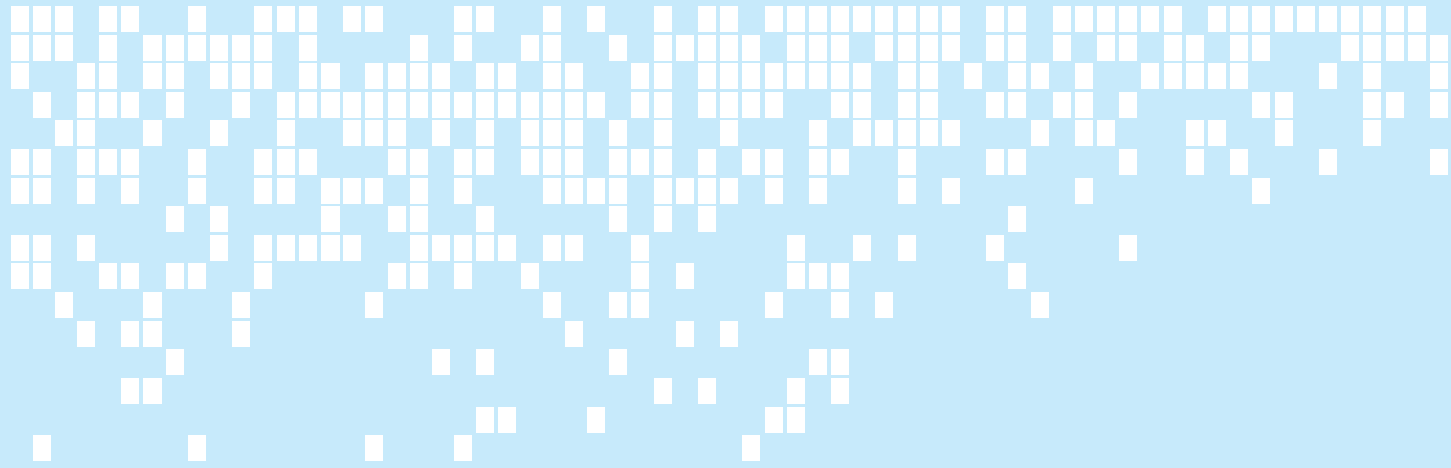


MANITOBA ARTS COUNCIL

# Peer Assessment Handbook



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## Overview

The Manitoba Arts Council (MAC) is an arm's-length agency of the provincial government, established in 1965 by the *Arts Council Act* "to promote the study, enjoyment, production and performance of work in the arts."

MAC awards grants to professional artists and organizations in all art forms and disciplines. Through these grants, MAC endeavours to balance the requirements of existing arts infrastructures with support for new artistic development. The Manitoba Arts Council is dedicated to preserving, supporting, and advocating for the arts as essential to the quality of life of all the people of Manitoba.

The governance structures and policies of the Manitoba Arts Council have been developed to ensure that funds are awarded in an objective, transparent, and equitable fashion. All grants are awarded on the basis of applications to programs with published guidelines, and granting decisions are made through a process of peer assessment, with artistic merit as the primary criterion.

This document outlines the goals and processes of peer assessment. It also includes information about MAC's policies on conflict of interest and confidentiality, two key components of a fair and transparent assessment process. These policies were developed to preserve public confidence in the integrity of the peer assessment process and the impartiality of the Manitoba Arts Council.

## Vision Statement

The Manitoba Arts Council envisions a province with a creative spirit brought about by the arts at the heart of community life where:

- Manitobans value a range of artistic and cultural expression;
- The arts are energetically promoted as an essential component of educational excellence; and
- The arts landscape is characterized by province-wide participation that spans our diverse people and communities.

## Goals

- Manitoba artists and artistic practice in Manitoba maintain a standard of excellence.
- The value of the arts is recognized as being at the heart of community life.
- Lifelong arts learning is valued as being fundamental to the well-being of all Manitobans.
- A wide range of arts participation reflects the regional and cultural diversities, including the Aboriginal and Franco-Manitoban identities, of the province.
- All Manitobans have the opportunity to engage in, and experience, arts and cultural activities.
- The public has confidence in the Manitoba Arts Council's responsible, accountable, effective, and transparent leadership and management of public funds.

# Governance & Administrative Structure

## Board

The Manitoba Arts Council is governed by a 15-member board appointed for a term by the Lieutenant Governor in Council. This board (“the Council”) develops policy for the benefit of the arts and of the public of Manitoba, using input from the community and key stakeholders. The Council has the authority and responsibility to approve the expenditure of funds that supports the mandate and reflects the public trust, and is responsible for hiring an Executive Director to carry out policies and oversee operations.

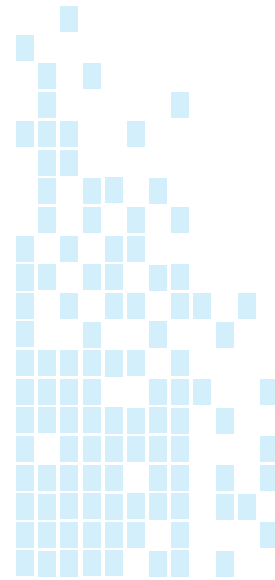
## Arts Advisory Panel

Frequent input from the Manitoba arts community is essential to the Council’s relevance and effectiveness in meeting the needs of individual artists and organizations. In 2002, the Council established a multi-disciplinary Arts Advisory Panel, elected by the arts community, to encourage communication and foster partnerships. The panel meets twice a year to provide a forum for open discussion and the exchange of ideas, alerting the Council to major issues, concerns, and opportunities in the arts, and providing feedback on new MAC initiatives.

The Manitoba Arts Council also holds community consultations and discipline-specific advisory panels, and commissions independent studies on specific topics as the need arises.

## Program Staff

An Associate Director of Granting Programs and a team of program consultants with expertise in various artistic disciplines are responsible for the creation, assessment, development, and delivery of all MAC programs. Program consultants also provide information about Manitoba Arts Council programs, make decisions related to applicant eligibility in accordance with published guidelines, consult with applicants, recommend assessors,<sup>1</sup> facilitate the jury process, and, as outlined below, play a role in the assessment of small grants. Program assistants play a crucial role in the delivery of programs including: coordinating the collection of grant applications and distributing materials to assessors; assisting in the planning and operation of jury and panel meetings; maintaining client database content; maintaining electronic and paper files; and processing correspondence.



<sup>1</sup> Throughout this document, the term “assessor” is used to refer to members of juries, members of assessment panels, and independent/outside assessors.

## The Importance of Peer Assessment

Peer assessment is the cornerstone of the granting process. Every year, the Manitoba Arts Council receives over 900 applications and awards over 500 grants. As a steward of public funds, MAC endeavours to make the wisest possible use of its resources. It seeks to award the best projects: the most promising and original artists; the most capable and meritorious arts organizations. Judgments regarding artistic merit are complex and dependent upon the assessors’ aesthetic and cultural perspective and artistic experience. To ensure that such decisions are made fairly and are grounded in the artistic community it serves, the Manitoba Arts Council uses peer assessment.

Peer assessors are qualified artists or arts professionals with experience and knowledge relevant to the applications under consideration. They are individuals capable of making an informed assessment of the comparative merits of grant applications and advising on priorities for funds. Entrusting peers with granting decisions allows the Manitoba Arts Council to involve the arts community directly in its operations, while making decisions at arm’s length from the government and from the competing interests of the applicants.

# An Overview of the Granting Process

The Manitoba Arts Council uses peer assessment in the following ways:

**Juries** – Juries are used to assess grants and make awards to individual artists and project grants to organizations. A cross-section of professional artists convenes as a group to form a jury, review the applications, and make awards. The decisions of juries are final.

**Assessment Panels** – Assessment panels are used to assess and make recommendations on applications from individual artists and organizations. A cross-section of professional artists and, occasionally, other professionals, convenes as a group to form a panel. These panels review the applications and rank them according to the criteria established in the program guidelines, but do not determine the amount of the award. The ranking assigned by the assessment panel is accepted as final by the program consultant, the Executive Director, and the Council. The program consultant recommends grant amounts based on these rankings and the program budget. The Council reviews the recommendations and ratifies final grant amounts.

Built on MAC's Assessment Panel model, the *Manitoba Arts Partnership (MANAP)* program recognizes the contribution that certain anchor arts organizations make to Manitoba's arts and cultural sectors. MANAP applications are reviewed by a panel of arts and business professionals and subsequently discussed with the applying organizations. Recommendations from the panel are reviewed by the MANAP Funding Committee, which is composed of a core of the Council members and members of the community. The Funding Committee's final recommendations are reviewed and ratified by Council.

All grants, whether assessed by a jury or a panel, are reviewed and ratified by the Council.

**Independent/Outside Assessors** are used occasionally to provide a written assessment of an application when it is believed that jury or panel members lack specific expertise in language or artistic practice. MAC also engages **Production Assessors** who are asked to attend and report on local performing arts activities. These assessments are brought to the jury or panel and help to supplement the analysis of the convened assessors.

**Internal Assessment** is used in an effort to respond to time-sensitive requests. A small percentage of MAC's programs are assessed internally by program consultants in consultation with the Associate Director of Granting Programs and the Executive Director. These programs have restrictions on grant amounts.

## Choosing Assessors

The Manitoba Arts Council's peer assessment processes were developed so that artists will have confidence that their applications are assessed fairly.

To ensure diversity of opinion and artistic expression, the Manitoba Arts Council maintains an extensive database of potential jurors from Manitoba and from across Canada and, occasionally, international sources. All professional Manitoba artists are invited to submit a résumé to the Manitoba Arts Council for inclusion in this database. The database is augmented through consultation with provincial art service organizations, funding bodies in other provinces, current and former assessors, and other professional artists.

After careful review of the applications for a particular deadline, the program consultant selects a preliminary list of potential assessors. This list is made up of individuals with expertise in the various categories of artistic expression to be assessed at that program deadline, taking into consideration possible conflict of interest. Potential assessors must be capable of providing a fair and just evaluation of artistic styles and practices and able to work effectively in a group. Juries and panels may be composed of individuals from one artistic discipline or from various disciplines, depending on the nature of the program and the applicants.

The list of potential assessors is then reviewed by the Associate Director of Granting Programs, who makes suggestions to augment or revise as necessary. After the preliminary list is approved, the program assistant (and/or program consultant) contacts assessors and builds a jury or panel from the list. The Executive Director approves the final list of assessors for each jury or panel. The exact composition of the jury or panel will depend on the availability of assessors. The Manitoba Arts Council pays travel expenses for out-of-town assessors, so cost considerations also have an impact on both the size of juries and panels, and on the numbers of out-of-town assessors employed during any year.

Program consultants endeavour to ensure that each jury or panel fairly and adequately represents the applicants with respect to:

- geographical location and cultural background
- artistic background and philosophy
- institutional affiliation (e.g., for visual arts panels, this may mean representatives from a public gallery, artist-run centre, production centre, university, etc.)
- official languages

Assessors may not serve more than once in two years in a particular program, with one exception: panels convened to assess operating grants for organizations may retain one member from the previous year for purposes of continuity.

# The Assessment Process

All assessors receive binders with copies of the applications to review prior to the convening of the jury or panel. Published support material is also sent out in advance, and visual or audio support material is reviewed at the panel or jury meeting time.

Over the course of a jury or panel, assessors generally discuss each application at least twice, first to share their individual perspectives on the merits of the application and, on the second discussion, to reach a decision regarding funding. Where they cannot reach consensus, the assessors will be asked by the program consultant to rank the applicants. Awards will then be determined on the basis of these rankings.<sup>2</sup>

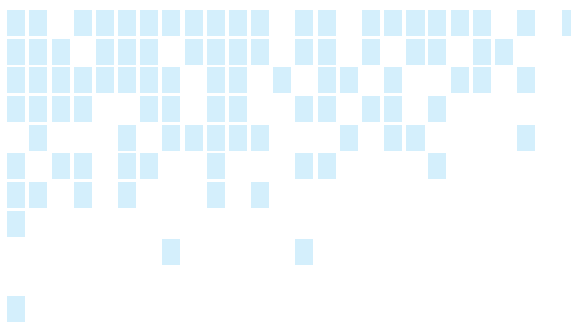
Where an application is submitted in French, MAC will endeavour to engage a bilingual assessor who is familiar with the discipline. Applications in French will also be translated into English for use in the jury or panel process, in addition to being provided in the original language. Where a suitable assessor is not available, a written assessment in French will be completed by an outside bilingual assessor and translated into English, and both the French and English assessments will be made available to the jury or panel. Where the number of French applications

warrants (two or more), MAC will endeavour to ensure that two or more bilingual assessors sit on the jury or panel considering these applications. Wherever possible, MAC will select bilingual assessors, considering the actual discipline-specific experience and knowledge required, as well as the francophone community understanding and sensitivity necessary for the process. Should French applications in a particular program comprise over 50% of the applications, MAC will endeavour to conduct the jury or panel in French.

The assessment process is facilitated by the program consultant, who is responsible for ensuring that each application receives due consideration. Assessors complete a questionnaire at the end of the jury or panel. This helps MAC evaluate the granting process and its staff.

The Council accepts the decisions of a jury as final and ratifies the recommended awards. Applicants are normally advised of the results within 10 weeks of the program deadline.

<sup>2</sup> The process is slightly different for the Manitoba Arts Partnership (MANAP). Please see published guidelines for details.



# Terms of Reference for Assessors

All assessors sign agreements regarding conflict of interest and confidentiality. These policies are outlined below.

The applicant's eligibility is determined by the program consultant prior to the assessors' meeting. In all their deliberations, assessors are asked to confine their discussion to the merits of

the application. They do not consider financial need or grant history in their assessment discussions.

The main criterion for determining awards is the artistic merit of the application. Works of artistic excellence are often characterized by such qualities as vitality, originality, relevance, creativity, innovation, experimentation,

and technical and professional expertise, but the Manitoba Arts Council recognizes that notions of artistic merit evolve and that decisions based on aesthetic values will vary from one peer to the next.

In some circumstances, feedback from juries and panels may be provided to applicants.

## Conflict of Interest

For the purpose of peer assessment, the Manitoba Arts Council defines "conflict of interest" as a situation where an assessor could benefit from an assessment decision, whether that decision is to award or decline an applicant. This benefit may be personal, professional, or financial. Any perceived benefit to a member of the assessor's family is also considered conflict of interest.

Assessors are advised of the conflict-of-interest stipulations and receive the *Juror and Assessor Agreement Form* in advance of the jury or panel meeting. This form outlines confidentiality and conflict-of-interest policies. Assessors are advised to contact the program consultant about potential conflicts of interest.

Program consultants assess the nature and extent of the interests declared by the assessor. If conflict exists, the program consultant may rescind membership on the jury or panel. Questionable involvement of a jury or assessment panel member shall be resolved in favour of MAC's credibility in the community.

Where the program consultant has determined that a potential conflict can be managed without rescinding appointment on the jury and that the candidate's involvement is crucial, the assessor will:

- declare the conflict of interest at the meeting,
- withdraw from the meeting during discussion of the application in question,
- not attempt to influence the decision of the jury or panel regarding the application.

Because of their roles in shaping policy and in ratifying and awarding grants or in administering the granting process, the Council and staff at MAC are also bound by conflict-of-interest policies. Prior to appointment to the Manitoba Arts Council, any individual under consideration for either the Council or staff must make written disclosure of conflicts of interest. These written statements are updated annually. Conflict-of-interest policies for the Council and staff at MAC are available on request.



## Confidentiality

The Manitoba Arts Council's confidentiality policy is designed to protect the applicants to its programs, the assessors, and the integrity of the peer assessment process. Specifically, this policy protects the private information of the applicants, protects the assessors from reprisals, and protects the granting system from unwarranted allegations of favouritism and the abuse of private information.

Assessors are asked to sign a confidentiality agreement that precludes them from revealing that they have been selected as assessors for a forthcoming panel or jury. They cannot contact applicants prior to, or after, the jury or panel meeting and cannot disclose any information about the panel or jury deliberations and decisions. Applicants are asked to respect this commitment to confidentiality. If an assessor is contacted by an applicant about a decision, he/she will refer the applicant to the Manitoba Arts Council office and notify the appropriate program consultant immediately.

The Chair and Executive Director will take appropriate action in the case of assessors who breach this agreement.

All members of the Council and staff of MAC sign a *Pledge of Confidentiality* at the time of appointment or hiring, precluding them from disclosing the private affairs of MAC or its clients. This restriction is in effect during the term of appointment and at all times thereafter. Any breach of confidence is considered a serious matter. Staff will be disciplined and could be dismissed. In the case of Council members, the Chair will report the breach of confidence to the Minister and request that the Minister consider the termination or withdrawal of the appointment.

### Information Authorized for Release

Names of applicants and amounts of awards, along with the names of assessors, are made public on the Manitoba Arts Council's website and in the annual report. The names of declined applicants are not released. Assessors, staff, and Council members cannot release any other information.

As a government agency, the Manitoba Arts Council is subject to the *Freedom of Information Act*. Through the Act, anyone can request documents, correspondence, applications, reports, and assessments, particularly as they relate to his/her own files. However, exemptions under the Act, particularly with regard to third-party information, prevail unless the third party specifically agrees to the information's release.

## Roles & Responsibilities

### Responsibilities of the Assessors

The jury or panel is responsible for selecting those applications of highest artistic merit in the current competition for awards. This process includes the following requirements:

- Assessors will have the ability to evaluate the work of others, articulate opinions, and debate respectfully in a group decision-making environment.
- Assessors will read and consider in advance all material received (photocopies of applications and written support materials) so they can arrive at the meeting prepared to fully consider each individual application. This includes reviewing and understanding the program guidelines.
- Assessors are expected to be open, articulate, and committed to making consensual decisions while considering each application individually. If consensus cannot be reached in particular cases, the majority opinion is communicated to the program consultant. A jury or panel has the right to appoint a chair from its members to direct the proceedings.
- Assessors are governed by Council's *Code of Ethics* and are expected to declare any conflict of interest and take appropriate action. They are also expected to express any concerns about the integrity of the proceedings in writing to the Executive Director of MAC.

### Role of the Program Consultant

During the peer assessment process, the program consultant serves as a resource person for the jury or panel and is responsible for the following activities:

- Circulating all information and support documents and materials to the assessors before the meeting. If the assessors request additional material or information, the program consultant will provide it, if it is available and/or appropriate.
- Providing the assessors with whatever guidance they need for the proper completion of the assessment process, and for ensuring that the purpose and process of the program are clearly understood by all members of the jury or panel.
- Facilitating the assessment process. Program consultants assist in discussions and direction, but abstain from expressing any personal opinions that might influence the assessors' decisions. If there is some reason the program consultant cannot maintain neutrality with respect to an application, the program consultant leaves the room during discussion. In this situation, a chair shall be appointed from among the assessors.
- Advising the jury of budgetary considerations after the ranking of applications so that award decisions are based on available funds. For panels, the program consultant is charged with facilitating the ranking of applications.
- Recording the decisions of the jury and the recommendations of the panel. Assessors sign off on jury decisions and recommendations following the meeting. In the case of a panel, allocations are made based on the panel's recommendations and available funds. Results are then communicated to all applicants and MAC.

### Declined Applications

Though artistic merit is the primary criterion of assessment, a jury or panel may decline an application for many reasons. It is important to

understand that the competition is of a very high standard and that not all applications recommended for funding will be awarded any or all of their request. The applications are ranked by the jury or panel and funded within the budget allocation for that particular deadline.

### The Appeal Process

Unsuccessful applicants can resubmit a proposal to subsequent juries or panels for reconsideration. However, if an applicant formally appeals in writing, and it is found that an application was not reviewed according to the peer assessment guidelines, the Council will ask the next jury or panel to review the application, in conformity with MAC's published procedures.

### Restrictions on Grants

There are a number of general considerations:

- Only one proposal may be submitted for consideration at each deadline.
- Once an artist has received a grant at a particular level of artistic development, he/she cannot apply at a more junior level.
- There is no restriction on the number of applications an individual can submit in a lifetime.
- Artists may not hold more than one grant at a time under their own name, with the exception of an Artists in the Schools, ArtsSmarts, Deep Bay Artists' Residency at Riding Mountain National Park of Canada, Manitoba/New Brunswick Creative Residency, Public Readings for Manitoba Writers, Special Opportunities, Touring, and Travel/Professional Development Grant.
- Artists are eligible for consecutive grants up to the equivalent of \$25,000 in one fiscal year from all programs.
- Other restrictions do apply to specific disciplines and granting programs at MAC. Please see appropriate guidelines for more information, or contact a program consultant.