

Policy Title: Performance Appraisal

Category:	☐ Institutional - Board ☐ Academic - Administrative ☐ Institutional - Administrative ☒ Employment - Administrative		
Approved by:	☐ Board ☒ President		
Date approved:	May 29, 2025	Effective date:	May 29, 2025
Policy Sponsor:	Vice President, Administration and Finance	Date last reviewed:	May 29, 2025
Date of Mandatory Review (expiry date):	May 2030	Date of last revision of Procedures:	May 29, 2025

1. POLICY

1. The performance appraisal process at CMCC is to enable both the appraising manager and the employee an opportunity to mutually discuss an annual plan of work and/or performance goals that will be the basis for providing an overall summary of annual performance, and may be used to inform decisions affecting promotion, salary/hourly rate adjustments (administration only), professional development and other personnel matters.
2. Managers are to conduct the annual documented performance appraisal in the overall context of constructively nurturing and enhancing performance, recognizing performance excellence and, if required, managing performance improvement. In some cases, performance reviews may be conducted on a more frequent basis – as necessary, beneficial, or as requested by the manager or the employee.
3. Employees are to receive formal communication regarding their performance through this annual documented performance appraisal process and are to have the opportunity to comment on the evaluation and have their feedback included in the official performance appraisal document.
4. Managers are to engage in informal feedback whenever a coachable moment occurs to avoid surprises during formal appraisals, and to maintain positive team relationships.

2. PURPOSE

To provide performance feedback in a timely and consistent manner to recognize employee achievement and to contribute to employee job satisfaction and organizational effectiveness.

3. SCOPE

All employees.

4. INFORMATION AND COMPLIANCE PLANS (not a comprehensive list)

- Council on Chiropractic Education Canada (CCEC) Program Standards for the Doctor of Chiropractic Degree Program – Canada
- Council on Chiropractic Education (CCE) Accreditation Standards
- Postsecondary Education Quality Assessment Board (PEQAB) Handbook for Private Organizations

5. RELATED POLICIES (not a comprehensive list)

- Code of Conduct - Employees
- Conflict of Interest and Conflict of Commitment

6. DEFINITIONS

A coachable moment is an event that provides an immediate opportunity for coaching, feedback, or comment on an employee's performance.

A formal appraisal is a one-on-one meeting for the purpose of reviewing an employee's performance using the institution's standard form.

Informal feedback is casual encounters between a manager and a direct report that provides an opportunity for informal comments about a specific performance or event or coachable moment.

A manager is a person in a direct supervisory role to whom the employee reports.

A performance appraisal is the assessment of employee performance in relation to the employee's specific job description, performance goals and objectives.

New Policy Approved (date):	
Policy Revision History (dates):	October 1999 January 1, 2016 November 7, 2017 April 30, 2020 May 29, 2025

7. PROCEDURES

1. A formal employee performance appraisal is to be completed at the end of the probationary period (if applicable), on an annual basis between June and August (for Clinic in October), or if requested by the employee.
2. The manager to whom the employee directly reports is to conduct the formal employee performance appraisal at an agreed-upon date and time.
3. The appraisal is to be based primarily on first-hand observation by the manager, feedback from data collected, and from speaking with peers and other colleagues.
4. The employee and manager are to discuss training and professional development in accordance with the employee's career aspirations and performance requirements and develop a Career & Personal Development Plan where applicable.
5. Managers are to use the standard employee performance appraisal forms provided to them by Human Resources (HR) (available on The Hub and the Shared CMCC Public Drive under HR & Forms / Performance Review Forms).
6. Delivering informal feedback does not require a standard form. Any significant informal feedback delivered, as well as the results of such interaction, should be recorded as they occur to ensure accuracy. This information will contribute to pending formal employee performance appraisals.
7. Feedback need not be reported to HR unless the subject matter of the feedback requires action on their part, such as the initiation of a performance improvement plan (PIP), disciplinary letter, or attendance monitoring.
8. The performance appraisal conversation is to be scheduled between the employee and the manager at least one week in advance of the scheduled appraisal date.
9. Items to be discussed at a formal employee performance appraisal session may include: the employee's performance, departmental and organizational goals, future career planning, areas to improve upon (if applicable), goal setting, and action plans for achieving mutually agreed upon goals.
10. The employee may add relevant comments to the performance appraisal form and return it to the manager within two business days.
11. Completed and duly signed performance appraisal forms are to be submitted to HR and are to be added to the employee's HR file. By signing the appraisal form, the employee acknowledges that the official appraisal has been conducted with them.

12. Submission of employee performance appraisal forms to HR should occur once all parties have signed the form and no later than 10 business days following the formal employee performance appraisal session.
13. The manager and the appraised employee may retain a copy of the completed and signed performance appraisal forms for future reference provided the original is delivered to HR.
14. Any employee involved in the performance appraisal process has an open avenue to discuss any issues or concerns at any time with HR, if they are not able to be resolved with their manager.

New Procedure Approved (date):	
Procedure Revision History (dates):	November 7, 2017 April 30, 2020 May 29, 2025

8. ATTACHMENTS

No Forms attached here.

Forms for Performance Appraisal as indicated in Procedures 5 include:

- PM Admin and Support Staff
- PM Professional Non-Supervisory
- PM Faculty
- PM Faculty & Chair
- PM Management
- PM Executive
- Guidelines for Non-Union staff