

Vancouver Community College  
King Edward Campus Library  
P.O. Box 24620 Stn C  
1155 East Broadway  
Vancouver, B.C. V5T 4N3

JUNE 15, 1989

# Appraisals accentuate the positive

*VCC will implement a performance planning and appraisal process for all Vancouver Municipal and Regional Employee Union (VMREU) members beginning July 3. Although new members have for several years been subject to evaluation during and at the end of their probationary periods, this will be the first time that permanent employees participate in an ongoing process of performance planning and review. VCC supervisors have completed workshops to learn how to plan and review performance with their employees.*

*The new program for permanent employees--entitled Performance Planning and Appraisal (PP&A)--calls for a phasing in of the process beginning as follows:*

*\* For those whose birthdate is after July 1: This year, in their birth month. For those born between January 1 and June 30, next year in their birth month;*

*\*Thereafter, during the employee's birth month every second year;*

*\*Upon the request of the employee; at the discretion of the supervisor.*

*Spectrum recently talked with VCC President Paul Gallagher about the process.*



Supervisors have been attending workshops in preparation for PP & A.

**Spectrum:** Why is VCC enacting PP&A and why is it being done at this time?

**Gallagher:** When I came here, I requested an annual performance plan and review for myself. I also made this a regular practise for all of the people who report to me and all supervisors.

In my view, it is virtually impossible to function effectively unless there is a process of planning and reviewing

of performance. If that's true in my case, I would find it true in other cases as well.

Also, we are a publicly accountable institution and it is inconceivable to me that we do not have in place the normal processes of establishing expectations and reviewing performances against those expectations.

**Spectrum:** What kind of information are you looking for in PP&A?

**Gallagher:** I find it difficult to talk only about the performance review because that is the tail end of the process. The front end of the process is the planning.

At the front end, we are looking at our expectations. And at the end of the process we are looking at how well those objectives or expectations have been met and what needs to be done to improve performance. So, in that jargon we are dealing with formative evaluation; the whole objective of the exercise is to help people improve their performance and to be more satisfied with their performance.

**Spectrum:** How will the information be used?

**Gallagher:** It will be used primarily by the supervisor and the person being supervised. The formal record of the process will go in the personnel file of the person whose performance is being reviewed.

Perhaps I should explain what it is not going to be used for. It is geared to the improvement of performance, not to punitive action. If we have problems of a disciplinary nature, those are dealt with by different processes. They are not dealt with by PP&A.

**Spectrum:** So the information is not going to be used to discipline or attempt to terminate an employee?

**Gallagher:** No. When we have people on probation, there is an evaluation process that we go through to determine whether or not that person moves from a probationary status to a continuing status. Here we're talking about people who are continuing employees and who are interested in improving their performance and interested in having an understanding of how they are performing relative to what the expectations are for them. So it is not a discipline-oriented process—it is an improvement oriented process.

I want to emphasize that what we are after is to make this a place where people enjoy working; where they are fulfilled by their work. That's very

difficult if you do not have any sense in a formal way of knowing whether the person you report to is satisfied or dissatisfied with your work. So, we must take the steps necessary to make sure that the process is, and is perceived as, a positive and constructive exercise, rather than a negative or punitive exercise.

**Spectrum:** What options are available to employees who feel they have been incorrectly reviewed?

**Gallagher:** There will be an opportunity for the employee to sign the form and to indicate whether they agree or disagree.

**Spectrum:** How far will the college go to help develop employees who are not performing their job competently?

**Gallagher:** I can't give you a precise dollar figure, but what I can say is that training and development have become one of the institutional priorities in terms of the budgetary process for 1989-90. I think when you ask 'how far', you mean how much in the sense of investment and that would depend upon how much needs to be done. I do not anticipate that we have a whole raft of employees who are not performing well. What we have is a whole raft of employees who are performing well and who want and need confirmation of that...deserve confirmation of it.

**Spectrum:** Aside from this article, how do you plan to communicate the process within VCC?

**Gallagher:** I think that it is necessary for all of the people who are involved in the process either as supervisors or people being supervised to understand what the process is all about. That has not been done well. Prior to July 1 it is my intention to get some information out to all employees so that they know what is going on.

**Spectrum:** Does the current job reclassification process relate to the PP&A?

**Gallagher:** Not in any way. The reclassification exercise is a process that determines where a given

position fits in relation to other positions on a salary grid. It has nothing whatever to do with performance.

**Spectrum:** What benefits, if any, may employees expect from a favourable appraisal review?

**Gallagher:** We don't have a salary merit system in place and so an answer can not be given within that context. However, in the discussions that I had in each of the workshops, the question was raised of some form of recognition for the excellence of many of our employees. And I'm looking at a number of possibilities in that respect.

**Spectrum:** Is the college prepared to offer the supervisors release time for the PP&A?

**Gallagher:** That's a question that I think a number of supervisors are concerned about. I believe that performance planning and review are part of the normal process of operating in any work setting. So I do not see this as an additional task for supervisors. I see it as an integral part of their task. So it is more a question of work reorganization than an additional task that people are taking on.

---

## PP & A OK—VMREU

Several people have questioned the lack of union involvement in the PP&A process.

VMREU staff representative Jim Gorman says the union recognizes management's right to conduct the reviews.

"We have no problems with the reviews as long as they're done properly," said Gorman. "It's a management tool, and we don't really want any involvement unless an employee feels he or she has received an incorrect appraisal. If that happens, we'll certainly talk with management about it. But in the past, there has been good success with these kinds of things."

**Spectrum:** The Langara Faculty Association and Vocational Instructors' Association are also involved in the process with their permanent employees. Is the VMREU process consistent with what is going on in those other two bargaining units?

**Gallagher:** Absolutely. The objective is to have a college-wide system. While the objectives are the same, the tools might be different because there is no perfect tool for all of this and we are going to improve as we go along.

**Spectrum:** The LFA and VIA include peer appraisal in the process. Why is that not the case with the VMREU?

**Gallagher:** I guess that I would say because of the nature of the work of the VMREU members. But I don't exclude that as a possibility.

**Spectrum:** Are there plans to evaluate the managers as appraisers?

**Gallagher:** Yes.

**Spectrum:** Who appraises your performance?

**Gallagher:** The College Board. The practice up to this point has been that the people who report to me contribute to that review as well. But the responsibility for the review is with the Board.

**Spectrum:** Is there anything you care to add?

**Gallagher:** We owe it to our employees to clarify what we expect of them. If they're satisfied with our expectations and we're satisfied with their performance, the employees are bound to enjoy the feeling they have toward their work place. The result of that is a better place to work for everybody. And the result of that will be a better acceptance of the college in the community.

## Canada-India proposal gets government backing

The federal government has announced a \$7.5 million grant to implement a bilateral agreement between Canada and India based on a report co-authored by Patricia Groves VCC Dean of Instruction and Student Services at KEC. Groves, was part of a Canadian team sent to India last year by the Association of Community Colleges of Canada to develop a better understanding of that country's post-secondary and non-degree education structures.

The recommendations from their report--entitled India--A Program of Support for Polytechnical Education--will be implemented by the Canadian International Development Agency (CIDA).

The report suggested that, "a program of support for Indian polytechnical education, would provide the basis of new insight for Canadian college education, but more importantly, the program would support and accelerate the improvement of technical/vocational education on a significant scale throughout India".

The agreement proposes a link between VCC and Shri Jayachamarajendra College of Engineering in the province of Karnataka in Southwestern India. Activities would include faculty exchange and professional development workshops.

Faculty from all three campuses and contract services will be involved. All costs, including release time and administrative overhead, will be covered by CIDA.

The areas seen as having the most to exchange are computer assisted learning, transfer of technologies, and language training and entrepreneurial development.

India has become the tenth largest industrial nation in the world. Groves said, "The federal government in the past has related to India as a third world country. Canada now wants to define its relationship in terms of partnerships. Transfers in education are seen as the first steps towards trade in technology and economic links".

## People on the move

**Wayne Martin** to the new position of Labour Relations Officer. A native of New Westminster, Martin received his Bachelor of Education from Western Washington State University and took Labour Relations and Managerial Training at UBC.

He spent five years with Controck Construction in Coquitlam as senior contract negotiator and general construction manager before taking a position, in 1978, as Industrial Relations Officer with the Ministry of Labour, Employment Standards Branch.

In his new post, Martin will be



**Wayne Martin**

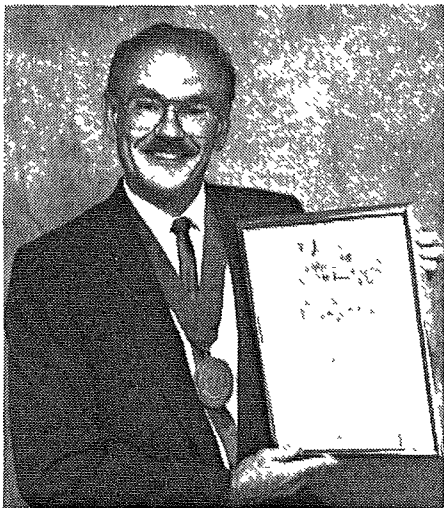
responsible for a broad range of labour relations activities, including researching data for salary recommendations, representing the college before the Industrial Relations Council and other boards and commissions, assisting in the resolution of staff grievances and in

the conducting of collective bargaining negotiations.

**Philip C.H. Lai** as VCC representative in Hong Kong.

Lai received his Bachelor of Social Work and Master of Education (Counselling) from the university of Manitoba and worked as a social worker for the Department of Education in Hong Kong and as Program Director for the University of Manitoba's International Centre for Students.

He will be responsible for publicizing VCC programs in Hong Kong, and counselling and facilitating applications of international students.



John Parker

## Parker Master Teacher

VCC-Langara English instructor John Parker received a Master Teacher award from the National Institute for Staff and Organizational Development during ceremonies at the University of Texas in Austin.

Parker was recognized for his commitment to active learning, an alternative to the lecture process that encourages students to become more actively involved in their education. Watch for the next edition of Spectrum's Magazine, in which Parker will describe the concept and techniques of active learning.



VVI Principal Hans Rerup and members of the VCC Alumni Association's Board of Directors presented certificates of appreciation to volunteers during the association's annual general meeting. Pictured [left to right]: Rerup, Giulia Vendramin, Gina Sernagiotto, Susan Tsuyuki, Christine Svenhard, Netty Tam and Harry Wong.



Dennie Rothschild

## TESL President

Congratulations to Dennie Rothschild, ESL instructor at KEC, who has been elected president of TEAL (Teachers of English as an Additional Language). She will serve a two-year term in the provincial association of ESL teachers and instructors.

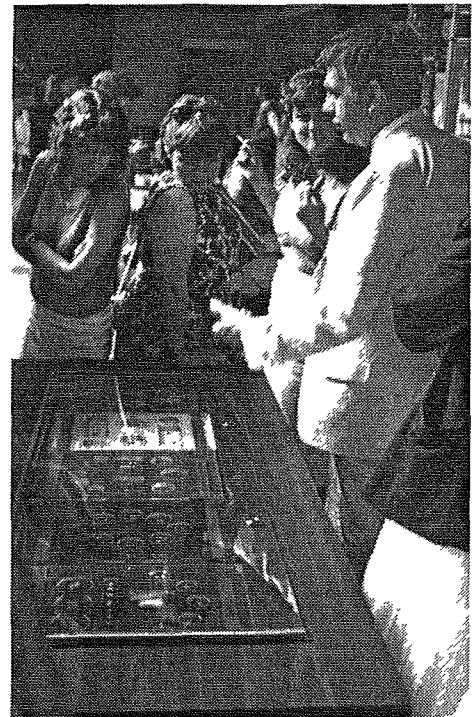
## C.E. Day

Using the theme of "Working Together", the Continuing Education Division held its 6th C.E. Divisional Day at Langara Campus, last Friday.

With all the members of the division present, the group benefitted from the three workshops: Team Building, Unlocking Creative Potential and Coming Together Through Laughter.

Provided with a tasty B.B.Q. lunch prepared by the Langara Catering department, Versa Foods, the division found the day stimulating and very rewarding.

## Health Fair



One of the more popular exhibits at the KEC To Health with You fair was a display of illegal drugs, presented by the RCMP. The turnout for the fair was in the thousands.