



## Max Rady College of Medicine Policy

<b>Policy Name:</b>	<b>Career Development and Performance Feedback</b>
<b>Application/ Scope:</b>	Applicable to all Geographic Full Time (GFT) or Nil-Salaried Academic Appointments in the Max Rady College of Medicine, University of Manitoba
<b>Approved (Date):</b>	December 10, 2013
<b>Review Date:</b>	Five years from revised date
<b>Revised (Date):</b>	June 19, 2018
<b>Approved By:</b>	Dean's Council, Max Rady College of Medicine: June 19, 2018 Reviewed at Department Heads' Council, Max Rady College of Medicine: June 22, 2018

### 1. **PURPOSE**

- 1.1 To provide for the regular documented assessment of Faculty Members' academic and clinical accomplishments, and to support their Career Development and progress towards promotion. This Policy is intended to complement existing performance management processes.
- 1.2 To provide 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 College, in accordance with the College's commitment to equity, diversity and inclusion.

### 2. **CONTEXT**

- 2.1 Faculty Members governed by this Policy shall 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 letter of offer, letter of agreement, other contract and/or job description, which may, from time to time, be updated or changed by mutual agreement between the College 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 Department, College and the Faculty Member through Performance Feedback.

- 3.4 **College:** The Max Rady College of Medicine, University of Manitoba.
- 3.5 **Department:** an academic and administrative subdivision of the Max Rady College of Medicine, University of Manitoba established by the Board of Governors, usually on the recommendation of the Senate, for the purpose of conducting teaching and research in specified fields of study.
- 3.6 **Department Head:** the head of a Department of the Max Rady College of Medicine within the University of Manitoba, who acts as the chief executive officer of the Department.
- 3.7 **Faculty Member:** A Geographic Full Time (GFT) or Nil-Salaried Academic Appointment in the College.
- 3.8 **Geographic Full Time (GFT) Academic Appointment:** refers to a faculty member whose professional activities are based at the University of Manitoba's Max Rady College 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.
- 3.9 **Nil-Salaried Academic Appointment:** refers to a faculty member whose professional activities may or may not be based at the Max Rady College 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 College in teaching, scholarly activity and/or scholarship (research) and service.
- 3.10 **Performance Guidelines:** Guidelines provided on the Rady Faculty of Health Sciences Academic Affairs website, that may be used to guide Career Development and Performance Feedback, which are intended to complement a Faculty Member's Assignment of Duties, as may be applicable and reasonable in the circumstances.
- 3.11 **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 College's needs; and  
(c) the Faculty Member's documented Performance Feedback history.
- 3.12 **Policy:** This Career Development and Performance Feedback Policy.
- 3.13 **Procedures:** The procedures and methods by which this Policy is operationalized.

#### 4. **POLICY STATEMENTS**

##### **Performance Feedback:**

- 4.1 The College 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 Performance Feedback will be taken into consideration when reviewing the Assignment of Duties, as well as letters of agreement, letters of offer, contracts and/or appointments.

**Career Development:**

- 4.4 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 College.
- 4.5 Career Development requires involvement by the College and Department.
- 4.6 Performance Feedback involves establishing and regularly reviewing career goals to support Career Development.

**Performance Guidelines:**

- 4.7 Performance Guidelines may be used as a guide when assessing a Faculty Member's performance, as applicable to his or her Assignment of Duties.

**For Faculty Members with Cross-Appointments:**

- 4.8 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.
- 4.9 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:**

- 4.10 For Faculty Members with a Nil-Salaried Academic Appointment, their Performance Feedback shall be carried out, at minimum, prior to the time of re-appointment.

**For Faculty Members Whose Performance Feedback Falls Below Expectations**

- 4.11 A Faculty Member whose Performance Feedback does not meet the satisfactory threshold 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 or other shorter time period as required by the Department Head.
- 4.12 A Faculty Member whose Career Development plan has been reevaluated with supports from the College to enable him or her to perform satisfactorily 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:**

- 4.13 In the event a Faculty Member disagrees with what is reflected on his or her documented Performance Feedback, he or she may set out a rebuttal in writing to be appended to the documented Performance Feedback.

**Ability to Appeal Matters of Procedural Fairness:**

- 4.14 **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.
- 4.15 **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 College within twenty (20) working days of the completion of the documented Performance Feedback.

- 4.16 **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.
- 4.17 **Choosing the Arbitrator:** One arbitrator shall be chosen by agreement between the College and the Faculty Member to resolve the procedural fairness matter in dispute.
- 4.18 **Arbitrator's Decision Final:** The arbitrator's decision shall be final and binding upon the College and the Faculty Member.
- 4.19 **Expenses:** The College and the Faculty Member shall each be responsible for their own expenses involved in the appeal and arbitration process and any costs for the arbitrator shall be equally shared by the College and the Faculty Member.
- 4.20 **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 College'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, the policy, which creates the higher standard, agreement or requirement shall prevail.

### **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:** Documented 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 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:** Documented Performance Feedback must be carried out at minimum, prior to the time of re-appointment at any point during that period, as mutually agreed upon by said Faculty Member and the Department Head or designate, and is conducted for work performed since the most recent 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) that require improvement, and to create a development plan with clear objectives to support improved performance in the upcoming year.
- 4) **Department Head Delegation:** 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 documented Performance Feedback, is completed for all Faculty Members within his or her Department, and submitted annually to the Dean's Office for all GFT Faculty Members and at minimum, once prior to the time for re-appointment, for those with Nil-Salaried Academic Appointments.
- 5) **Update of Assignment of Duties:** The Department Head shall ensure that a Faculty Members' Assignment of Duties is updated to accurately reflect the current scope of activities of the Faculty Member.

6.3 **Responsibilities of Faculty Members:** Faculty Members shall:

- 1) **Participate:** Participate in the Performance Feedback process.
- 2) **Comply with Assignment of Duties:** Maintain satisfactory performance of his or her Assignment of Duties.
- 3) **Provide Evidence of Performance:** Provide evidence of performance (i.e., CV) and input performance data into the Performance Feedback process, when requested.
- 4) **Review Career Goals:** Establish, and regularly review and update, career goals and objectives.
- 5) **Follow Through:** Follow through on recommendations when opportunities for Career Development have been identified during the Performance Feedback Process.

6.4 **Responsibilities of the College:** The College must ensure the following responsibilities are carried out in compliance and furtherance of its commitments to equity, diversity and inclusion as set out in applicable policies, from time to time, and in accordance with accreditation requirements. In particular, the College shall:

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 allow Faculty Members to perform their responsibilities with excellence.

## 7. **REFERENCES**

7.1 University of Manitoba - University of Manitoba Faculty Association 2017 – 2021 Collective Agreement

7.2 Rady Faculty of Health Sciences Academic Affairs website:  
[http://umanitoba.ca/faculties/health\\_sciences/academic/index.html](http://umanitoba.ca/faculties/health_sciences/academic/index.html)

## 8. **POLICY CONTACT**

Please contact the Vice-Dean Academic, Rady Faculty of Health Sciences with questions respecting this policy.