation of others
- Promotes understanding
- Establishes rapport
- Utilizes channels of communications
- Demonstrates congeniality, courtesy, co-operation and tact in dealing with Supervisor(s), Fellow Employees, Subordinates, Public, and Students
- Demonstrates ability to remain calm, poised and rational when faces with unexpected interruptions and abnormal situations