



## **ADMINISTRATIVE PROCEDURES**

### **PERFORMANCE APPRAISAL OF STAFF (CUPE, SUPPORT STAFF AND SENIOR MANAGERS)**

#### **(Policy Statement: Performance Appraisal of Staff (CUPE, Support Staff and Senior Managers))**

##### **Purpose**

The procedure is intended to facilitate the performance appraisals of Staff (CUPE, Support Staff and Senior Managers) within the Algonquin and Lakeshore Catholic District School Board, providing all staff with a fair, effective and consistent performance evaluation process.

##### **References**

*The Algonquin and Lakeshore Catholic District School Board Mission, Vision and Values*  
*Applicable Board Collective Agreements and Terms of Employment*  
*Applicable professional associations and certifications*

##### **Procedures**

#### **1. Definitions**

- 1.1 Probationary Employee, refers to an employee who has yet to complete their probationary period as outlined in the terms and conditions of their employment or in the case of CUPE bargaining unit members, the applicable CUPE collective agreement.
- 1.2 Trial Period is applicable to permanent CUPE bargaining unit members who have posted into a position, as outlined in the CUPE applicable collective agreement.
- 1.3 Permanent Employee, refers to an employee who has successfully completed the probationary period as outlined in the terms and conditions of their employment or in the case of CUPE bargaining unit members, the applicable CUPE collective agreement.
- 1.4 Supervisor refers to the immediate Principal, Manager, Supervisor or designate, to whom the employee reports to and who is responsible for the work performance of the employee.
- 1.5 Performance appraisal is a method by which the job performance of an employee is evaluated with the intent to determine if the core competences and expectations of their position as stated in the employee's job description are met, to seek out and celebrate areas of strength, and to identify any areas where improvement could be made.

- 1.6 The growth plan facilitates a meaningful way for employees, in consultation with their supervisor, to identify strategies for growth and development during their evaluation year and for the years between performance appraisals.
- 1.7 An improvement plan is developed by the supervisor following a performance appraisal resulting in an overall rating of *Needs Development* or *Does Not Meet Expectations*. The improvement plan identifies specific areas in which the employee must improve in order to move forward successfully in their career with the Board.

## **2. Frequency**

### **2.1 Probationary Employees**

- The Probationary Appraisal will be completed prior to the completion of the employee's probation period. The probation period is determined in accordance with the employee's collective agreement or terms of employment.

### **2.2 Permanent Employees**

- A formal performance appraisal will be completed every three years, (recognizing that formative evaluation is on-going), or
- When a major change has occurred in the employee's job description, or
- At any time deemed necessary by the supervisor. An explanation of the reason(s) for initiating the appraisal will be shared with the employee.
- The employee may also request, but is not guaranteed, a performance appraisal during a non-evaluation year.

### **2.3 Trial Period**

- The Trial Period Review will be completed prior to the completion of the employee's trial period. The trial period is determined in accordance with the applicable CUPE collective agreement.

## **3. Probationary Performance Appraisal Process**

- 3.1 The probationary evaluation document will be used to evaluate probationary employees on the core competencies in relation to the requirements and expectations of their position as stated in the employee's job description.
- 3.2 Performance appraisals will be conducted by the employee's supervisor during the probationary period in accordance with the outlined appraisal cycle.
- 3.3 Human Resources will notify each supervisor of new employees beginning their probationary period, as well as the end date of the probationary period.



- 3.4 Where an employee is assigned to more than one location, the employee will be appraised by the supervisor of the location where the employee holds the greater entitlement. If the employee is equally divided between locations, the supervisors involved will determine who will conduct the performance appraisal through consultation. The supervisors may consult with each other during the process.
- 3.5 The supervisor will provide notification to the employee that they require a probationary performance review. The supervisor will review the appraisal process and job description with the employee.
- 3.6 The supervisor will complete the performance appraisal prior to the date in which the employee is no longer considered probationary, as determined by the applicable collective agreement, and as communicated to the supervisor by Human Resources.
- 3.7 Upon completion, a copy of the appraisal will be provided to the employee at which time they may complete the *employee comments* section. Both the employee and supervisor will sign the appraisal acknowledging that the appraisal has been reviewed and is now completed. A copy of the signed appraisal will be kept in the employee's confidential personnel file.
- 3.8 Upon receipt of a completed appraisal with the recommended action of *Probation Complete*, and commencement of the employees outlined probationary period, Human Resources will notify the employee of their successful completion of the probationary period and confirm their status as a permanent employee of the Board.
- 3.9 Following completion of the probationary period the employee will be recognized as a permanent employee and be evaluated in accordance with the appraisal process and cycle of permanent employees, as outlined in this document. The employee will be scheduled to receive their first performance appraisal as a permanent employee during the next academic year.
- 3.10 The supervisor will notify Human Resources prior to scheduling a concluding meeting with an employee who will be receiving the recommended action of *Does Not Pass Probation* on their probationary performance appraisal.
- 3.11 In consultation with the appropriate Superintendent, Human Resources and the Supervisor will determine the appropriate course of action in accordance with the employee's collective agreement or terms of employment. This may include action up to the recommendation for dismissal of the probationary employee.
- 3.12 Termination prior to completion of the appraisal process may be consider in appropriate circumstances where prompt action is required in the best interest of the system.

#### 4 The Performance Appraisal Process for Permanent Employees

- 4.1 Employees will be evaluated on the core competencies in relation to the requirements and expectations of their position as stated in the employee's job description.

- 4.2 Performance appraisals will be conducted by the employee's supervisor in accordance with the outlined appraisal cycle.
- 4.3 Human Resources will provide each supervisor with the names of employees due for performance appraisals at the beginning of the academic year.
- 4.4 Where an employee is assigned to more than one location, the employee will be appraised by the supervisor of the location where the employee holds the greater entitlement. If the employee is equally divided between locations, the supervisors involved will determine who will conduct the performance appraisal through consultation. The supervisors may consult with each other during the process.
- 4.5 The supervisor will provide notification to the employee when they are due for an appraisal within the current academic year. The supervisor will review the appraisal process with the employee and confirm when the appraisal is to take place.
- 4.6 Upon completion, a copy of the appraisal will be provided to the employee at which time they may complete the *employee comment* section. Both the employee and supervisor will sign the appraisal acknowledging that the appraisal has been reviewed and is now completed. A copy of the signed appraisal will be kept in the employee's confidential personnel file.
- 4.7 The supervisor will notify Human Resources prior to scheduling a concluding meeting with an employee who will be receiving an overall rating of *Does Not Meet Expectations* on their performance appraisal.
- 4.8 The supervisor will schedule a concluding meeting with the employee to review the appraisal and discuss areas of unsatisfactory performance and, areas the employee should be focusing on for improvement.
- 4.9 The supervisor will develop an improvement plan outlining steps and actions that the employee must take in order to improve their performance. The supervisor will review the improvement plan with the employee.
- 4.10 Where a performance appraisal results in an overall rating of *Does Not Meet Expectation*, the Supervisory Officer and/or designate may become actively involved in the process through, but not limited to, ongoing discussion or meetings with the employee and the supervisor.
- 4.11 Where a performance appraisal results in an overall rating of *Does Not Meet Expectations*, the supervisor will complete an additional performance appraisal, within six months of the initial appraisal. The supervisor will determine when the next appraisal is to occur within the six-month period based on the improvement plan.
- 4.12 Where a second performance appraisal results in an overall rating of *Excellent* or *Meets Expectations*, the supervisor will follow step 4.6 of this procedure.

- 4.13 Where a second performance appraisal results in an overall rating of *Needs Development*, the timelines of the Improvement Plan may be extended.
- 4.14 Should the second performance appraisal result in an overall rating of *Does Not Meet Expectation*, the employee's employment status will be reviewed and may result in the termination of employment.
- 4.15 Termination without an appraisal (or second appraisal) may be considered in circumstances where prompt action is required in the best interest of the system.

## 5 Trial Period Performance Review

- 5.1 The trial period performance review document will be used to evaluate CUPE employees in a trial period on the core competencies in relation to the requirements and expectations of their position as stated in the employee's job description.
- 5.2 Performance appraisals will be conducted by the employee's supervisor during the trial period in accordance with the outlined appraisal cycle.
- 5.3 Human Resources will notify each supervisor of employees beginning a trial period, as well as the end date of the trial period.
- 5.4 Where an employee is assigned to more than one location, the employee will be appraised by the supervisor of the location where the employee holds the greater entitlement. If the employee is equally divided between locations, the supervisors involved will determine who will conduct the performance appraisal through consultation. The supervisors may consult with each other during the process.
- 5.5 The supervisor will provide notification to the employee that they require a trial period performance review. The supervisor will review the appraisal process and job description with the employee.
- 5.6 The supervisor will complete the performance review prior to the end date of the trial period, as determined by the CUPE collective agreement and as communicated to the supervisor by Human Resources.
- 5.7 Upon completion, a copy of the appraisal will be provided to the employee at which time they may complete the *employee comments* section. Both the employee and supervisor will sign the appraisal acknowledging that the appraisal has been reviewed and is now completed. A copy of the signed appraisal will be kept in the employee's confidential personnel file.
- 5.8 Following the successful completion of the trial period the employee will become permanent in the role and will be evaluated in accordance with the appraisal process and cycle of permanent employees, as outlined in this document. The employee will be scheduled to receive their next performance appraisal as a permanent employee during the next academic year.

**5.9** The supervisor will notify Human Resources prior to scheduling a concluding meeting with an employee who is receiving an overall rating of *Does Not Pass Trial Period* on their trial period review.

**5.10** In consultation with the appropriate Superintendent, Human Resources and the Supervisor will determine the appropriate course of action in accordance with the collective agreement. Which may include extension of the trial period or removal of the employee from the position.

## **6 Growth Plan**

**6.1** The growth plan provides employees with the opportunity to identify professional learning and growth goals during their appraisal year and the years between appraisals.

**6.2** During their appraisal year and in consultation with their supervisor, employees will identify the professional growth and development goals as well as strategies to reach these goals.

**6.3** The supervisor is responsible for ensuring that all employees develop a growth plan during their appraisal year.

**6.4** Upon completion, a copy of the growth plan will be signed by the employee and supervisor acknowledging that they have reviewed the growth plan and agree with the goals and strategies put forward.

**6.5** Each year, the employee in consultation with their supervisor should review and update their growth plan, as necessary.

Approved: June 14, 2022