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| Section: | Human Resources (HR) |
| Subject: | Employee Development and Recognition |

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| Legislation: | |
| Effective: | June 3, 1985 |
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APPROVED: _____
President and CEO

POLICY

The policy of the Board of Governors is for SAIT to use an objective performance planning and review system which assists employees in improving their job performance by establishing performance objectives.

PROCEDURE

DEFINITIONS

Employee A person employed on SAIT's payroll.

Performance enablement system Refers to the electronic performance management system used by SAIT to document, track and support the performance planning and review process (including goal setting, development plans, check-ins and summary reviews).

GOVERNING PRINCIPLES

1. This procedure applies to all SAIT employees.

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2. The Performance Planning Cycle incorporates planning for performance, setting goals, establishing personal development plans, monitoring and motivating performance and reviewing performance progress throughout the performance cycle. At least twice annually, the results are summarized, discussed and documented electronically within the performance enablement system.

PROCEDURE

A. Planning

1. The supervisor and the employee shall work together to:
 - a) Identify relationships among SAIT's goals, school/department objectives, job responsibilities and performance expectations. Inputs to this process include position descriptions and institutional documents.
 - b) Identify and define performance objectives, strategies, timelines and success measures.
 - c) Create a shared plan that outlines goals and professional development opportunities. These goals and expectations are documented in the performance enablement system to ensure transparency and accessibility for both supervisors and employees.

B. Monitoring and Motivating

1. Throughout the performance cycle, the supervisor shall:
 - a) Draw on multiple sources to support growth, track progress and capture relevant updates. For instructors, appropriate sources of information for this assessment may include but are not limited to:
 - i) Observation of the performance within lab and classroom settings.
 - ii) Student feedback (for example, the Student Feedback Questionnaire).
 - iii) Peer review.

The instructor shall be given prior knowledge of the methods used to gather information from such sources.

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- b) Create a motivating environment by providing ongoing feedback to the employee that encourages and supports professional development.
- c) Coach and support the employee in areas for growth.

C. Work Progress Review

1. Through ongoing check-ins, supervisors and employees will reflect on progress together. Regular check-ins and updates are recorded in the performance enablement system to support continuous performance conversations. These discussions will provide opportunities for both the supervisor and the employee to:
 - a) Share feedback and celebrate progress.
 - b) Clarify goals and the employee's development plan.
 - c) Address challenges and explore solutions together.
 - d) Recognize and celebrate successes.
 - e) Confirm and agree on any changes to priorities.
 - f) Adjust goals and priorities as needed.

D. Summary Review

1. At least twice annually, the supervisor will have a performance and goal reflection conversation with the employee, referring to the goals and expectations previously documented within the performance enablement system. Resources are available for supervisors and employees to assist with planning and timelines.
2. The summary review will include:
 - a) Review and assessment of the employee's performance
 - b) Feedback on successes and areas for improvement;
 - c) Plans for future professional development; and

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- d) Areas of focus to be carried forward into the next year’s performance planning cycle.
- 3. The employee acknowledges the review and confirms the summary conversation in the performance enablement system. If this is not possible, the supervisor notes this in the system.
- 4. The employee may submit a written response to their supervisor.
- 5. The employee shall be provided with access to their digital record in the performance enablement system or with a signed copy.

POLICY/PROCEDURE REFERENCE

HR.2.3 [Performance Planning and Review policy](#)

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