



# Performance & Development Cycle (PDC)

## *FAQ's & PROGRAM INFORMATION*

The Performance and Development Cycle (PDC) is a new program currently being developed for Student Affairs staff in response to feedback from the 360 survey conducted in early 2014. The intention of the PDC is to create a division-wide shift in the way that we think about and engage in professional growth and development.

### **Who has been involved in developing the PDC?**

The PDC has been informed by the feedback of all staff across the Division. This feedback was collected in the STUA 360, STUA Council and STUA Executive. A steering committee made up of representatives from ATRS, CASV, INAF, OREG, STSV, SRGE and HR was established in Fall 2014 and a consultant has been brought on to assist in program development.

### **Who will participate in this pilot program?**

The PDC pilot program will be conducted with Student Affairs PEA staff and will roll-out in stages over the next two years.

**Stage 1:** Student Affairs Council training

**Stage 3:** Pilot program assessment

**Stage 2:** Pilot program & training with STUA PEA staff

**Stage 4:** Program adjustments/revisions

### **What is different about this program compared our current performance development programs?**

The PDC shifts the emphasis to conversations. It is built on meaningful, reciprocal, 2-way conversations and regular, cyclical, relationship-driven interaction between supervisors and staff. The PDC will have shorter, easier to use forms intended to guide developmental, constructive and learning-focused conversations.

### **Does the PDC take the place of other programs such as Performance Improvement/Management?**

No. Process such as attendance management, accommodation for illness or disability, probation and investigations of misconduct or disciplinary issues exist separately. If these processes need to be engaged, the PDC may be put on hold while other tools and resources are accessed as appropriate, such as your Human Resources Consultant ([www.uvic.ca/hr](http://www.uvic.ca/hr)).

### **Why is this program rolling out in stages? Why doesn't everyone start together?**

This program is new and it is important that we take our time to develop a program that will work for everyone. The Council training and PEA pilot program will allow us to assess, test and refine program elements with a small group before a full launch. We want to make sure that we get this right!

### **What do staff do while we are waiting for the PDC to roll-out to us?**

Please continue using the performance and development programs that are already in place. If you haven't been using the existing programs, we encourage you and your supervisors to start.

### **What are the timelines for program roll-out?**

Training for Council begins in August 2015. The PEA pilot program is scheduled to run from September 2015 to Spring 2016. Assessment will be ongoing during the pilot program and revisions will take place over the summer of 2016 with the larger roll-out estimated for Fall 2016.

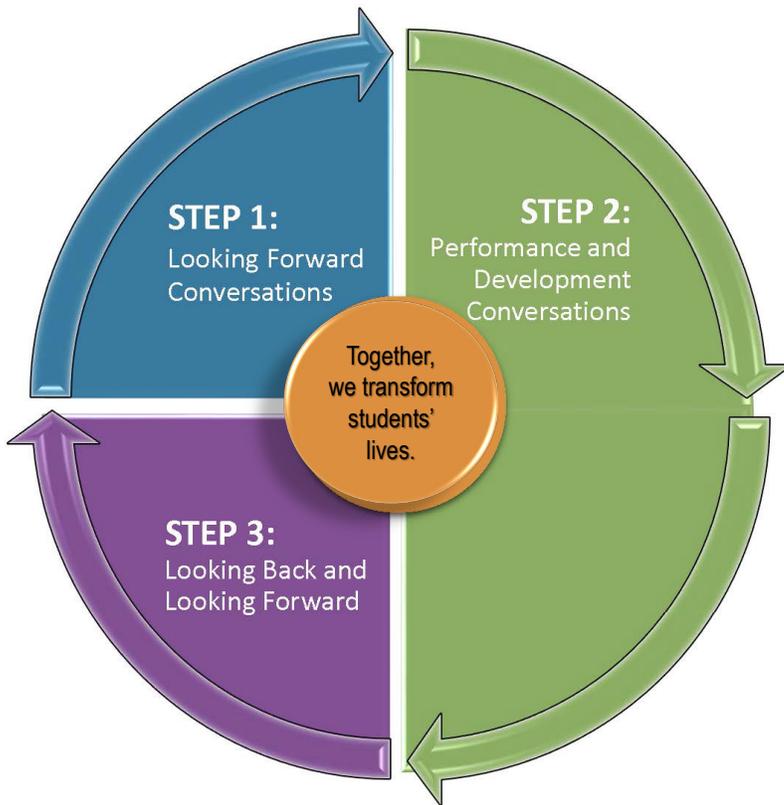
### **Where can we find more information on this program?**

The Student Affairs website is current in redevelopment. Once it is finished (in mid-summer) there will be a page dedicated to this program with resources and information for staff. In the meantime, please contact your supervisor for more information.

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# Student Affairs Performance and Development Cycle

## PROGRAM MODEL



The Performance and Development Cycle divides the annual performance development process into three steps, each based on 2-way, constructive, respectful conversations.

Coaching, feedback and recognition are incorporated throughout the PDC and the focus shifts from forms to conversations.

The new forms for the PDC will be shorter and easier to use and will combine into one final document at the end of each annual cycle. The forms will act as guides for the conversations to take place at each stage. Training, tools and resources will be available to both employees and supervisors at each stage as well.

The PDC is annual and ongoing. Units and departments will be able to shift the cycle based on schedules and calendars.

### STEP 1: Looking Forward Conversations

These initial conversations will set the tone and lay the foundation for future conversations. They will be:

- Annual - supported by a short form that guides the conversations
- Outcomes focused
- Based on employee strengths
- Connected to the big picture of the Division and the University
- Aligned with vision, values and department goals

These conversations put employees and supervisors on the same page at the beginning of each annual cycle.

### STEP 2: Performance and Development Conversations

Conversations in this stage of the PDC will take place throughout the year in the form of regular check-ins.

The frequency of these conversations will be up to each team and should be scheduled in advance.

These conversations will include:

- Feedback
- Coaching

### STEP 3: Looking Back and Looking Forward Conversations

These conversations will:

- Ask: what is going well?
- Ask: how can it be better?
- Summarize successes
- Identify strengths and key contributions
- Identify issues, barriers and obstacles that need to be addressed by employee or supervisor in the next Performance and Development Cycle
- Be an opportunity for 2-way feedback

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