

## Draft Guidelines – Mentoring Meetings in Performance Evaluation Process

- The 2022-26 Collective Agreement introduces a requirement for a mentoring meeting of each Member with their Chair/Director (or Dean in Faculties without departmental structure) in the year in which their performance is assessed in the Performance Evaluation process (formerly Annual Performance Evaluation). See Clause 3 cited below.
- **It is important that everyone involved in these meetings have a clear understanding of their purpose.** It is the responsibility of Deans, Chairs, and Directors to clearly communicate the purpose of the meetings to Members and to exercise care in conducting the meetings in a way that is consistent with their purpose.
- The purpose of the meeting is:
  - o a) to discuss the Member’s achievements and performance of their Academic Responsibilities;
  - o b) to discuss the development of the Member’s Teaching, Research or Scholarship Activities, and/or Service, as appropriate to the Member’s Academic Responsibilities and Workload; and
  - o c) to discuss available support and mentoring in any or all of Teaching, Research or Scholarship Activities, or Service.
- This meeting is intended to be **a mentoring meeting and not a performance management meeting.** As such, it must be approached in a much different way from the annual meeting that is required for Members whose performance is assessed as “below the acceptable level”. See Clauses 11.5 and 11.5.1 cited below. It is also distinct from meetings that Members may request with their Dean to discuss the outcome of the Performance Evaluation assessment. See Clause 13.4 below.
- Chairs, Deans and Directors should come to these meetings prepared to listen to Members’ accounts of their work achievements as well as their plans and goals for their current and upcoming work activities, and to address Members’ questions and concerns about how their work can be better supported by the Unit and by the University more broadly.
- The Dean/Chair/Director should consider prompting discussion using questions such as: “How did the past year go?”, “What are one or two accomplishments that you feel most proud of?”; “What are some goals you’d like to achieve going into the current academic year?”, “What supports can help you achieve your goals?” **The overall approach is to be supportive of the Member.**
- The Dean/Chair/Director should be prepared to share with the Member upon request any notes they take during the meeting. The Dean/Chair/Director can use such notes (by sharing them with the PE Committee in instances where a Unit elects to have PE done by Committee), for example, to add contextual observations and mentoring advice to the comments fields of the Performance Evaluation form in that later process. Such comments on the Performance Evaluation form are the only means by which any material or record of the mentoring meeting would be documented in the Official File. Once the PE form has been completed (by the PE Committee or the Chair, Director or Dean), any notes taken by the Dean/Chair/Director during the mentoring meeting are to be securely destroyed.
- The provisions in Clauses 3.1 and 3.2 (see below) need to be followed in meetings with Members from equity-deserving groups. A Dean, Chair or Director should seek advice from the Office of Equity, Diversity and Inclusion if they are uncertain as to how to approach that component of the meeting.

### Relevant Clauses from the *Performance Evaluation* article

3: By October 31 of every year the Chair, Director or Dean in a Faculty without departmental structure shall hold a meeting with every Member who is participating in Performance Evaluation that year. The purpose of the meeting shall be:

- a) to discuss the Member's achievements and performance of their Academic Responsibilities;
- b) to discuss the development of the Member's Teaching, Research or Scholarship Activities, and/or Service, as appropriate to the Member's Academic Responsibilities and Workload;
- c) to discuss available support and mentoring in any or all of Teaching, Research or Scholarship Activities, or Service.

3.1 For Members of Equity-Deserving Groups, the meeting shall include a review of the Member's Workload which will include, but is not limited to, a review of the Member's Service responsibilities and considerations for ensuring that the Member's Service contributions, both at Western and beyond the University, are given appropriate recognition in the Performance Evaluation process.

3.2 The Chair, Director, and/or Dean shall address any reasonable Workload concerns arising from the review prescribed in Clause 3.1, or raised at any time by a Member of an Equity-Deserving Group, through appropriate means, which may include, but is not limited to, an Alternative Workload.

11.5 Where a Member's performance in either Teaching, Research or Scholarship Activity, or Service is categorized as below the acceptable level under the terms of Clause 11.4, the Member will be required to participate in the Performance Evaluation process annually until the Member's performance in all areas of Academic Responsibilities is categorized as acceptable or higher under the terms of Clause 11.4.

11.5.1 Members who are required to participate in Performance Evaluation annually as per Clause 11.5, shall be required to meet annually with their Dean or designate. The Chair or Director of the Unit may be included in the meeting by request of either party. The Member may be accompanied at the meeting by an Academic Colleague or a representative of the Association.

13.4 Once the Dean or designate has placed an assessment in the Member's Official File, the Member may request a meeting. This meeting shall occur by April 30; those present shall be the Dean or designate, the Member, the Member's Chair or Director (if applicable), and, if the Member wishes, a representative of the Association. In the case of a Member with a Joint Appointment, those present shall, as applicable, be the Chair(s), Director(s) and Dean(s) of both Units where the appointment is held. The purpose of this meeting is to give the Dean an opportunity to hear submissions of the Member and consider whether reassessment is warranted.