

Administrative Procedure: Performance Appraisals of Non Union Staff

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1.0 Objectives of a Performance Appraisal

1.1 The objectives of a performance appraisal are the following:

1.1.1 To discuss and guide employee performance.

1.1.2 To ensure the employee meets the current requirements of the job.

1.1.3 To ensure the effective delivery of programs and services to students, board and school communities.

1.1.4 To promote the personal and professional growth of the employee.

2.0 Role of Human Resources

- 2.1 Prior to the beginning of each September, Human Resources provides each Immediate Supervisor an up-to-date list of staff assigned to his/her department with the date of the most recent performance appraisal indicated for each employee. New hires will be identified.
- 2.2. The Human Resources Department maintains a personnel file for each member of the non-union staff and the “Employee Performance Appraisal Report” electronic form that will be used for each group. This form will be provided electronically to Immediate Supervisors.
- 2.3 A human resources information system indicates the employee’s name, work assignment, date of most recent performance appraisal report, and the name of the author of the report and will indicate if the staff is in their probationary period.
- 2.4 Upon completion, each Performance Appraisal report is sent to the Human Resources Department where it is reviewed by the Director or designate, and filed in the employee’s personnel file. The human resources information system data will be updated as each report is received.
- 2.5 Performance Appraisals are only kept in the employee’s personnel file and the electronic system that is approved by the Senior Administration of the Board.
- 2.6 Review, early in each school year, each Immediate Supervisor’s Performance Appraisal Plan for the year.
- 2.7 Read, initial, date and file performance appraisal reports.
- 2.8 Review with Immediate Supervisors, in September of each school year, the performance appraisals completed and the overall effectiveness of the Performance Appraisal Plans.

3.0 Role of the Immediate Supervisor

- 3.1 At the beginning of the school year, the Immediate Supervisor uses the information provided from Human Resources to prepare the performance appraisals for the school year.

- 3.2 The plan follows the process described in the Performance Appraisal of Non-Union Staff Guidelines.
- 3.3 The plan includes a list of the non-union staff scheduled for performance appraisals and the name of the designated Immediate Supervisor.
- 3.4 Timelines for Employee Performance Appraisal Report:
 - 3.4.1 New employees during the first year;
 - 3.4.2 Employees new to a position;
 - 3.4.3 All employees are on a 5 year cycle.
- 3.5 The Immediate Supervisor is responsible to complete all scheduled appraisals within the current school year unless it is deferred to a later date due to unforeseen circumstances and agreed to by Human Resources.

4.0 Information Sharing

- 4.1 At the beginning of each school year, the Immediate Supervisor reviews and follows this Administrative Procedure with all new employees and non-union employees being reviewed in that school year.
- 4.2 A copy of this Administrative Procedure will be available on the Superior North Catholic District School Board website under [Policy and Governance](#) and the Policy Binder located in the Human Resources Department. Any non-union staff that requests an individual copy will be provided with one.
- 4.3 The performance appraisal process must be described and a schedule established at the beginning of the school year.
- 4.4 Staff scheduled for a performance appraisal during the current school year will be informed in September of that school year.
- 4.5 Conducting the Performance Appraisal and Filing Reports:
 - 4.5.1 Performance Appraisals are to be scheduled throughout the school year in order to manage the workload.
 - 4.5.2 As each report is completed, it is to be sent to the Human Resources Manager.

5.0 Non Union Staff Performance Appraisal Guidelines

- 5.1 The employee is notified in writing by his/her Immediate Supervisor that the performance appraisal will occur. To ensure consistency and fairness in practice, the following steps are followed during the performance appraisal process:
 - 5.1.1 Planning Step (Pre-Observation)
 - 5.1.2 Evaluating Step (Observation)
 - 5.1.3 Recording Step and Rating Scale (Post-Observation)
- 5.2 The Planning Step for the permanent employee typically occurs by the last working day of December. During the Planning Step, a pre-observation meeting is held between the Immediate Supervisor and employee to discuss the performance appraisal process. At the pre-observation meeting, the domains and performance competencies on which the appraisal will be based are identified and recorded.
- 5.3 In the Evaluating Step, the Immediate Supervisor completes the performance appraisal by assessing the employee on the predetermined performance competencies and performance indicators. A rating is recorded for each performance competency that was identified in the pre-observation meeting and an overall rating scale is provided for each domain.
- 5.4 The Immediate Supervisor completes the summative report section and assigns a rating to the employee. The summative and comment section of the performance appraisal are completed. The Immediate Supervisor completes the comment section, signs and dates the form electronically. The employee signs the form electronically, and by signing the form the employee indicates that he/she has read and received the performance appraisal. The employee may choose to complete their portion of the comment section.

6.0 Timelines

- 6.1 Probationary employees are evaluated as per the employee's Management Staff Agreement.
- 6.2 Permanent employees are evaluated once over a five year cycle, or where warranted or at the employee's request. The employee will be notified by the end

of September and the completed appraisal is due at the end of March.

7.0 Performance Rating Scale and Process

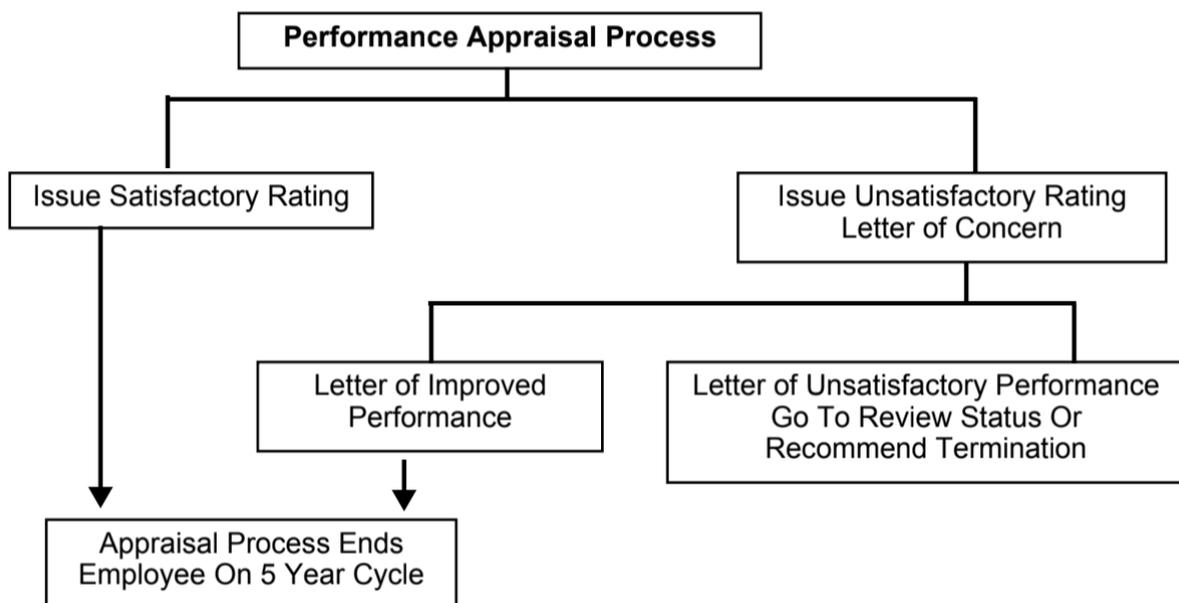
- 7.1 Satisfactory: Indicates that the employee demonstrates effectiveness across all the competencies as it relates to his/her position, shows self-direction, responsibility, is reliable.
- 7.2 Unsatisfactory: Indicates ineffectiveness as it relates to the competencies, needs improvement in the competencies.
- 7.3 If an unsatisfactory rating is warranted, the Immediate Supervisor will issue a Letter of Concern to the employee at the time of the post-observation meeting. The Letter of Concern will outline the domain(s), performance competencies and performance indicator(s) that require improvement.
- 7.4 For a period of three months, the employee receives support, guidance and monitoring to improve specific domain(s), performance competencies and performance indicators.
 - 7.4.1 After assistance and satisfactory improvement, a Letter of Improved Performance will be issued to the employee and will be placed in the employee's file. The performance appraisal process ends.
 - 7.4.2 After assistance and unsatisfactory improvement, a meeting involving the Immediate Supervisor and employee is conducted. Following this, a Letter of Unsatisfactory Performance will be issued to the employee with copies to be sent to Human Resources. The employee is now placed on Review Status.
- 7.5 In compliance with the Management Staff Agreement and after a 3 month period of time, the Immediate Supervisor completes the procedure for Review Status. During this phase, the employee, with continued support, guidance and monitoring, works on improving specific performance competencies and performance indicators.
- 7.6 Within a 6 month period, the Immediate Supervisor completes another performance appraisal. Three possible outcomes exist:
 - 7.6.1 After assistance and satisfactory improvement, a Letter of Improved Performance will be issued to the employee and copies sent to Human Resources. The performance appraisal process ends.

- 7.6.2 After assistance and unsatisfactory improvement, the Immediate Supervisor recommends appropriate action: extend Review Status or terminate employment.
- 7.7 The Immediate Supervisor at any point of a performance appraisal or at any time, can initiate the Review Status if there is/are reason(s) for concern (see Flow Charts **Appendix A** and **Appendix B**).

Appendix A

Flow Chart A

Performance Appraisal Flow Chart



Appendix B

Flow Chart B

Review Status Flow Chart

