



Brock University Graduate Students' Association

Document 029A

Performance Appraisal of GSA Executive Staff Bylaw

Name

1. This Document shall be known as the "Performance Appraisal of the GSA Executive Staff Bylaw"

Purpose

2. To outline the structure for evaluating performance of the Officers of the Graduate Students' Association (GSA), and provide guidance for current team members in setting expectations for those under review as well as to those conducting the review.
3. To provide assurance to the Board of Directors, and by extension the GSA Membership, of the performance of GSA Officers throughout their term of office.
4. To provide assurance to the GSA Officers of the performance of all Associate Vice-Presidents (AVPs), regardless of their immediate supervisor.
5. To ensure Officer compensation is reflective of performance, and that all members of the team are remunerated fairly.

Definition

6. The terms Review and Appraisal are to be considered interchangeable within the context of this policy.

Roles Eligible for Review

7. This document shall only apply to positions identified below. Positions, particularly those of who are not part of the Executive Committee, are to be reviewed in conjunction with any additional GSA legislation, and only subject to high-level requirements specifically stipulated.
8. Roles considered to be in for review under this Bylaw are as follows:
 - a. The GSA President & CEO
 - b. The GSA Vice-President, Student Engagement (VPSE)
 - c. The GSA Vice-President, External Affairs (VPEA)
 - d. The GSA Vice-President, Communications & Advancement (VPCA)
 - e. The GSA Vice-President, Equity & Inclusion (VPEI)
 - f. The GSA Associate Vice-Presidents (AVPs)
9. Roles not considered to be in scope for review under this Bylaw are as follows:
 - a. GSA Deputy President
 - i. The GSA President, in consultation with the GSA Executive Committee, may develop additional criteria for reviewing the performance of the office holder in conjunction with Document 021.
 - ii. Review of the performance of the Deputy President may take place concurrently with the review for that position portfolio, but as the role does not have financial implications, the performance appraisal for that portfolio shall provide feedback only.



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- iii. Review of the Deputy President role shall not have any impact on the financial appraisal for the individual in their Vice-Presidential role.
- b. GSA Past-President
- c. GSA Executive Director & CAO
- d. GSA Non-Executive Staff
 - i. The Executive Director shall be responsible for developing and enforcing the process for the review and appraisal of all GSA non-executive staff. This process shall include consultation with the GSA President and be further outlined in GSA Policy.

Role Appraisers/Reviewers

10. There shall be different sets of performance appraisers, dependant on the role under review. The appraisers shall be as follows:
 - a. The President:
 - i. Shall be evaluated by the Chair and Vice-Chair of the Board of Directors, along with the Executive Director. Appraisers may choose to have their review informed by the Executive, the Board, or any other direct reports.
 - b. The Vice-Presidents:
 - i. Shall be evaluated by the President and the Executive Director. Appraisers may choose to have their review informed by the Executive, the Board, or any other direct reports.
 - c. The Associate Vice-Presidents:
 - i. Shall be evaluated by their immediate supervisor and the President. If the President is the immediate supervisor, then they shall be accompanied by another member of the executive committee.

President and Vice-President Process

11. Following the annual transition of the GSA Officers, each member of the team shall meet with their respective reviewers and outline their goals for the term. These goals shall normally compliment the larger goals that the Executive Committee has set as part of their annual planning process, in conjunction with the GSA's strategic plan. These goals may include elements of personal and professional development.
12. Annual goals may be evaluated at the end of each term as part of the review process, providing that this was agreed by both the reviewers and reviewee prior to the start of that term.
13. The reviewers are to utilize a performance review matrix, which shall include each of the pre-agreed goals along with a percentage value and weighted average. The



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outcomes of reviews held during Term 1 and Term 2 shall respectively inform compensation for Term 2 and Term 3.

14. The President and Vice-Presidents shall normally receive full compensation for Term 1 given that no review will have been conducted prior to the conclusion of the term.
 - a. Officers appointed or elected to a start date after May 1st shall normally receive full compensation for the remainder of their first term in office (be it term 1, 2 or 3).
 - b. Regardless of start date, Officers appointed or elected to a start date after May 1st shall have their review and compensation schedule follow the same term cycles applied to other Officers.

Associate Vice-President Process

15. Upon appointment, AVP's shall establish term-based goals with their immediate supervisor(s); this shall normally take place in May of each year.
16. An AVP's direct supervisor(s) shall be responsible for any further documentation relating to Document 027 and individual job descriptions.
17. Regardless of start date, AVPs appointed to a start date after May 1st shall have their review schedule follow the same term cycles applied to other Officers.

Review Cycle

18. Performance appraisals are to be conducted once per term and shall normally be done two weeks prior to the end of that term. Terms shall occur along the designated timelines:
 - a. Term 1: May 1st-August 31st (Spring/Summer)
 - b. Term 2: September 1st-December 31st (Fall)
 - c. Term 3: January 1st-April 30th (Winter)

Outcomes

19. The reviewers may determine any measure of response to the reviewee that they deem appropriate. These may include, but are not limited to:
 - a. adjustments to remuneration and/or hours worked;
 - b. adjustments to goals and/or expectations;
 - c. adjustments to communication and/or oversight;
 - d. adjustments to reporting and/or oversight; and
 - e. any other adjustments related to performance.
20. If more serious recommendations are required in response to the conduct that has been reviewed, the reviewers are obligated to make this recommendation known to the Board through the Chair and Vice-Chair. Such action may be discussed at any regular board meeting or be the subject of a special board



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meeting. In all such cases, the recommendation will be discussed in-camera and subject to any additional requirements of Document 001.

Appeals Definition

21. In all cases, efforts should be focused on ensuring agreement in the outcome of an evaluation, and utilizing the information generated to inform learning and improvement above and beyond punitive action. Decisions taken by reviewers shall be in the interests of both the individual under review and the GSA, with respect of the GSA and its membership kept at the forefront.
22. There may be instances where disagreement is unmanageable through the review process and subsequently require redress in the form of an appeal.
23. Appeals may be launched by either the President, a Vice-President or an Associate Vice-President if they feel that the outcomes of their performance appraisal do not accurately reflect the work they have undertaken or the nature of the conversations held during the review process.
24. There shall be two different grounds for appeal:
 - a. Process: whereby an alleged infraction of the process as outlined in relevant GSA legislation has been violated, and as such, has impacted the outcome of the performance appraisal process.
 - b. Content: whereby the outcome of the process is alleged to be unfair and not reflective of the conversations undertaken during the review or the performance of the individual being reviewed.
25. An individual may only seek an appeal if all other methods of redress have been employed, and they have been unable to address their concerns directly with the reviewers.

Appeals Process

26. The President may appeal a decision relating to their performance to the Board of Directors.
 - a. In an appeal, the reviewers shall be asked to present their case as defendants. The plaintiff (President) and the defendants (Chair, Vice-Chair) shall not be permitted to vote. The Chair of the Governance, Elections and Nominating Committee shall be asked to conduct the sessions, but should they hold conflict of interest, the Board shall elect a temporary chair from among their membership.
27. A Vice-President may appeal a decision relating to their performance to the Executive Committee.
 - a. In an appeal, the reviewers shall be asked to present their case as defendants. The plaintiff (Vice-President) and the defendant (President) shall not be permitted to vote. The Chair and Vice-Chair of the Board shall be present as voting members, with the Chair acting as chair of the appeal.



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28. An Associate Vice-President may appeal a decision relating to their performance to the Executive Committee.
 - a. In an appeal, the reviewers shall be asked to present their case as defendants. The plaintiff (AVP) and the defendant (VP) shall not be permitted to vote. The President shall act as chair of the appeal, but in instances where the President holds conflict of interest, the Chair of the Board shall be present as a voting member and act as chair of the appeal.
29. Once the reviewee has exhausted any processes relating to the address of their concerns, they may contact the individuals listed below to initiate a formal appeal.
 - a. President: shall contact the Board Chair, Vice-Chair and Chair, Governance, Elections and Nominating Committee of their intent to submit an appeal.
 - b. Vice-President: shall contact the Board Chair and Vice-Chair of their intent to submit an appeal.
 - c. Associate Vice-President: shall contact the President and Board Chair of their intent to submit an appeal.
30. All appeal submissions must include the date(s) of the alleged infraction(s), evidence to support their claims and rationale as to why an appeal should be granted. All submissions are to be held in strict confidence.

Appeals Adjudication

31. All appeals adjudications are to be held in-camera.
32. The adjudicating body shall hear an appeal from the plaintiff and an appropriate response from the defendant(s). The adjudicating body shall be responsible for establishing rules of conduct prior to hearing the appeal, and the appeal's chair shall ensure these rules are followed. These rules must be based around principles of fairness and good governance, with presumption of innocence over guilt and best interests of the GSA treated as tantamount.
33. Evidence must be provided to support the appeal and must directly address conduct alleged by the plaintiff. Evidence given must provide proof beyond reasonable doubt.
34. Once plaintiff and defendant(s) have made their case, they shall submit to questioning by the members of the adjudicating body. Questions must seek clarity or additional information; they may not be used to attack either party.
35. Upon exhausting questions from the adjudicating body, both parties shall be asked to leave, whereby the adjudicating body shall deliberate until a decision is determined.
36. A simple majority motion (50%+1) is required to uphold or overturn an appeal.

Miscellaneous



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37. No element of this Bylaw may overrule the authority of the Board of Directors as it pertains to the appointment and termination of an Officer of the Corporation. Article Eighteen and Article Nineteen of Document 001 shall specify minimum requirements for the recall and removal of Officers, and any appointments to fill these vacancies.
38. The Board may choose to exercise its authority under Document 001 at any time, regardless of the outcome of a performance review.