Policy Name: Career Development and Performance Feedback

Application/Scope: Applicable to all Geographic Full Time (GFT), Part-time and Nil-Salaried Academic Appointments in the Faculty of Medicine, University of Manitoba

Approved (Date): December 10, 2013
Review Date: January 1, 2016
Revised (Date):
Approved By: The Faculty Executive Council of the Faculty of Medicine

1. PURPOSE

1.1 This Policy is intended to provide for the regular documented assessment of Faculty Members’ academic and clinical accomplishments, to support their Career Development and progress towards promotion. This Policy is not intended to form an all-inclusive performance management process.

1.2 This Policy provides for the manner by which regular feedback will be provided and received by both Faculty Members and their Department Heads, in order to facilitate a culture of support and development within the Faculty.

2. CONTEXT

2.1 Faculty Members governed by this Policy must ensure compliance with all professional standards, laws and policies applicable to their profession and employment.

3. DEFINITIONS

3.1 Appeals Process: The process set out in this Policy for Faculty Members to request that a disagreement over Performance Feedback and procedural fairness be reviewed and resolved.

3.2 Assignment of Duties: The scope of activities that may be set out in a Faculty Member’s contract, service agreement, letter of offer, letter of agreement, and/or job description, which may, from time to time, be updated or changed by mutual agreement between the Faculty and the Faculty Member so as to ensure certainty regarding their relationship as it relates to the University.

3.3 Career Development: The proactive planning and implementation of action steps towards a Faculty Member’s career goals as mutually agreed upon between the Faculty and the Faculty Member through Performance Feedback.
3.4 **Department:** A Department of the Faculty.
3.5 **Faculty:** The Faculty of Medicine, University of Manitoba.
3.6 **Faculty Member:** A Geographic Full Time (GFT) or Nil-Salaried Academic Appointment in the Faculty.
3.7 **Geographic Full Time (GFT) Academic Appointment:** refers to a staff member whose professional activities are based at the University of Manitoba's Faculty of Medicine or its affiliated teaching hospitals, who may receive income from professional practice and from sources other than the University and its affiliated teaching hospitals, and who is signatory of a Geographical Full-Time Agreement with the University (the “GFT” Member) and who may only carry on a clinical practice inside University approved facilities.
3.8 **Nil-Salaried Academic Appointment:** refers to a staff member whose professional activities may or may not be based at the University's Faculty of Medicine or its affiliated teaching hospitals, who may receive income from professional practice and from sources other than the University and its affiliated teaching hospitals, and who is signatory of a Letter of Offer for Nil-Salaried Appointees with the University. All nil-salaried appointments with rank carry the expectation of contributions to the academic activities of the department in teaching, scholarly activity and/or scholarship (research) and service.
3.9 **Performance Guidelines:** Expectations used to guide Career Development and Performance Feedback, as further detailed in the appendices to this Policy, which are intended to complement a Faculty Member’s Assignment of Duties, as may be applicable and reasonable in the circumstances.
3.10 **Performance Feedback:** The regular review, assessment and consideration of the following matters, which are intended to identify a Faculty Member’s strengths and to provide direction for improving his or her future performance - about which both the Faculty Member and his or her Department Head or designate may give and receive feedback:
   (a) a Faculty Member’s accomplishments, relating to his or her Assignment of Duties;
   (b) the Faculty’s needs and the Performance Guidelines (as are applicable to the Faculty Member’s Assignment of Duties); and
   (c) the Faculty Member’s documented Performance Feedback history.
3.11 **Performance Feedback Form:** The form documenting the Performance Feedback acknowledged and signed by the Faculty Member and his or her Department Head or designate and which may become part of an electronic performance feedback process.
3.12 **Policy:** This Career Development and Performance Feedback Policy of the Faculty and includes the Procedures and Appeals Process, as applicable.
3.13 **Procedures:** The procedures and methods by which this Policy is operationalized.

### 4. POLICY STATEMENTS

**Performance Feedback:**

4.1 The Faculty and Faculty Members shall ensure Performance Feedback occurs in accordance with the Procedures.
4.2 Performance Feedback will be both formative and summative and will be documented using, wherever possible, objective criteria.
4.3 The Performance Feedback Form shall be used to document and complete the Performance Feedback process.
4.4 Performance Feedback will be taken into consideration when reviewing contracts and/or appointments.

December 10, 2013
Career Development:
4.5  Performance Feedback shall be used to support Faculty Members in their Career Development through candid and constructive feedback and the development of plans intended to meet the needs of both Faculty Members and the Faculty.
4.6  Career Development involves Faculty and Departmental level support and where applicable, Faculty resources.
4.7  Performance Feedback involves establishing and regularly reviewing career goals to support Career Development.

Performance Guidelines:
4.8  A Faculty Member’s performance is expected to be at least satisfactory as evidenced in each category of the Performance Guidelines as applicable to his or her Assignment of Duties.

For Faculty Members with Cross-Appointments:
4.9  For Faculty Members with a cross-appointment to one or more Departments, their Performance Feedback will be conducted in the Department where the primary appointment is held.
4.10 In order to consider the accomplishments of a Faculty Member with a cross-appointment to one or more Departments, the Head of the primary Department (or designate) will consult with supervisors in the other Departments as applicable.

For Faculty Members with a Nil-Salaried Academic Appointment:
4.11 For Faculty Members with a Nil-Salaried Academic Appointment, their Performance Feedback shall be carried out on a biennial basis and shall include, at a minimum, the submission of a Performance Feedback Form, signed by the Department Head, to the Dean’s Office.

For Faculty Members Whose Performance Feedback Falls Below Expectations
4.12  A Faculty Member whose Performance Feedback does not meet the satisfactory threshold evidenced by the Performance Guidelines applicable to his or her Assignment of Duties shall be required to meet with his or her Department Head (and/or designate) to reevaluate his or her Career Development plan to incorporate achievable performance targets for the next year.
4.13  A Faculty Member whose Career Development plan has been reevaluated with supports from the Faculty to enable him or her to perform satisfactorily as evidenced by the Performance Guidelines applicable to his or her Assignment of Duties, but continues to have difficulty meeting the established targets, may, where appropriate, have his or her Assignment of Duties amended in order to further enable his or her ability to perform as required.

Ability to Record Disagreement with Performance Feedback:
4.14  In the event a Faculty Member disagrees with what is reflected on his or her Performance Feedback Form, he or she may set out a rebuttal in writing to be appended to the Performance Feedback Form.

Ability to Appeal Matters of Procedural Fairness:
4.15  Meaning of Procedural Fairness: For the purposes of this Policy, references to “procedural fairness” shall mean fairness in how the Performance Feedback process was carried out.
4.16  In order to determine whether the Performance Feedback process was procedurally fair, reference shall be had to the following:
4.17 To ensure procedural fairness, Performance Feedback should not:

- be inappropriately punitive or harsh;
- be oppressive or unjust;
- have consequences beyond what is appropriate to the circumstances;
- impose inordinate and unnecessary obligations; or
- discriminate against anyone or result in an impact that is discriminatory.

4.18 Ability to Appeal Matters of Procedural Fairness: A Faculty Member who feels that his or her treatment pursuant to this Policy was procedurally unfair may appeal such treatment in writing to the Dean of the Faculty within twenty (20) working days of the completion of the Performance Feedback process.

4.19 Request for Binding Arbitration: If the matter is not resolved to the satisfaction of the Faculty Member within twenty (20) working days of writing to the Dean, the Faculty Member will then have an additional twenty (20) working days to request that the matter be submitted to binding arbitration.

4.20 Choosing the Arbitrator: One arbitrator shall be chosen by agreement between the Faculty and the Faculty Member to resolve the procedural fairness matter in dispute.

4.21 Arbitrator’s Decision Final: The arbitrator’s decision shall be final and binding upon the Faculty and the Faculty Member.

4.22 Expenses: The Faculty and the Faculty Member shall each be responsible for their
own expenses involved in the appeal and arbitration process.

4.23 **Exclusions to Appeals Process:** This appeals process does not apply to the following:
- matters unrelated to procedural fairness;
- matters that may be specifically addressed by other University dispute resolution policies and/or the principles of contract law;
- clinical issues unrelated to the Faculty's jurisdiction.

5. **GENERAL**

**In the Event of Conflict with other Policies, Standards and/or Agreements:**

5.1 In the case of conflict between this Policy and another policy, standard or agreement, this Policy prevails to the extent that the inconsistency would result in a lesser standard or requirement than what is required by this Policy. This Policy is not intended to prevail over another applicable policy, standard or agreement which creates a higher standard or requirement agreed to by the Faculty Member.

**Confidentiality:**

5.2 All documents considered pursuant to this Policy are confidential and will be subject to the provisions of *The Freedom of Information and Protection of Privacy Act*, and *The Personal Health Information Act*, as applicable.

6. **PROCEDURES**

**6.1 Performance Feedback Process**

1) *For GFT Faculty Members:* Performance Feedback must be carried out at least once a year, at any point during the year that the GFT Faculty Member and Department Head or designate agree upon, and is conducted for work performed during the preceding calendar year, taking into consideration the career stage of the Faculty Member and the fact that it may take several years to reach career goals.

2) *For Faculty Members with a Nil-Salaried Academic Appointment:* Performance Feedback must be carried out at least once every two years, at any point during the two year period as mutually agreed upon by said Faculty Member and the Department Head or designate, and includes, at a minimum, the completion of a Performance Feedback Form and is conducted for work performed during the preceding two calendar years.

3) **To Begin the Performance Feedback Process:** The Department Head and/or designate and the Faculty Member establish a date for carrying out Performance Feedback.

4) **Completion of the Performance Feedback Form:** The Faculty Member provides the Department Head and/or designate with an updated copy of either their Canadian Common CV (CCV) or their STAR CV and/or a Performance Feedback Form as decided by the Department Head.

5) **The Performance Feedback Meeting:** The Department Head and/or designate will conduct annual Performance Feedback meetings with the Faculty Member to discuss the Faculty Member’s performance relative to his or her Assignment of Duties, career goals and the Performance Guidelines, as applicable, taking into consideration circumstances which may have affected performance.
The Department Head and/or designate will meet at least once with the Nil-Salaried Faculty Member in the two year period prior to the renewal of the appointment.

6) **Acknowledgment of Performance Feedback:** The Department Head and the Faculty Member will be required to acknowledge completion of Performance Feedback by signing the Performance Feedback Form and the Faculty Member will be provided a copy of this Feedback Form.

7) **Faculty Member's Supplementary Comments:** The Faculty Member may make comments or respond to the Performance Feedback and this will be attached to and remain with the Performance Feedback Form.

8) **Department Head May Delegate Performance Feedback Responsibilities:** The responsibilities of the Department Head may be delegated to a Section Head or to a Faculty Member with a recognized leadership role, however the Department Head shall be accountable for ensuring that Performance Feedback is completed for all Faculty Members within his or her Department.

9) **Submission Requirements for Performance Feedback Forms:** Performance Feedback Forms must be submitted to the Dean’s Office annually for GFT Faculty Members and biennially for Faculty Members with a Nil-Salaried Academic appointment.

6.2 **Responsibilities of Department Heads:** Department Heads shall ensure:

1) **Accurate Assignment of Duties:** That the Assignment of Duties for each Faculty Member accurately reflects his or her current academic and/or clinical role.

2) **Performance Feedback Occurs as Required:** That Performance Feedback is provided to Faculty Members on a regular basis through the Performance Feedback process.

3) **Supports Provided:** That career guidance and mentorship are provided to Faculty Members, including specific strategies and the resources and support necessary to allow Faculty Members to perform their responsibilities with excellence. Further, for Faculty Members whose performance falls below expectations, to ensure that such performance is documented and to inform the Faculty Member, in writing, of any area(s) which require improvement, and to create a development plan with clear objectives to support improved performance in the upcoming year.

4) **Submission of Performance Feedback Forms:** That Performance Feedback Forms are submitted annually to the Dean’s Office for all GFT Faculty Members and biennially for those with Nil-Salaried Academic Appointments.

6.3 **Responsibilities of Faculty Members:** Faculty Members must:

1) **Participate:** Participate in the Performance Feedback process.

2) **Comply with Performance Guidelines Applicable to Assignment of Duties:** Maintain satisfactory performance based on the Performance Guidelines applicable to his or her Assignment of Duties.

December 10, 2013
3) **Provide Evidence of Performance:** Provide evidence of performance (i.e., CV) when requested, input performance data into the Performance Feedback Form and provide a copy of this form to the Department Head or designate prior to the scheduled Performance Feedback meeting, either annually or biennially, as required.

4) **Review Career Goals:** Establish, and regularly review and update, career goals and objectives.

5) **Complete Performance Feedback Form:** Ensure a signed copy of the Performance Feedback Form is provided to the Department Head or designate following the Performance Feedback process.

6) **Follow Through:** Follow through on recommendations when opportunities for Career Development have been identified during the Performance Feedback Process.

6.4 **Responsibilities of the Faculty:** The Faculty must:

1) **Educate and Support:** Provide education and support in developing, implementing and maintaining this Policy and the Performance Feedback process.

2) **Support Department Heads:** Provide leadership support to Department Heads and designates through all aspects of the Career Development and Performance Feedback process.

3) **Support Faculty Members:** Provide the resources and support that allows Faculty Members to perform their responsibilities with excellence.

8. **REFERENCES**

8.1 University of Manitoba - University of Manitoba Faculty Association 2010 – 2011 Collective Agreement
8.2 Winnipeg Regional Health Authority Medical Staff Bylaw
8.3 University of Manitoba Records Authority Schedule MEDI-DOF-147

9. **POLICY CONTACT**

Please contact the Associate Dean Academic, Faculty of Medicine with questions respecting this policy.