

4040: EMPLOYEE PERFORMANCE ASSESSMENT (Non-Teaching Staff) (AP)

Approved: 89 12 19

POLICY

The Board of Education believes that effective employee performance assessment practices foster better management of the District's human resources.

The Board instructs its senior supervisory staff to institute a system of regular employee performance assessment which will recognize superior performance, isolate areas of weakness, and provide assistance in those areas requiring improvement.

ADMINISTRATIVE PROCEDURES

1.0 ASSESSMENT PRINCIPLES

- 1.1 Employee performance assessment must be a continuous positive process which:
 - 1.1.1 recognizes past performance,
 - 1.1.2 encourages continuous self-improvement and development,
 - 1.1.3 provides frank and constructive feedback to the employee, and
 - 1.1.4 fosters outstanding achievement.
- 1.2 Performance assessment facilitates employee-supervisor communication on a continuous basis and a periodic written statement of performance.
- 1.3 Effective performance assessment is established when:
 - 1.3.1 the supervisor maintains the focus on the behaviour not the person
 - 1.3.2 the supervisor maintains the self-esteem of the employee, and
 - 1.3.3 the parties maintain a constructive supervisor-employee relationship.
- 1.4 Prior to the performance assessment, the employee must know:
 - 1.4.1 a general nature of the job and the supervisor's expectations,
 - 1.4.2 the general day-to-day performance rating of the supervisor, and
 - 1.4.3 the availability of "coaching" where assistance is appropriate.

[Type here]

2.0 FREQUENCY OF ASSESSMENTS

- 2.1 As a key ingredient to positive supervisor-employee relations, verbal performance assessment should be conducted as often as is appropriate. Regular employee-supervisor feedback is encouraged.
- 2.2 Formal written employee assessments using the appropriate format, shall be completed:
 - 2.2.1 prior to the end of the probationary or trial employment period,
 - 2.2.2 annually for the first 3 years of permanent employment, and
 - 2.2.3 as appropriate, or on request by the employee or supervisor.

3.0 RESPONSIBILITIES FOR ASSESSMENTS

- 3.1 The Chairman of the Board of Education will ensure an assessment is completed for the Superintendent of Schools.
- 3.2 The Superintendent of Schools will ensure assessments are completed for:
 - 3.2.1 Secretary-Treasurer,
 - 3.2.2 School Principals and Vice-Principals,
 - 3.2.3 Educational Supervisory Staff,
 - 3.2.4 District Educational Support Staff, and
 - 3.2.5 District Resource Centre Staff
- 3.3 The Secretary-Treasurer will ensure assessments are completed for:
 - 3.3.1 Facilities Manager,
 - 3.3.2 Controller, and
 - 3.3.3 District Administration Support Staff
- 3.4 School Principals will ensure assessments are completed for:
 - 3.4.1 Education Assistants, and
 - 3.4.2 School Administration Support Staff.
- 3.5 The Operations Manager will ensure assessments are completed for employees in the Operations Department.

[Type here]

4.0 PERFORMANCE APPRAISAL FORMAT/FORM

4.1 Management

Management performance appraisals may be completed in a format appropriate to the evaluator and the employee.

4.2 Administrative Officers

Administrative Officer appraisals may be completed in a format appropriate to their evaluation criteria as described in the Administrative Officer Management Contract and Board Policy.

4.3 Support Staff

Support Staff, including members of Canadian Union of Public Employees, Local 727, shall be evaluated using the form attached as Appendix 1.

[Type here]

4040: APPENDIX I: PERFORMANCE REVIEW (AP)

BOARD OFFICE TO COMPLETE:		Employee Name	
Period under Review	From To	Probation (first employed) <input type="checkbox"/>	Trial (new job) <input type="checkbox"/>
Job Classification		Date of Employment	
Position Title		Date of this Review	
Department Name		Start date this position	
Name of Supervisor		Return to Board Office by	

1. PERFORMANCE REVIEW - SPECIFIC

REVIEW OF GOALS ESTABLISHED AT PREVIOUS PERFORMANCE PLAN AND REVIEW SESSION		
GOALS	MET	NOT MET
COMMENTS		

[Type here]

PERFORMANCE REVIEW - cont'd

PERFORMANCE RATINGS - In relation to skills and knowledge required in position held	
Consider the employee performance during the past review period. Read each of the performance rating statements on the right. Write the number for each key performance area which you feel indicates the employee's demonstrated performance.	<ol style="list-style-type: none">1. Poor - frequently below standards2. Fair - usually meets, other times is below standards3. Satisfactory - consistently meets standards4. Good - consistently meeting and at times exceeds5. Excellent - consistently exceeds standards
JOB KNOWLEDGE - Technical skills to do the job Comments/Examples	Rating
QUALITY OF WORK - Degree to which work is accurate and thorough Comments/Examples	Rating
QUANTITY OF WORK - Actual amount of work produced, ability to meet schedules Comments/Examples	Rating
COMMUNICATION SKILLS - (Verbal/written/listening skill in conveying and receiving information clearly and concisely Comments/Examples	Rating

[Type here]

INTERPERSONAL SKILLS - Ability to establish and maintain effective working relationships, effect on others (internal and external contracts)

Comments/Examples

Rating

PLANNING AND ORGANIZATION - Ability to establish priorities and organize time and work to achieve targets.

Comments/Examples

Rating

JUDGEMENT - Ability to identify and deal with relevant problems to analyze all factors involved in decision and to reach a sound conclusion

Comments/Examples

Rating

ATTENDANCE AND PUNCTUALITY

Comments/Examples

Rating

DELEGATION/DEVELOPMENT OF STAFF - Ability to recognize, create and use new opportunities to utilize and develop work of employees who report to you (if applicable)

Comments/Examples

Rating

[Type here]

OTHER - INITIATIVE, INNOVATION	Rating
Comments/Examples	

II. PERFORMANCE REVIEW - SUMMARY

OVERALL PERFORMANCE RATING	Rating
Comments/Examples	

III. PERFORMANCE PLAN

GOAL SETTING (3-5 GOALS FOR NEXT PERFORMANCE PLAN AND REVIEW PERIOD (MEASUREMENT OF GOAL (E.G. QUALITY/QUANTITY OF WORK))
WORK GOALS

IV. COMMENTS

EMPLOYEE:
1. On-the-job training
2. Career interest
3. Other

[Type here]

SUPERVISOR: 1. How do you propose to help the employee correct any weaknesses? If training is the solution for any weaknesses, specify what type of training is required (i.e. special courses, on-the-job training, etc.) 2. Other
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V. RECOMMENDATION

SUPERVISOR ____ Successful Completion of probationary/trial period ____ Probationary period to be extended to _____	____ Other (Explain) _____ _____
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VI. ACKNOWLEDGEMENTS

SUPERVISOR > _____	YY	MM	DD
This acknowledges that I have been given the opportunity to read and discuss this report and attach any comments should I wish to.			
EMPLOYEE > _____			
REVIEWER COMMENTS _____ _____			
	_____ Signature		