



BOARD PROCEDURE	
<i>Approval Date</i> 2010	<i>Replacing</i> All previous policies
<i>Review Date</i> 2015	<i>Page</i> 1 of 12
<i>Contact Person/Department</i> Human Resources Administrator	<i>Identification</i> HR-4540

PERFORMANCE APPRAISAL FOR MIDDLE MANAGEMENT

1.0 PURPOSE

It is the policy of Trillium Lakelands District School Board to conduct performance appraisals with all employees of the Board on a regularly scheduled basis.

Trillium Lakelands District School Board believes that exemplary employees demonstrate integrity, commitment, willingness to work as team members, and personal desire for continuous growth and improvement.

Trillium Lakelands District School Board believes that regularly scheduled performance appraisals provide opportunities for employees to demonstrate and be recognized for professional growth towards exemplary practice.

2.0 REFERENCES/RELATED DOCUMENTS

- 2.1 The *Education Act* and Regulations
- 2.2 Middle Management Terms and Conditions of Employment

3.0 DEFINITIONS

3.1 ANNUAL LEARNING PLAN

An annual plan outlining the middle manager's professional growth goals, goals and strategies recommended in the evaluation report, as well as a proposed action plan and timelines for achieving those objectives.

3.2 COMPETENCY

Performance that is satisfactory, where the requirements of the job are generally met in terms of quality and quantity.

3.3 EVALUATOR

The direct Principal/Supervisor/Manager (or designate) of the employee.

3.4 PERFORMANCE APPRAISAL

Performance appraisal is a method by which the job performance of an employee is evaluated with the intent to determine whether stated goals and objectives of the role are being met, to seek out and celebrate areas of strength, and to identify any areas where improvement could be made.

3.5 PERMANENT EMPLOYEE

A permanent employee is an employee who is no longer probationary.

3.6 PROBATIONARY EMPLOYEE

A probationary employee is an employee who has not completed twelve months of service as stated in the terms and conditions of employment.

3.7 UNSATISFACTORY PERFORMANCE

The employee demonstrates major weaknesses in several components of job performance, to the point where the job is not being performed adequately as defined by the evaluator.

4.0 PROCEDURE

4.1 GUIDING PRINCIPLES

This procedure assumes competency on the part of the middle management employee. In cases where competency is the issue, the procedure will guide, but not limit, the process to be determined by senior administration.

- 4.1.1 Personal professional growth is best achieved when there is a collaborative process among the parties involved.
- 4.1.2 The performance appraisal process must provide for consistency, fairness and equity for all employees.
- 4.1.3 Responsibilities and duties are as varied as the individual role. The job description for individual roles will be an integral part of the performance appraisal process.

4.2 KEY ELEMENTS

- 4.2.1 Clear communication of current duties and responsibilities.
- 4.2.2 Opportunity for dialogue throughout the process between the employee and the evaluator.
- 4.2.3 An assessment of performance where strengths and achievements are highlighted and/or areas needing improvement are identified.

4.3 ANNUAL LEARNING PLAN

- 4.3.1 The Annual Learning Plan (ALP) provides a vehicle for a middle manager's professional learning and growth during the evaluation year and in the intervening years between appraisals.
- 4.3.2 The Principal/Supervisor/Manager is responsible for ensuring that every middle manager they supervise has an ALP for each calendar year.
- 4.3.3 Each year, middle managers, in consultation with their Principal/Supervisor/Manager are required to review and update their ALP, as necessary, from the previous year.
- 4.3.4 The middle manager and the Principal/Supervisor/Manager must sign the middle manager's ALP each year and each must retain a copy for his or her records.
- 4.3.5 A sample ALP Form is provided in Appendix C.

4.4 PROCESS

- 4.4.1 A performance appraisal will be conducted at least once every five years.
- 4.4.2 The performance appraisal will be conducted by the middle management employee's immediate supervisor.
- 4.4.3 The Human Resources Department will annually develop a list of all permanent middle management employees who are subject to a performance review and provide that list to the appropriate supervisors.
- 4.4.4 The supervisor will notify the middle management employee that a performance appraisal will be conducted during the current calendar year.
- 4.4.5 If a supervisor considers it advisable to do so; he or she may conduct performance appraisals in addition to those required. A middle management employee may also request, but is not guaranteed, a performance appraisal in addition to those required.

4.5 PRE-APPRAISAL MEETING

- 4.5.1 The supervisor and the middle management employee will agree on a date to meet and discuss the performance appraisal process. The middle management employee will complete the "Employee Notification/Input Form" (Appendix A) before the meeting.
- 4.5.2 At the meeting the "Employee Notification/Input Form" will be reviewed and discussed and the specific job description will be reviewed.

- 4.5.3 At the meeting, a copy of the “Employee Performance Evaluation Form” (Appendix B) will be given to the middle management employee.

4.6 DATA GATHERING AND OBSERVATION:

- 4.6.1 The evaluator will receive data as agreed upon at the pre-appraisal meeting and will observe the middle management employee in his/her role as appropriate. He/she will also seek input from others in a management role (e.g. school administrator, senior manager, superintendent).

- 4.6.2 While data gathering and observation is an ongoing process, additional data specific to the performance appraisal will be gathered within 30 working days of the pre-appraisal meeting.

4.7 WRITTEN REPORT AND CONCLUDING MEETING

- 4.7.1 Within 40 days of the pre-appraisal meeting, the supervisor will complete pages 2 & 3 of the “Employee Performance Evaluation Form” (Appendix B). The middle management employee and the supervisor will meet to discuss these pages and to collaboratively complete page 4.
- 4.7.2 Within 10 working days of the signing of the report, unless the timeline is extended by mutual agreement, the report shall be forwarded to the Human Resources Department. The report will be placed in the individual's personnel file. A copy is to be retained by the middle manager and the supervisor.
- 4.7.3 The middle management employee may provide a written response to be included with this report within 5 days of signing the report.

5.0 APPENDICES

- Appendix A - Employee Notification/Input Form
- Appendix B - Employee Performance Evaluation Form
- Appendix C - Annual Learning Plan
- Appendix D - Timelines Flowchart



**PERFORMANCE EVALUATION PROGRAM:
MIDDLE MANAGEMENT**

EMPLOYEE NOTIFICATION/INPUT FORM

Date: _____

To: _____

This is to confirm our meeting on _____ to discuss your performance and to create a plan for developing your skills and potential with Trillium Lakelands District School Board.

Your input is a very important part of our meeting, so please read over the questions below and put your responses down in writing, as well as any other thoughts you might have that would help me to understand your concerns and priorities.

1. Are the expectations of your role clear to you? If not, please explain.
2. What are the biggest challenges of your role?
3. What do you find to be the most rewarding aspects of your role?
4. How do you plan to improve/enhance your performance? How can I, or Trillium Lakelands District School Board, be of assistance to you in this regard?
5. Please tell me about any special accomplishments, awards, activities or recognition that I should be aware of.

Please return this sheet to me by _____ so that I can review it before we meet. Thank you.

Signed: _____



**PERFORMANCE EVALUATION PROGRAM:
MIDDLE MANAGEMENT**

To be used when evaluating all Middle Management Employees

Name: _____

Position: _____

Location: _____

Hire Date: _____

Service in present position: ____yrs ____mos as of _____

Period covered by the review: _____ to _____

Evaluator: _____

Instructions:

- Please refer to the Administrative Procedure: Performance Appraisal for Middle Management.
- Completed report to be sent to Human Resources Department for filing in the personnel file.
- Middle Management Employee and Supervisor to retain a copy of report for their records.

Key to rating system:

A	Superior	Performance significantly and consistently exceeds normal requirements of the position. Extraordinary contributions. Work of demonstrated high quality.
B	Commendable	Performance frequently exceeds required standard. Skills and behaviour are at a high level.
C	Competent	Overall performance is satisfactory. Requirements of the job are generally met in terms of quality and quantity.
D	Needs Improvement	Falls short of required standards in one or more areas. Results sometimes disappointing. Focused improvement necessary.
E	Unacceptable	Continually and consistently falls short of the results or standards required.

		A	B	C	D	E
Professional Knowledge	Understands work and the Board's policies and practices necessary for the performance of the job.					
Professional Skills	At what level did the employee apply his/her professional/technical skills in the process of supporting students/staff?					
Work Quality	Accuracy, neatness, thoroughness and reliability of work.					
Work Quantity	Amount of productive work output.					
Work Organization	Sets priorities and plans appropriately; uses time effectively and carries out duties efficiently.					
Communication	Communicates clearly with staff, students and others in person, on the telephone and/or in writing.					
Co-operation	Courteous, willing and helpful in working with others and complying with policies and procedures.					
Initiative	Interest in job and in improving job. Seeking additional work responsibility.					
Judgement	Uses sound common sense in making decisions.					
Dependability	Accepts responsibility, carries out assignments in a reliable manner with a minimum of supervision.					
Interpersonal Skills	Attitudes toward the Board, supervision, other staff, personnel from outside agencies, general public.					
Attendance and Punctuality						

Supervisory (if applicable):

Leadership	Provides climate for high level of motivation and promotes a harmonious working relationship among assigned staff.					
Credibility	Uses tact in relationships with associates and inspires confidence and respect from all levels of staff.					
Work Planning	Plans ahead, anticipates problems and supervises work to make most effective use of staff.					
Initiative	Challenges existing programs, policies and procedures; presents recommendations for improvements.					

1. Comments on specific categories (please specify category): _____

2. Suggestions for improving/enhancing work performance: _____

3. Activities recommended for the future development of this employee? _____

4. Summary of employee's overall performance: _____

Employee Reactions:

In general, does the employee agree with the evaluation: Yes ☐ No ☐

Employee's comments on this performance review: _____

Goals for Professional Growth: (Reminder: Goals should be specific and measurable. They may be related to specific aspects of the employee's job description or to activities for professional development.)

Date of performance review: _____

Supervisor's signature: _____

Employee's signature: _____
(to acknowledge receipt)



APPENDIX C Annual Learning Plan

Employee Name: _____

Department: _____

Supervisor: _____

Job Title: _____

Background to Inform Professional Growth Goals, Action Plan, and Timelines

Please bring your professional growth goals and strategies from the summative report of your most recent Performance Appraisal or Annual Learning Plan.

Professional learning and growth that I have experienced over the past year(s):

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Professional Growth Goals	Professional Growth Strategies to Help Reach Goals	Rationale for Professional Growth Goals and Strategies	Action Plan and Timelines

Other Comments (Employee)

Other Comments (Supervisor)

Supervisor's Signature (I consulted with the employee to update their Annual Learning Plan.)

Date (yyyy/mm/dd)

Employee's Signature (I consulted with my supervisor to update my Annual Learning Plan.)

Date (yyyy/mm/dd)

TIMELINES FLOWCHART

APPENDIX D

