



# STEWARD PERFORMANCE EVALUATION GUIDELINES

## PROMOTION TO SENIOR GENERAL OR JUMPING STEWARD

### Instructions:

These guidelines are intended to create consistent, fair, and defensible standards to determine whether Equestrian Canada will appoint or promote the applicant.

An “Evaluator” is an EC Senior or Senior National General or Jumping Steward who agrees to provide a learning opportunity to a steward applicant at a competition.

At the completion of each competition’s Evaluation period, the Evaluator will complete and forward a Steward Performance Evaluation Report to Equestrian Canada.

- The Evaluator will use the following “1, 3 and 5” scale value definitions to evaluate an applicant's performance in each category.
- The Evaluator will explain an evaluation of **1** or **2** in Comments on the Steward Performance Evaluation Report.
- The Evaluator may rate the applicant’s performance as a 2 or 4 if the performance does not completely fit 1, 3 or 5.
- The Evaluator will provide the applicant with verbal feedback and a copy of the Steward Performance Evaluation Report.

### Categories

#### Category 1: Preparation and Organization

|   |                            |  |
|---|----------------------------|--|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>• Did not bring rule books (paper or digital)</li> <li>• Was not prepared for changing weather conditions - no rain gear/hat etc.</li> <li>• Showed up late for reasons within the applicant’s control (slept in, failed to coordinate with Evaluator as to location of competition etc.</li> <li>• Did not inform the Evaluator when leaving the site. Wandered away from Evaluator without notice.</li> </ul> |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>• Came prepared with rule books</li> <li>• Brought appropriate clothing</li> <li>• Arrived on time for assignment</li> </ul>  |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>• Had rulebooks prepared with highlighted tabs</li> </ul>   |



|  |  |  |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>• Also had electronic Notebook with rulebooks for quick look up of rules</li> <li>• Had backpack with change of clothing and footwear and bug/sunscreen</li> <li>• Arrived early to meet up with other officials and introduced self to everyone</li> </ul> |
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### Category 2: Rules: Knowledge & Application

|   |                            |  |
|---|----------------------------|--|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>• Demonstrates little knowledge of EC Rules</li> <li>• Suggests or supports purposeful non-compliance with EC rules</li> <li>• Takes little initiative to learn or gain further understanding of rules</li> </ul> |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>• Demonstrates a familiarity with most common rules</li> </ul>  |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>• Demonstrates ability to find and interpret rules</li> </ul>   |

### Category 3: Communication and Interpersonal Skills

|   |                            |   |
|---|----------------------------|---|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>• Continually interrupts speaker</li> <li>• Presents closed body language (i.e.: arms crossed, etc.)</li> <li>• Impatient</li> <li>• Judgemental and or biased</li> <li>• Is tense when dealing with the people</li> <li>• Written forms or notes are illegible or are incorrectly completed</li> </ul>  |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>• Permits speaker to complete their thoughts without interruption</li> <li>• Asks open-ended questions to promote dialogue</li> <li>• Utilizes active listen skills</li> <li>• Presents inviting, open body language</li> <li>• Non-sceptical and impartial tone</li> <li>• Establishes trust and rapport</li> <li>• Written forms or notes are legible</li> </ul> |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>• Sincere</li> <li>• Able to handle denials and objections</li> <li>• Consistently demonstrates knowledge, skill and application</li> <li>• Actively seeks out professional development</li> </ul>   |

### Category 4: Electronic Communications / Use of Radio and Technology

|   |                            |  |
|---|----------------------------|--|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>• Is inattentive and misses radio transmissions</li> <li>• Fails to know how to search electronically for rules or use media apps such as WhatsApp</li> </ul> |
|---|----------------------------|--|



|   |                      |   |
|---|----------------------|---|
|   |                      | <ul style="list-style-type: none"> <li>Requires their Mentors assistance to operate the radio, and perform computer tasks</li> <li>Fails to ask for assistance</li> </ul>   |
| 3 | Meets Expectations   | <ul style="list-style-type: none"> <li>Effectively is attentive and promptly responds to radio transmissions accurately and concisely</li> <li>Is able to utilize media apps, search rules and use other computer systems retrieve pertinent information in their daily activities</li> </ul> |
| 5 | Exceeds Expectations | <ul style="list-style-type: none"> <li>Consistently demonstrates knowledge, skill and application competency</li> <li>Actively seeks out professional development such as use of WhatsApp group etc.</li> </ul>   |

### Category 5: Observation Skills

|   |                            |   |
|---|----------------------------|---|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>Does not see suspicious/abusive activity in warm up ring or barns</li> <li>Tends to rationalize suspicious activity</li> </ul>   |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>Recognizes and identifies suspicious or abusive situations in warm up ring or barns</li> <li>Takes notes at daily briefings</li> <li>Familiar with site map</li> </ul> |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>Makes quality follow-ups with Evaluator</li> <li>Has a good knowledge and understanding of Welfare of the Horse</li> </ul>   |

### Category 6: Self-Initiated Activity

|   |                            |   |
|---|----------------------------|---|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>Fails to take initiative</li> <li>Hesitant to initiate conversation with members of the team, show management or competitors</li> <li>Constantly argues with team or others; fails to adhere to chain of command; insubordinate; lacks interpersonal skills to relate to team members; belittles or blames others</li> </ul> |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>Pro-active in approach to the job, studies recent information available within the Industry or EC</li> <li>Is attentive to instruction, open to feedback and has a positive demeanor</li> <li>Understands and adheres to chain of command; demonstrates respect; gets along well with team members</li> </ul>                |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>Demonstrates a willingness to go beyond expectations in daily activities</li> <li>Takes initiative in building positive relationships with team and stakeholders</li> <li>Shares knowledge</li> </ul>  |



### Category 7: Problem Solving & Decision Making

|   |                            |  |
|---|----------------------------|--|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>• Fails to accurately identify the nature of a problem/ issue</li> <li>• Fails to identify and select the most viable of available options to justify their selections</li> <li>• Fails to ask for assistance</li> <li>• Fails to share information with team</li> </ul>                            |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>• Accurately identifying the exact nature of the problem/ issue,</li> <li>• Identifying and selecting the most viable of the available options and justifying why,</li> <li>• Following through on a plan of action to resolve the situation</li> <li>• Shares information with the team</li> </ul> |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>• Consistently demonstrates knowledge, skill and application competency without their Evaluator's prompting and assistance</li> </ul>   |

### Category 8: Ethics - Confidentiality & Discretion

|   |                            |   |
|---|----------------------------|---|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>• Speaks out loudly in public when discussing issues</li> <li>• Fails to keep incidents confidential; discusses with other officials or competitors</li> <li>• Violates or is unaware of conflict-of-interest rules</li> </ul> |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>• Finds a quiet and private location if an issue needs to be discussed</li> <li>• Is aware of and compliant with conflict-of-interest rule</li> </ul>  |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>• Always demonstrates exceptional discretion</li> </ul>  |

### Category 9: Attitude: Acceptance of Feedback

|   |                            |   |
|---|----------------------------|---|
| 1 | Does not meet expectations | <ul style="list-style-type: none"> <li>• Refuses to make corrections or changes</li> <li>• Makes excuses for poor performance</li> <li>• Fails to take ownership, accountability, and responsibility and does not understand the consequences of his/ her actions</li> <li>• Rationalizes errors and mistakes, is defensive</li> <li>• Reluctant to ask questions</li> </ul>                                  |
| 3 | Meets Expectations         | <ul style="list-style-type: none"> <li>• Accepts feedback in a positive manner and applies suggestions willingly</li> <li>• Accepts responsibility for mistakes and does not make excuses</li> <li>• Demonstrates ownership, accountability, responsibility and understanding of the consequences of actions</li> <li>• Does not need to be repeatedly told about any behaviour needing correction</li> </ul> |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"> <li>• Solicits feedback from many avenues in order to improve personal performance</li> </ul>  |



### Category 10: Appearance

|   |                            |   |
|---|----------------------------|---|
| 1 | Does not meet expectations | <ul style="list-style-type: none"><li>• Unsafe footwear</li><li>• Dirty or unkempt clothing</li><li>• Does not wear identification if provided</li><li>• Inappropriate or unprofessional clothing ex. Tank top</li><li>• Offensive body odour</li></ul> |
| 3 | Meets Expectations         | <ul style="list-style-type: none"><li>• Neat, clean appearance</li><li>• Appropriate shoes and clothing</li><li>• Wears identification if provided</li><li>• Overall well-groomed</li></ul>   |
| 5 | Exceeds Expectations       | <ul style="list-style-type: none"><li>• Professionally dressed</li></ul>  |