

PROCEDURAL GUIDE - DPMG

PERFORMANCE SUPPORT/PROFESSIONAL DEVELOPMENT GUIDE
FACULTY OF HEALTH

*Performance enhancement supports
the President's Strategic Priority
5.0 Infrastructure and Support –
Building Institutional Capacities*

*and the Faculty of Health's Strategic Priority
5.0 Mobilizing Supports for Innovation*

PURPOSE

The purpose of the Performance Support/Professional Development Tool is to encourage consistent and regular dialogue associated with the performance of all DPMG employees within the Faculty of Health during the initial probationary period and beyond through annual reviews. Performance reviews lie at the heart of good business practice. Its goal is to provide an accurate picture of past and/or future employee performance by establishing performance standards on job related criteria. The employee's job description is to be used as the framework and through the identification of specific characteristics and responsibilities of the position certain minimum performance standards are expected.

It is important that, as employees of a University, we all recognize ourselves as linking puzzle pieces supporting the ultimate objective, which is to provide rich and rewarding student educational experiences. This is critical to the success of our Faculty and University. The purpose of this Performance Support/Professional Development Tool is to align performance and professional development with our organizational objectives.

THE ANNUAL REVIEW IS AN OPPORTUNITY TO:

- Identify specific strengths and/or weaknesses and to evaluate the ability to demonstrate certain required competencies
- Provide an opportunity for open communication between the Director and the DPMG member related to performance and professional development
- Allow employees to have a high level of participation in the review
- Allow employees to participate in a professional development plan
- Provide an opportunity for an employee to be recognized for achievements - feedback, both positive and negative is essential to growth – communication is critical to success
- Provide a platform for awareness

WHO ARE OUR DPMG EMPLOYEES?

DPMG employees within the Faculty of Health generally have a wide range of responsibilities and some with more specialized roles, i.e. Clinical Coordinators, E-Learning Managers, Communications and Marketing Managers, Continuing Education Managers, etc. Our School/College Administrative Managers tend to share common core responsibilities such as, finances, human resources, facilities management, student affairs, faculty support, supervising and leading others. In recognition of diverse responsibilities, this tool and the workplace examples contained therein are meant to be general and not ***all workplace examples are expected to be applicable for every DPMG position***. As stated, within the Faculty of Health, there are various classifications, varying responsibilities and levels of leadership within the DPMG group.

DPMG PROBATIONARY PERIOD

The Dalhousie University Administrative Group Handbook defines an initial probationary period as follows: “Upon commencement of employment with Dalhousie University, all Professional and Managerial Group employees are subject to an initial probationary period of six months continuous employment, excluding any approved absence.” “This probationary period may be extended by mutual consent, however, the University reserves the right to terminate employment at any time during the probationary period.” The handbook also defines an **assessment** period as when “...an employee transfers to a new position within the University, a six month period, excluding absences shall apply in the new position.”

The purpose of the probationary period is to ensure that employees have the necessary aptitude, ability, skill, competence, interest and suitability to perform in the position to which they have been appointed. Being a period of mutual assessment, it also provides the employee an opportunity to assess the University and the position. During this time, employees are encouraged to discuss their progress and performance with their immediate supervisor and to review areas for further development. A letter from the supervisor to the employee outlining this discussion and confirming the success of the probationary period should be filed with the Director of Human Resources, Faculty of Health.

Although the six-month review is the minimum requirement as per the Handbook, ongoing communication with respect to performance is critical and provides a good foundation for future annual performance support/professional development reviews. Completion of the Performance Support/Professional Development Tool is **not** expected during the probationary period.

DPMG ANNUAL REVIEW

The Faculty of Health strongly encourages an annual review following every year of service for all DPMG members and provides the **Performance Support/Professional Development Tool** to support employee and organizational achievement, development and success. Performance planning, professional development opportunities and reflection strengthens employee engagement and success that can lead to a healthy and productive employee/employer experience. Regular review and feedback (annually, as a minimum) along with professional development can lead to increased career advancement opportunities. The University also supports the Achieve Program that can be found at: https://www.dal.ca/content/dam/dalhousie/pdf/hr/eod/HR_EOD_ACHIEVE-Managers-Summary.pdf. The priority is performance and expectations *conversations* rather than what performance management *tool* you use.

It is the supervisor's responsibility to ensure that s/he has enough evidence to make a fair assessment of the DPMG member; therefore the Dean/Directors should look for consistency (i.e., multiple instances and examples), in their evaluation and should seek input from those individuals who have a working relationship with the DPMG member. It is very important to note that in accordance with the "Freedom of Information, Protection of Privacy Act", confidentiality with respect to information received regarding the performance of the DPMG member should be maintained.

The Performance Support/Professional Development Tool is considered behaviorally anchored and is designed to assess core competencies while engaging in meaningful performance conversations. Dalhousie University's Employee and Organizational Development Department developed core competencies for leadership positions and for DPMG positions these might include (for self, team and organization):

- Self-awareness and professionalism
- Integrity
- Respect and Inclusion
- Adaptability
- Knowledge and Critical Thinking
- Communication
- Service
- Strategic Thinking and Acting
- Relationship Building
- Resource and Process Management
- Accountability for Performance and Results
- Development

STEPS FOR COMPLETION OF PERFORMANCE SUPPORT/PROFESSIONAL DEVELOPMENT PLAN

1. A meeting should occur annually (preferably before the end of the calendar year) between the employee and supervisor to discuss performance and a Professional Development Plan.
2. In preparation of meeting, review the Performance Support/Professional Development Plan, review the previous year assessment and also the current job description.
3. Solicit feedback from others (as necessary) who have a working relationship with employee.
4. In preparation for the meeting, the employee should insert their self rating in the scale as well as any comments and bring to the meeting. The supervisor can then insert supervisor ratings and comments. The PD Plan can be discussed and agreed upon.
Note that not all workplace examples will apply to all employees the examples are to be used only as a guide.
5. Sign form and retain copies.
6. Send a copy to the Director of Human Resources, Faculty of Health for primary personnel file.