



## Brant Haldimand Norfolk Catholic District School Board

### POLICY: PERFORMANCE APPRAISAL FOR NON-TEACHING STAFF

Adopted:	10/02/04	Policy No:	300.06
		Former Policy #:	
Revised:	22/06/10	Policy Category:	Human Resources
Subsequent Review Dates:	TBD	Pages:	1

#### Belief Statement:

The Brant Haldimand Norfolk Catholic District School Board believes that performance appraisal of all employees is essential to the achievement of its commitment to provide quality educational experiences for all students in its care. The Board also believes that the performance appraisal process provides opportunities for staff development and encourages the professional growth of each staff member while acknowledging and affirming the efforts, involvement and achievements of all employees.

#### Policy Statement:

The Performance Appraisal process will endeavour to:

- Maintain and improve employee/job performance.
- Assist employees in knowing what is expected of them in terms of job performance.
- Provide corrective instruction, counseling, coaching in order to promote effective job performance.
- Improve communication between the employee and the principal/supervisor by giving an opportunity to provide feedback to individual employees on their job performance.
- Assist in placement decisions and in planning the career development and growth of individual employees.
- Assess employee training needs.

#### Glossary of Key Policy Terms:

**Formative Evaluation** - ongoing communication between the evaluator and employee.

**Summative Evaluation** - the written report evaluating the performance of the employee against established standards.

**Under Review** - an individual improvement plan based on areas identified as unsatisfactory during the summative evaluation.

**Probationary Employees** - new hires to the Board are under probation for a period of time identified in the respective collective agreement, or terms and conditions of employment.

**Permanent Employee** - the employee has successfully completed their probationary term.

#### Statutory / Regulatory /Board Policy Linkages:

Employment Standards Act  
Education Act  
Ontario Human Rights Code



## Brant Haldimand Norfolk Catholic District School Board

### ADMINISTRATIVE PROCEDURES: PERFORMANCE APPRAISAL FOR NON-TEACHING STAFF

<b>Adopted:</b> February 10, 2004	<b>Policy No:</b> 300.06
	<b>Former Policy #:</b>
<b>Revised:</b> June 22, 2010; December 13, 2013	<b>Policy Category:</b> Human Resources
<b>Subsequent Review Dates:</b> TBD	<b>Pages:</b> 3

#### Goals and Purpose of the Performance Appraisal Program

The primary goal of the Performance Appraisal program is to maintain and improve employee/job performance. It is designed to assist employees in knowing what is expected of them in terms of job performance and to provide corrective instruction, where warranted, in order to promote effective job performance. As well, it improves communication between the employee and the principal/supervisor by giving an opportunity to provide feedback to individual employees on their job performance. Performance appraisal evaluations can be used to assist in placement decisions and in planning the career development and growth of individual employees. It is also a useful tool in assessing employee training needs.

#### Formative Evaluation

In order to develop strengths, recognize and expand upon effective performance, each evaluator is expected to conduct observations and discuss these with employees on an ongoing basis. If there is an area where major improvement is necessary, the evaluator should make specific recommendations in writing. Although written reports are not specifically required for formative evaluation, it should be understood that good communication between the evaluator and the employee is a necessary part of the process. Employees are encouraged to also bring forward suggestions for their development and/or concerns.

#### Summative Evaluation

At the times specified in this program each principal/supervisor will evaluate the performance of the employee against the established standards of performance for the job. A written summative report of this evaluation will be provided to the employee using the Non-Teaching Staff or Management Staff Performance Appraisal form (attached). The rating of an employee's performance is based upon the ongoing formative evaluation(s) described above. Standards of performance must be made known to the employee before the evaluation process is conducted.

The evaluator shall discuss observations with the employee and shall provide written, dated copies of the report. The employee will be requested to sign the report to acknowledge receipt.

#### Evaluation Responsibility

1. The person who is responsible for supervising the employee will generally conduct the performance appraisal.
2. In special circumstances the supervisory officer responsible for the department/school may, at his/her discretion, assign another supervisor to conduct the evaluation (e.g. prolonged absence of the evaluator).

3. At the discretion of the school principal, the vice-principal may be assigned the duty of the performance appraisal for some or all of the support staff assigned to his/her school.
4. A supervisor/principal will not conduct a performance evaluation on an employee who is a family member.

## **Frequency**

Summative evaluations will be placed on file by evaluators as set out below:

### Probationary Employees

- Minimum of one performance appraisal summative report before the end of the probationary period.

### Permanent Employees

- Minimum of one performance appraisal summative report every three school years, recognizing that formative evaluation is on-going; or
- at any time deemed necessary by the supervisor; or
- when a major change has occurred in the employee's job description.

### Employees in Temporary Positions

- For a permanent or casual employee in a temporary position outside of their own job classification for a period of six months, a performance appraisal summative report will be prepared once prior to the conclusion of the assignment.

## **Process for Conducting Summative Evaluations**

1. Principals/Supervisors will evaluate employee performance based upon the requirements of the position as stated in the employee's job description.
2. Human Resources will provide each principal/supervisor with the names of employees due for performance appraisal summative evaluation reports at the beginning of the school year.
3. Supervisors will meet with employees to advise that this is a period in which they will receive a performance appraisal summative evaluation report. The principal/supervisor will ensure that the employee has a copy of their job description and the Board's Performance Appraisal program for non-teaching staff. As well, the principal/supervisor will review the job description and job expectations with the employee at the pre-evaluation meeting.

Employees will inform their principal/supervisor at the pre-evaluation meeting if they require accommodation for reasons of disability during the Performance Appraisal process. Once aware, the principal/supervisor will take into account an employee's accommodation needs during the process.

4. If required, the supervisor/principal will schedule observation dates at least two weeks in advance of the observation visit or at a mutually-agreed upon date.
5. The Supervisor/Principal will schedule and conduct a meeting with the employee to review and discuss the summative performance evaluation report. This meeting shall be conducted in a private room with a minimum notice period of two days.

6. At the conclusion of the performance appraisal discussion, the principal/supervisor and employee will discuss and identify goals that can be achieved by the employee within a reasonable period of time. The employee will be given the opportunity to complete the *employee comments* section and sign the form indicating acknowledgment that the discussion occurred and that he/she has read and received a copy of the evaluation report.

### **Documentation**

Summative reports shall be completed on the *Non-Teaching Staff Performance Evaluation Form* (Appendix A) and shall be filed by May 15 as follows:

- Personnel File – original
- Employee – copy
- Principal/Supervisor – copy

Summative reports for employees in temporary positions, as specified in Article 6, shall be filed as outlined above within four weeks of the conclusion of the temporary assignment.

### **Under Review Status**

In the event that an employee's overall job performance is unsatisfactory, the employee will be placed under review.



## Brant Haldimand Norfolk Catholic District School Board

### ADMINISTRATIVE PROCEDURES: PERFORMANCE APPRAISAL FOR MANAGERS & SUPERVISORS

<b>Adopted:</b>	February 10, 2004	<b>Policy No:</b>	300.06
<b>Revised:</b>	June 22, 2010; December 13, 2013	<b>Policy Category:</b>	Human Resources
<b>Subsequent Review Dates:</b>	TBD	<b>Pages:</b>	3

#### **Goals and Purpose of the Performance Appraisal Program**

The primary goal of the Performance Appraisal program is to maintain and improve employee/job performance. It is designed to assist the employee in knowing what is expected of them in terms of job performance and to provide corrective instruction in order to promote effective job performance. As well, it improves communication between the employee and the principal/supervisor by giving an opportunity to provide feedback to individual employees on their job performance. Performance appraisal evaluations can be used to assist in placement decisions and in planning the career development and growth of individual employees. It is also a useful tool in assessing staff training needs.

#### **Formative Evaluation**

In order to develop strengths and to recognize and to expand effective performance, each evaluator is expected to conduct observations and discuss these with the employee on an ongoing basis. If there is an area where major improvement is necessary, the evaluator should make specific recommendations in writing. Although written reports are not specifically required for formative evaluation, it should be understood that good communication between the evaluator and the employee is a necessary part of the process. Employees are encouraged to also bring forward suggestions for their development and/or concerns.

#### **Summative Evaluation**

At the periods of time specified in this program each principal/supervisor will evaluate the performance of the employee against the established standards of performance for the job and will provide a written summative report of this evaluation. Summative reports will be arrived at through the formative evaluation process. Performance standards must be made known to the employee before the evaluation process is conducted.

The evaluator shall discuss observations with the employee and shall provide written, dated copies of the report. The employee should sign the report to acknowledge receipt.

## **Evaluation Responsibility**

1. In general terms and under normal circumstances, the person whose responsibility it is to supervise the employee will conduct the performance appraisal.
2. When there are special circumstances the supervisory officer responsible for the department/school may, at his/her discretion, assign another supervisor to conduct the evaluation (e.g. prolonged absence of the evaluator).
3. At the discretion of the principal, the vice-principal may be assigned the duty of the performance appraisal for all or some of the support staff assigned to his/her school.
4. A supervisor/principal will not conduct a performance evaluation on an employee who is a family member.

## **Frequency**

Summative evaluations will be placed on file by evaluators as set out below:

### **Probationary Employees**

- Minimum of one performance review summative report before the end of the probationary period.

### **Permanent Employees**

- Minimum of one performance review summative report every three school years, recognizing that formative evaluation is on-going; or
- at any time deemed necessary by the supervisor; or
- when a major change has occurred to the employee's job description.

## **Process for Conducting Summative Evaluations**

1. Managers/Supervisors will be evaluated based upon the requirements of the position as stated in the employee's job description.
2. Human Resources will provide each principal/supervisor with the names of employees due for performance review summative evaluation reports at the beginning of the school year.
3. Supervisors will meet with employees to advise that this is a period in which they will receive a summative performance evaluation report. The principal/supervisor will ensure that the employee has a copy of their job description and the board's *Performance Review program for Non-Teaching Staff*. As well, the principal/supervisor will review the job description and job expectations with the employee at the pre-evaluation meeting.

Employees will inform their principal/supervisor at the pre-evaluation meeting if they require accommodation for reasons of disability during the Performance Appraisal process. Once aware, the principal/supervisor will take into account an employee's accommodation needs during the process.

4. If required, the supervisor/principal will schedule observation dates at least two weeks prior, or at a mutually-agreed upon date.
5. The supervisor/principal will schedule and conduct a meeting with the employee to review and discuss the summative performance evaluation report. This meeting shall be conducted in a private room with a minimum notice period of two days.

6. At the conclusion of the performance appraisal discussion, the principal/supervisor and employee will discuss and agree upon goals that can be achieved by the employee within a reasonable period of time. The employee will be requested to complete the *Employee Comments* section and sign the form indicating acknowledgment that the discussion occurred and that he/she has read and received a copy of the evaluation report.

## **Documentation**

Summative reports shall be completed on *the Management Staff Performance Evaluation Form* (Appendix A) and shall be filed by May 15 as follows:

- Personnel File – original
- Employee – copy
- Principal/Supervisor – copy

# Brant Haldimand Norfolk Catholic District School Board Non-Teaching Staff Performance Appraisal Form

Employee Name: \_\_\_\_\_ Position: \_\_\_\_\_  
 Supervisor's Name: \_\_\_\_\_ Evaluation Period: \_\_\_\_\_

### RATING SCALE

- 1 Unsatisfactory – Performance does not meet expectations. Performance improvement plan required.
- 2 Needs Improvement – Performance sometimes meets expectations. Performance improvement plan required.
- 3 Good – Performance meets requirements and satisfies the expectations of the position.
- 4 Very Good – Performance consistently meets and often exceeds expectations.
- 5 Excellent – Performance consistently superior and exceeds expectations.

STANDARDS OF PERFORMANCE	Rating	COMMENTS
<b>Job Knowledge &amp; Skills</b>		
Demonstrates an understanding of job duties and responsibilities as stated in the job description.		
Understands the job's relationship with and impact on other functions within the organization.		
Possesses the knowledge required to perform the job effectively.		
Possesses the technical skills required to perform the job effectively.		
Demonstrates an understanding of policies, procedures, statutes and regulations, as necessary, to perform the job.		
Formulates solutions effectively within the scope of the job.		
<b>Quality/Quantity Of Work</b>		
Completes work with minimal errors.		
Produces the expected volume of work.		
Demonstrates effective application of both technical and non-technical skills as required in the job description.		
Uses technology/resources available to achieve quality, service and productivity		

STANDARDS OF PERFORMANCE	Rating	COMMENTS
<b>Interpersonal Skills</b>		
Demonstrates the ability to work effectively with people at all levels in the organization, including community partners. (e.g. shows respect, understanding, sensitivity, courtesy, tact and flexibility)		
Communicates effectively with people at all levels in the organization.		
Understands the role of listening in the communication process.		
Provides and receives feedback effectively at all levels of the organization.		
Maintains confidentiality at all levels of the organization.		
<b>Planning &amp; Organization</b>		
Demonstrates the ability to organize the workload efficiently and effectively.		
Demonstrates the ability to establish and meet deadlines.		
Demonstrates the ability to establish and meet short and long-term goals.		
Possesses the flexibility to modify plans in order to meet changing needs and/or priorities.		
<b>Decision Making</b>		
Recognizes when a decision is needed and demonstrates the ability to make a sound decision.		
Evaluates known facts, develops a thoughtful plan of action and follows through.		
Recognizes when a higher authority should be consulted in respect to decision making.		
<b>Initiative</b>		
Is a self-starter in seeking responsibilities, work and new learning experiences		
Demonstrates the ability to work with minimal supervision.		
Recognizes and acts on opportunities.		
<b>Innovation &amp; Change</b>		
Identifies, shares and is receptive to new ideas.		
Adapts to new situations.		
Helps others adapt to change.		

STANDARDS OF PERFORMANCE	Rating	COMMENTS
Suggests new procedures to increase efficiency of the position/department.		
Contributes new ideas and methods of dealing with problems.		
<b>Health &amp; Safety</b>		
Demonstrates appropriate knowledge of health and safety practices/procedures in the workplace.	Y / N	
Follows all safety rules, practices and procedures.	Y / N	
Uses and maintains equipment properly.	Y / N	
Supports safety by keeping the workplace clean and safe.	Y / N	
<b>Teamwork</b>		
Promotes and demonstrates trust, mutual respect and a co-operative work environment.		
Balances the needs of the organization and team with one's own needs and desires.		
Supports teamwork through open and honest communication.		
Encourages and recognizes the contributions of others.		
Offers assistance to others.		
Demonstrates the ability to resolve conflict within the team.		
Demonstrates reliability/dependability		
<b>Overall Performance</b>		

**EMPLOYEE DEVELOPMENT**

1. List recommendations for addressing performance issues.

---

---

---

2. Discuss and identify goals that can be achieved by the employee within a reasonable period of time.

---

---

---

**EMPLOYEE COMMENTS**

---

---

---

\_\_\_\_\_  
Supervisor's Signature

Date \_\_\_\_\_

\_\_\_\_\_  
Employee's Signature

The employee acknowledges that he/she has received and read the appraisal.

Distribution: Original: Personnel File

Copies: Employee  
Principal/Supervisor

# Brant Haldimand Norfolk Catholic District School Board Management Staff Performance Appraisal Form

Employee Name: \_\_\_\_\_ Position: \_\_\_\_\_  
 Supervisor's Name: \_\_\_\_\_ Evaluation Period: \_\_\_\_\_

### RATING SCALE

- 1 Unsatisfactory – Performance does not meet expectations. Performance improvement plan required.
- 2 Needs Improvement – Performance sometimes meets expectations. Performance improvement plan required.
- 3 Good – Performance meets requirements and satisfies the expectations of the position.
- 4 Very Good – Performance consistently meets and often exceeds expectations.
- 5 Excellent – Performance consistently superior and exceeds expectations.

STANDARDS OF PERFORMANCE	Rating	COMMENTS
<b>Job Knowledge &amp; Skills</b>		
Demonstrates an understanding of job duties and responsibilities as stated in the job description.		
Understands the job's relationship with and impact on other functions within the organization.		
Possesses the knowledge required to perform the job effectively.		
Possesses the technical skills required to perform the job effectively.		
Demonstrates an understanding of policies, procedures, statutes and regulations, as necessary, to perform the job.		
Is able to formulate solutions effectively within the scope of the job.		
<b>Quality/Quantity Of Work</b>		
Work is completed with minimal errors.		
Produces the expected volume of work.		
Demonstrates effective application of both technical and non-technical skills as required in the job description.		
Uses technology/resources available to achieve quality, service and productivity		

STANDARDS OF PERFORMANCE	Rating	COMMENTS
<b>Interpersonal Skills</b>		
Demonstrates the ability to work effectively with people at all levels in the organization, including community partners. (e.g. shows respect, understanding, sensitivity, courtesy, tact and flexibility)		
Communicates effectively with people at all levels in the organization.		
Understands the role of listening in the communication process.		
Provides and receives feedback effectively at all levels of the organization.		
Maintains confidentiality at all levels of the organization.		
<b>Planning &amp; Organization</b>		
Demonstrates the ability to organize the workload efficiently and effectively.		
Demonstrates the ability to establish and meet deadlines.		
Demonstrates the ability to establish and meet short and long-term goals.		
Possesses the flexibility to modify plans in order to meet changing needs and/or priorities.		
<b>Decision Making</b>		
Recognizes when a decision is needed and demonstrates the ability to make a sound decision.		
Evaluates known facts, develops a thoughtful plan of action and follows through.		
Recognizes when a higher authority should be consulted in respect to decision making.		
<b>Initiative</b>		
Is a self-starter in seeking responsibilities, work and new learning experiences		
Demonstrates the ability to work with minimal supervision.		
Recognizes and acts on opportunities.		
<b>Innovation &amp; Change</b>		
Identifies, shares and is receptive to new ideas.		
Adapts to new situations.		
Helps others adapt to change.		

<b>STANDARDS OF PERFORMANCE</b>	<b>Rating</b>	<b>COMMENTS</b>
Suggests new procedures to increase efficiency of the position/department.		
Contributes new ideas and methods of dealing with problems.		
<b>Health &amp; Safety</b>		
Demonstrates appropriate knowledge of health and safety practices/procedures in the workplace.		
Follows all safety rules, practices and procedures.		
Uses and maintains equipment properly.		
Supports safety by keeping the workplace clean and safe.		
<b>Teamwork</b>		
Promotes and demonstrates trust, mutual respect and a co-operative work environment.		
Balances the needs of the organization and team with one's own needs and desires.		
Supports teamwork through open and honest communication.		
Encourages and recognizes the contributions of others.		
Offers assistance to others.		
Demonstrates the ability to resolve conflict within the team.		
Demonstrates reliability/dependability		
<b>MANAGEMENT LEVEL – This section evaluates the performance of the supervisory/management functions of the position.</b>		
<b>Delegation</b>		
Delegates daily work assignments according to areas of expertise and responsibility, and consistent with established methods and procedures.		
Provides guidance and suggestions, when necessary.		
Encourages members of work groups to find own solutions to problems.		
Conducts follow-ups to ensure that work is completed accurately and on schedule.		

STANDARDS OF PERFORMANCE	Rating	COMMENTS
<b>Leadership</b>		
Sets high team standards.		
Establishes a focus and direction for the team.		
Creates a positive work environment.		
Develops a shared sense of purpose for the team.		
Motivates directly reporting employees.		
<b>Communication</b>		
Passes supervisor's instructions to members of work groups and provides clear instructions regarding new projects and assignments.		
Keeps supervisor informed of work progress and any problems, which occur.		
Reports personnel difficulties to supervisor.		
<b>Project Management</b>		
Establishes project goals and milestones		
Develops procedures and systems.		
Defines roles and responsibilities.		
Determines project resources.		
Monitors project performance.		
<b>People Development/Management</b>		
Fosters growth and develops the abilities of employees.		
Provides guidance, support, feedback and coaching to employees.		
Defines roles and responsibilities.		
Trains new employees by explaining routines, work procedures, use of equipment or machinery, and explaining precedents and past decisions.		
<b>Health &amp; Safety</b>		
Ensures that employees comply with the Occupational Health & Safety Act & Regulations.	Y / N	
Ensures that employees wear personal protective equipment when required.	Y / N	
Advises employees of potential or actual health and safety hazards of which the supervisor is aware.	Y / N	
Takes every precaution reasonable in the circumstances for the protection of the workers.	Y / N	

STANDARDS OF PERFORMANCE	Rating	COMMENTS
Overall Performance		

**EMPLOYEE DEVELOPMENT**

1. List recommendations for addressing performance issues.

---



---



---

2. Discuss and identify goals that can be achieved by the employee within a reasonable period of time.

---



---



---

**EMPLOYEE COMMENTS**

---



---



---

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Employee's Signature

The employee acknowledges that he/she has received and read the appraisal.

Date \_\_\_\_\_

Distribution: Original: Personnel File

Copies: Employee  
Principal/Supervisor