



SCFA EVALUATION HANDBOOK

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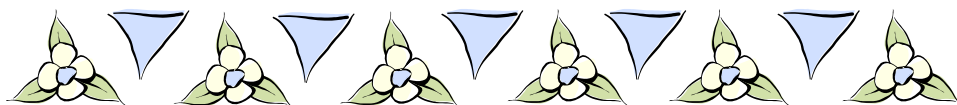


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OVERVIEW

Purpose Statement

The following govern the evaluation process for SCFA members:

1. The Collective Agreement – Article 7
2. The Joint SCFA/Management Evaluation Committee working with the VP Education

According to the Collective Agreement – Article 7:

"The purpose of employee evaluations is to foster excellence in employee performance, to facilitate communications, to enhance job satisfaction, to support the development of employees for the future and to obtain a body of information on which to base personnel decisions. Employee evaluation applies to all employees."

Article 7.2 outlines the composition and purpose of the Joint SCFA/Management Evaluation Committee:

"A joint Selkirk College Faculty Association/Management Evaluation Committee will develop and review evaluation forms and procedures related to performance evaluation. The committee will consist of two members chosen by the College and two members chosen by the Association. Prior to submitting their recommendations to the Vice President Education for approval, the committee will consult with the Institutional Research office, which is responsible for managing the process of student evaluation of instruction."

The Joint SCFA/Management Evaluation Committee developed this handbook to make the evaluation process clear and accessible to members and supervisors. In consultation with the Committee, the SCFA and the VP Education have approved the following evaluation forms:

- Student Evaluation of Instruction
- Brief Appraisal Form for Instructional Faculty
- Brief Appraisal Form for Non-instructional Faculty
- Comprehensive Evaluation Form for Instructional Faculty
- Comprehensive Evaluation Form for Non-instructional Faculty
- Evaluation Form for SCFA School Chairs and Department Heads

The approved forms are on My Selkirk (<https://my.selkirk.ca/staff/tools/employeeevaluation/>) and on the Selkirk Faculty Association website, SCFA.ca. Supervisors may use no other forms to undertake member evaluations.

Additional Information

Why do we evaluate?

- To fulfill the requirements of the Collective Agreement.

The types of information required to compile an effective instructor evaluation are

- Performance of the principal duties of instruction.
- How well the individual relates to peers and students.
- Identification of successful instructional strategies and student learning activities.
- Administrative responsibilities including preparation of instructional plans and course outlines, providing students with feedback, examination, grading, student records, etc.
- A summary of other service to the College/community.
- A summary of professional development activities completed.

The role of the evaluator is to:

- provide a positive and supportive environment for change.
- define and interpret standards.
- assist individuals in performing their jobs effectively in the context of personal, departmental, school, and College objectives.
- ensure that the learning environment is the best it can be.
- frequently review the evaluation process.
- model good evaluation practices.
- ensure that the continuous nature of the process is enhanced by regular, ongoing feedback.

One writes an effective evaluation by:

- gathering the feedback from the appropriate sources.
- documenting specific samples of behaviours that are commendable or require change.
- considering evaluation within the context of previously identified goals that have been mutually agreed upon.
- including consideration of such issues as workload, new preparation, other assignments, etc. that impact on the instructional performance.
- providing ongoing feedback so that there will be no surprises at the time the evaluation is given.
- giving the instructor an opportunity to review the data before the appraisal interview.
- offering a plan for change that can be supported by the resources of the institution.
- focusing upon the performance, not the person.
- being clear, precise, and fair.
- emphasizing the positive.
- letting your behaviour reflect that you value the process, that it is purposeful and meaningful.
- being sure that all comments can be backed up with specifics and that offers of suggestions and recommendations are discussed in detail with the instructor.

One gives effective evaluative feedback by:

- beginning and ending with positives.
- starting the interview with a question that allows the instructor to provide his/her perceptions.
- being clear and concise with feedback and reserve comments to things that can be changed.
- avoiding the use of language that is emotional.
- being sensitive to information overload – watching the person to ensure that you do not provide too much information too quickly.
- being receptive and non-defensive to constructive feedback yourself.
- being aware of the need to work with the instructor to help him/her accept responsibility for things that need to be changed.
- seeking a balance in giving feedback so that the person gets positive as well as constructive suggestions.
- not assuming that there will be a problem – most evaluations will be very positive experiences.
- developing a strong rapport with instructors that can enhance evaluations, as well as day-to-day communications.

PROCESS

The evaluation process is outlined in Article 7 of the local Collective Agreement which is available from <http://scfa.ca/scfa-collective-agreement/>. The Handbook reproduces Article 7 below. Following the Article, the Handbook includes a description of the evaluation process, a visual representation of the evaluation timeline with possible outcomes, and a description of the process the College will follow in case of an unsatisfactory evaluation.

Article 7 - Employee Evaluation

PURPOSE

The purpose of employee evaluations is to foster excellence in employee performance, to facilitate communications, to enhance job satisfaction, to support the development of employees for the future and to obtain a body of information on which to base personnel decisions. Employee evaluation applies to all employees.

DEFINITIONS

“Yearly Review” is an annual meeting with post-probationary employee’s on regular appointment for the purpose of reflection, development and goal setting.

“Appraisal” is a simple process to document performance of an employee on a short-term or initial probationary appointment.

“Developmental Plan” is a plan created by an employee which is intended to identify and support that employee’s career and professional development goals. The creation of a developmental plan is optional and will not be used in an employee’s evaluation. An employee who chooses to create a developmental plan shall do so in consultation with their supervisor and/or another appropriate management representative and provide a copy to his or her supervisor.

“Comprehensive Evaluation” is a process to document the overall performance of an employee.

“Action Plan” is a plan developed by the supervisor in consultation with the employee that sets forth the actions that will be taken to achieve acceptable levels of performance as specified by the College.

“Corrective Probation” is the period of time following a second unsatisfactory comprehensive evaluation as per Article 7.8.4(ii), during which time the employee may make the necessary adjustments to achieve a satisfactory performance.

“Student Evaluation of Instruction” is the process by which the College collects student feedback on instructor effectiveness. A student evaluation of instruction will be provided directly to the instructor. For appraisals and comprehensive evaluations those student evaluations of instruction which are gathered in the year of evaluation will be used by the College as part of the employee’s evaluation.

7.1 Informal Process

Whenever the appropriate School Chair/Supervisor identifies a concern(s) with an employee's performance, he/she will meet with the employee to discuss the concern(s) and to help the employee develop strategies to address them. If this meeting may be the basis of future disciplinary action, the employee will be advised of his or her rights to union representation as per Article 3.5.

7.2 Joint Evaluation Committee

A joint Selkirk College Faculty Association/Management Evaluation Committee will develop and review evaluation

forms and procedures related to performance evaluation. The committee will consist of two members chosen by the College and two members chosen by the Association. Prior to submitting their recommendations to the Vice President Education and Students for approval, the committee will consult with the Institutional Research office, which is responsible for managing the process of student evaluation of instruction.

7.3 Evaluation records

Sources of data must be in writing and must be available to the employee being evaluated. A written record of each appraisal or comprehensive evaluation, including any supporting documentation that is used by the College for the purpose of evaluation, shall be maintained in a confidential manner by the College. The College shall provide the employee with a copy of his or her appraisal or comprehensive evaluation and any action plan related thereto.

7.4 General categories included in evaluation

Evaluation proceeds on a continuing basis. The following general categories should be included for evaluation

- a) effectiveness in performing the duties of the position.
- b) service to the College.
- c) professional status and growth.

7.5 Yearly Reviews

The College will conduct yearly reviews on a regularly scheduled basis. It is the responsibility of the appropriate School Chair/Supervisor to conduct yearly reviews in conjunction with the employee.

7.5.1 Sources of Data for Yearly Reviews

A yearly review may be informed by data from the following sources:

- a) student evaluation of instruction, at the discretion of the employee.
- b) the employee's self evaluation.
- c) the School Chair/Supervisor's evaluation of the employee.
- d) the employee's professional development goals and assigned duties for the upcoming year.

A summary of the discussion from the yearly review will be prepared and sent to the employee. The summary may be placed on the employee's file, at the employee's request.

7.6 Appraisals

The College will conduct appraisals of employees on short-term appointments and employees on an initial probationary period. It is the responsibility of the appropriate School Chair/Supervisor to conduct appraisals in conjunction with the employee.

7.6.1 Sources of Data for Appraisals

An appraisal will consist of a document that is informed by data from the following sources:

- a) student evaluations of instruction, where applicable.
- b) employee's self-evaluation.
- c) School Chair/Supervisor's evaluation.
- d) professional development activities and assigned duties, where applicable.
- e) other sources recommended by the joint SCFA/Management Evaluation Committee and approved by the Vice President, Education and Students as specified in Article 7.2.

7.6.2 Possible outcomes of an Appraisal

Possible outcomes of an appraisal are:

- a) Satisfactory Performance. No further action required.
- b) Unsatisfactory Performance. At least one of the following further actions is required:
 - i) Action Plan.
 - ii) Comprehensive Evaluation.
 - iii) Other actions that may be considered appropriate.

7.7 Comprehensive Evaluations

The College will conduct comprehensive evaluations on all employees on a scheduled basis. The procedures for these evaluations are as described in Article 7.8. It is the responsibility of the appropriate School Chair/Supervisor to conduct comprehensive evaluations in conjunction with the employee.

The Dean or Administrator or an employee has the right to request a comprehensive evaluation at any time.

7.7.1 Sources of Data for a Comprehensive Evaluation

Only the following sources may be used in a comprehensive evaluation:

- a) summary of the appraisal where appropriate.
- b) summaries of the discussions from yearly reviews, that the employee may have requested to place on his or her file.
- c) the employee's self-evaluation.
- d) School Chair/Supervisor's evaluation of the employee.
- e) student evaluation(s) of instruction taught during the year of the comprehensive evaluation, where applicable
- f) other sources, as recommended by the joint SCFA/Management Evaluation Committee and approved by the Vice President, Education and Students as per Article 7.2, such as peer/associate review.

7.7.2 Possible outcomes of a Comprehensive Evaluation

Possible outcomes of a comprehensive evaluation are:

- a) Satisfactory Performance. No further action required.
- b) Unsatisfactory Performance. The following are the consequences of an unsatisfactory comprehensive evaluation by type of employee appointment category.

Short term appointment

An employee with a short-term appointment with a definite term who receives an unsatisfactory comprehensive evaluation will not be offered a further appointment.

Probationary appointment

An employee with a probationary appointment to a position with an indefinite term who receives an unsatisfactory evaluation will have no further offer of employment made and employment shall cease.

Continuous appointment

An employee with a continuous appointment to a position with an indefinite term who receives an unsatisfactory evaluation will have his or her appointment continued subject to the procedure described in Article 7.8.4

7.8 Evaluation Process

After the first year of employment, all employees will have a comprehensive evaluation every fifth year unless the Dean or Administrator exercises his or her right to request or the employee requests a comprehensive evaluation.

7.8.1 Short-Term Employees

Term employees shall have an appraisal at the end of the first semester worked and a comprehensive evaluation prior to the completion of the second semester worked. If the comprehensive evaluation shows that the employee's performance is satisfactory, the employee will have yearly reviews and comprehensive evaluations thereafter as per Article 7.5 and 7.8.

If an appraisal or a comprehensive evaluation reveals unsatisfactory performance, the College reserves the right not to offer the employee a subsequent appointment.

7.8.2 Regular Employees – Probationary Evaluation

New regular employees have a one-year probationary period. During that period, employees will have an appraisal at the end of the first semester worked.

If the appraisal reveals unsatisfactory performance, the College will provide guidance and support services to assist the employee to improve performance through the development of an Action Plan. The Action Plan will document the level of improvement necessary to reach acceptable standards.

A comprehensive evaluation will be conducted near the completion of the initial probationary year.

If the comprehensive evaluation shows that the employee's performance is satisfactory, the employee will receive a continuous appointment as per Article 4.1.2. Thereafter, employees will be evaluated in accordance with Article 7.8.3.

If the comprehensive evaluation reveals unsatisfactory performance, employment shall cease in accordance with Article 4.1.1.

7.8.3 Regular Employees – Continuing Evaluation Cycle

Upon successful completion of the probationary evaluation provided for under 7.8.2, all continuous employees thereafter will receive a yearly review on an annual basis and every fifth year a comprehensive evaluation.

7.8.4 Continuous Appointment – Unsatisfactory Evaluation

If a regular continuous employee's comprehensive evaluation is unsatisfactory the employer may apply the following procedure in the order listed:

- i. Action Plan and in four (4) months, a Second Comprehensive Evaluation
- ii. Corrective Probation (only when the Second Comprehensive Evaluation is unsatisfactory)
- iii. Third Comprehensive Evaluation (in the first semester of the corrective probation)
- iv. Fourth Comprehensive Evaluation (in the second semester of the corrective probation)
- v. Termination (when the Fourth Comprehensive Evaluation is unsatisfactory)

An action plan will be created and implemented. The College and the employee will document the level of improvement necessary to reach acceptable standards. The College will provide four (4) months to allow the employee to reach the acceptable standards. During these four months or longer as determined by the College, the employee will receive feedback on a regular basis from the Dean or Administrator on progress being made to reach the acceptable levels of performance.

If the second comprehensive evaluation shows that the employee's performance continues to be unsatisfactory, the College will place the employee on corrective probation for a period of one year and will advise the employee in writing of its dissatisfaction and will state those areas which require improvement. The employee will receive feedback on a regular basis during this corrective probationary period from the Dean or Administrator on progress being made to reach the acceptable levels of performance followed by a third and fourth comprehensive evaluation.

If either the third or fourth comprehensive evaluation shows that the employee's performance has become satisfactory, the employee will be removed from corrective probationary status and return to the continuous evaluation cycle as per Article 7.8.3.

If the third comprehensive evaluation is unsatisfactory the corrective probationary period will continue. If the fourth comprehensive evaluation prior to the end of the corrective probationary period shows that the performance has continued to be unsatisfactory, the employee shall receive three month's written notice that their employment will not be continued. A copy of the notification letter will be sent to the Association. The notification letter will be hand delivered by the Director of Human Resources or the notification letter will be sent to the home address of the employee by registered mail.

Failure by the College to notify the employee that their employment will not be continued implies that the appointment will be continued. Nothing in this Article prevents the College from terminating an employee for just cause.

7.9 Break in Service

If an employee is away from the College for two years or less, the employee will resume the evaluation cycle where he/she left off. If the break in service is in excess of 2 years, the employee will have a comprehensive evaluation at the end of their first year after returning to work, and then resume the evaluation cycle as per 7.8.3.

7.10 School Chairs

School Chairs are given a comprehensive evaluation prior to completion of their first year in the position, and again six months prior to the end of their three-year term. School Chairs who continue into subsequent terms will have a yearly review on an annual basis and every fifth year a comprehensive evaluation. If a School Chair's first year evaluation is unsatisfactory, he or she will return to his/her previous work assignment or equivalent. Article 7.7.2(b) does not apply.

7.11 Grievances

Employees who disagree with an appraisal or comprehensive evaluation may grieve through the grievance procedure.

7.12 Removal of evaluation material from employee's file

Upon written request, employees will have evaluation material removed from their Personnel file after the completion of a satisfactory comprehensive evaluation.

The Evaluation Process

For Regular and Short-term Employees – the appropriate supervisor will notify the employee about an upcoming evaluation and schedule an acceptable time for an appropriate facilitator to distribute and then collect the student evaluation forms in class or online. The supervisor must use the evaluation form approved by the SCFA and the VP Education developed in consultation with the joint SCFA/Management evaluation committee.

For Non-Instructional Employees– the appropriate supervisor will notify the employee about an upcoming evaluation and request a list of colleagues to supply feedback for the evaluation. Those colleagues providing feedback should be members of the Selkirk College community who the member works with on a regular, professional basis. The supervisor will distribute the approved evaluation form to the colleagues, make clear to them the nature of the feedback required, explain to them how to submit the completed form, and take appropriate steps to ensure that the feedback remains anonymous. The supervisor must use the evaluation form approved by the SCFA and the VP Education developed in consultation with the joint SCFA/Management evaluation committee.

For School Chairs and Department Heads – the appropriate supervisor will distribute the chair/head evaluation form to the members of the school or department. The supervisor will let the members know the nature of the feedback required, how to submit the completed form, and take steps to ensure that the members submitting the feedback will remain anonymous. The supervisor must use the evaluation form approved by the SCFA and the VP

Education developed in consultation with the joint SCFA/Management evaluation committee.

The approved forms are on My Selkirk (<https://my.selkirk.ca/staff/tools/employeeevaluation/>) and on the Selkirk Faculty Association website (<http://scfa.ca/member-evaluation/>).

In all cases, the supervisor will ensure that the College collates the feedback and provides it to the member under evaluation within a reasonable amount of time. When completing the brief appraisal or the comprehensive forms, the supervisor may choose to have the member complete portions of the form (e.g., list of professional development activities). Once the full document is completed, the supervisor will arrange a meeting with the member to discuss the evaluation.

Evaluation Timelines and Possible Outcomes

Short-term Employees based on satisfactory evaluations

Year of employment	Semester	Evaluation	Forms
Year 1	End of Semester 1	Appraisal	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form
	Prior to the end of Semester 2	Appraisal & Comprehensive	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form • Comprehensive Evaluation Form
Year 2 (and following)	Yearly reviews and comprehensive evaluations Articles 7.5 and 7.8 apply.		

Short-term Employees based on unsatisfactory evaluation

Year of employment	Semester	Evaluation	Forms	If evaluation is unsatisfactory
Year 1	End of Semester 1	Appraisal	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form 	New contract may not be offered.
	Prior to the end of Semester 2	Appraisal & Comprehensive	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form (• Comprehensive Evaluation Form 	New contract may not be offered.
Year 2	Yearly reviews and comprehensive evaluations Articles 7.5 and 7.8 apply.			

Regularized Employees with probation year based on satisfactory evaluations

Year of employment	Semester	Evaluation	Forms
Year 1 (probationary year)	Semester 1	Appraisal	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form
	Semester 2	Appraisal & Comprehensive	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form • Comprehensive Evaluation Form
Years 2-4		Yearly Review	
Year 5	Comprehensive Evaluation		
Year 6 and following	Yearly Reviews and Comprehensive every five years.		

NOTES:

- During the years when no comprehensive evaluation is required, the Dean or Administration can request an evaluation if they deem there is a concern or employee has the right to request an evaluation at any time, Article 7.7.

Regularized Employees with probation year based on unsatisfactory evaluation

Semester	Evaluation	Forms	Notes
Semester 1	Appraisal	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form 	<ul style="list-style-type: none"> • Unsatisfactory • Action Plan required
Semester 2	Appraisal & Comprehensive	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form • Comprehensive Evaluation Form 	<ul style="list-style-type: none"> • Follow up on Action Plan



If the performance is **satisfactory**, the employee receives a continuous appointment and hereafter will have a yearly review and a comprehensive every five years as described above.

If the performance is **unsatisfactory**, then employment shall cease in accordance with Article 4.1.1.

Regularized Employees, post probation, based on unsatisfactory evaluation

Semester	Evaluation	Forms	Notes
Any semester	Comprehensive	<ul style="list-style-type: none"> • Student evaluation of instruction • Appraisal Form or Comprehensive Evaluation Form • 	<ul style="list-style-type: none"> • Unsatisfactory • Action Plan required • Employee is given at least four months to reach acceptable standards with regular feedback from supervisor.
After at least 4 months	Appraisal & Comprehensive	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form • Comprehensive Evaluation Form 	<ul style="list-style-type: none"> • Follow up on Action Plan



If the performance is **satisfactory**, the employee returns to wherever he/she was in the cycles.

If the performance is **unsatisfactory**, then the employee is placed on corrective probation for one year with two comprehensive evaluations.



Semester	Evaluation	Forms	Notes
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After the initial 4 months	Appraisal & Comprehensive	•	<ul style="list-style-type: none"> • Unsatisfactory • Action plan
After 1 more semester	Appraisal & Comprehensive	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form • Comprehensive Evaluation Form 	<ul style="list-style-type: none"> • Follow up on Action Plan • Corrective probation for one year
After 2 semesters (or 12 months)	Appraisal & Comprehensive	<ul style="list-style-type: none"> • Student Evaluation of Instruction • Appraisal Form • Comprehensive Evaluation Form 	<ul style="list-style-type: none"> • Follow up on Action Plan



If **satisfactory** performance at the end of probationary period, the employee returns to wherever he/she was in the cycles

If continued **unsatisfactory** performance at the end of probationary period, the employee will receive a three months written notice of termination

Unsatisfactory Evaluations--Process

In the case of an unsatisfactory evaluation, the College will follow the following process in accordance with Article 7 of the Collective Agreement:

The appropriate supervisor, in consultation with the employee, will develop a written action plan which outlines the necessary steps for the member to overcome problems identified in the evaluation

The two major aspects of the action plan are:

1. The plan must specify the acceptable levels of performance.
2. The supervisor must consult with the member as they develop the plan.

All records associated with an evaluation will be placed in the member's personnel file. Immediately after completion of a satisfactory evaluation, article 7.12 (see below) will apply.

Supervisors and members should be aware of the following articles in the Collective Agreement regarding unsatisfactory evaluations:

7.11 *Employees who disagree with an appraisal or comprehensive evaluation may grieve through the grievance procedure.*

7.12 *Upon written request, employees will have evaluation material removed from their Personnel files after the completion of a satisfactory comprehensive evaluation.*