



Department: Human Resources
Section: Employee Development and Evaluation

In compliance with the *Nova Scotia Education Act*, the Annapolis Valley Regional School Board must conduct annual performance appraisals of all staff employed by the school board. Performance appraisals of administrative (secretarial/clerical and technology), instructional (educational assistants, library services, student supervision, student support workers, native student advisors and outreach workers), operational (cafeteria, transportation, and property services) support staff and managerial staff shall be in accordance with the Performance Appraisal Policy and the respective collective agreements or terms and conditions of employment.

1.0 Introduction

- 1.1 The Principal of the school or the Director/Superintendent of the department will be responsible for ensuring that the performance appraisal processes are carried out as outlined in these procedures and on an annual basis. Performance Appraisals will normally be conducted by line supervisors including Foremen, Assistant Foremen, Executive Assistants, Principals, Vice-Principals, Coordinators, Assistant Coordinators, Directors, and Superintendent, and will be referred to as the “appraiser” in these procedures.
- 1.2 The formative performance appraisal is developmental in nature, focussing on individual growth within the job. Formative performance appraisals will be conducted for all regular employees who have completed their probationary period (CUPE). The process shall be completed using the respective Support Staff Performance Appraisal Formative Form. If significant concerns are identified prior to or during the formative performance appraisal cycle, then the process will move to a summative performance appraisal process (See 5.0 Summative Performance Appraisal Process).
- 1.3 The summative process for:
 - 1.3.1 term employees is for employment decisions, such as the retention, termination, or a recommendation for granting a subsequent term contract;
 - 1.3.2 probationary, spare and casual employees is for employment decisions, such as the retention, termination, extending the probationary period or granting of a permanent contract;
 - 1.3.3 permanent employees may be undertaken with the approval of the Director of Human Resources, or designate, in consultation with the appraiser, the immediate supervisor (if different from the appraiser) in those situations where significant concerns have been expressed regarding the competency of the employee and may lead to the recommendation for the termination of the employee; and,
 - 1.3.4 the process shall be completed using the respective Support Staff Performance Appraisal Summative Form.
- 1.4 The performance appraisal is a confidential matter.

2.0 Performance Appraisal criteria is based on the approved job description and the duties of the employee.

3.0 The Formative Performance Appraisal Process (Permanent Contract Employees)

Normally, all formative appraisals will be completed no later than the last teaching day of the school year or annually and will include the following components.

- 3.1 A Pre-Appraisal Conference meeting between the appraiser, the employee or a group of employees.
 - 3.1.1 The appraiser will provide an explanation of the appraisal process.
 - 3.1.2 The appraiser may review the current job description, the performance rating scale, and the performance expectations.
 - 3.1.3 Any training and development will be identified.
 - 3.1.4 The process for information gathering will be determined: what (instruments), how the information will be gathered, and who will gather the information.
 - 3.1.5 Time-line(s) will be established.
- 3.2 Ongoing Data Collection/Observation Sessions include, but not limited to:
 - 3.2.1 observations and demonstrations of quality and quantity of work;
 - 3.2.2 may involve a Self-Appraisal, a 360 Degree Appraisal, or a Professional Portfolio; and,
 - 3.2.3 conferencing between the appraiser and employee (an opportunity for ongoing input, questions and feedback).
- 3.3 A Final Performance Appraisal Report
 - 3.4.1 A written report will be completed using the respective Support Staff Performance Appraisal Formative Form.
- 3.4 A Post-Appraisal Conference meeting between the appraiser and the employee:
 - 3.4.1. to review and discuss the appraisal document(s);
 - 3.4.2. to discuss areas of strength and suggested changes/improvements;
 - 3.4.3 to provide opportunity for discussion of the final report; revisions may occur as a result of the discussion; and,
 - 3.4.4 to review recommendations.
- 3.5 If significant concerns are identified during the formative performance appraisal, then the appraiser will recommend to the Director of Human Resources, or designate, that the process move to a summative performance appraisal.
- 3.6 The original signed written Performance Appraisal Report will be forwarded to the Human Resources Department by the appraiser to be included in the employee's personal file. A copy will be provided to the employee.

4.0 The Summative Performance Appraisal Process (Probationary and Term Contract Employees)

Normally, all summative appraisals will be completed prior to the end of the probationary period or prior to the end of the Term contract and will include the following components.

4.1 A Pre-Appraisal Conference meeting between the employee and the appraiser:

- 4.1.1 The appraiser will review the appraisal process.
- 4.1.2 The appraiser will review the current job description, the performance rating scale, and the performance expectations.
- 4.1.3 Identification of any training and development to be implemented.
- 4.1.4 Determination of information gathering: what (instruments), how the information will be gathered, and who will gather the information.
- 4.1.5 Determination of the timeline.

4.2 Ongoing Data Collection/Observation Sessions will normally include, but not limited to:

- 4.2.1 Observations and demonstrations of quality and quantity of work.
- 4.2.2 Conferencing between the appraiser and employee; an opportunity for ongoing input, questions and feedback.
- 4.2.3 Where there have been performance concerns, conferencing should follow data collection/observation sessions as soon as reasonably possible to discuss observations and documentation.

4.3 A Final Performance Appraisal Report

A written report will be completed using the respective Support Staff Performance Appraisal Summative Form. The report will include a final recommendation:

- 4.3.1 If the expectations have been achieved, the appraiser will recommend that the summative process end and the employee move to the formative appraisal process.
- 4.3.2 If the expectations have not been achieved, then the appraiser will recommend either to extend the summative appraisal process or cessation of the process.

4.4 A Post-Appraisal Conference meeting between the appraiser and the employee:

- 4.4.1 To review the findings of the appraiser and the appraisal document(s).
- 4.4.2 To provide opportunity for discussion of the final report and revisions may occur as a result of the discussion.
- 4.4.3 To review final recommendations.
- 4.4.5 The original signed written Performance Appraisal Report will be forwarded to the Human Resources Department by the appraiser to be included in the employee's personal file. A copy will be provided to the employee.

5.0 The Summative Performance Appraisal Process (Permanent Contract Employees)

5.1 When the performance appraisal process shifts from a formative to a summative, the employee will be advised and requested to attend a meeting to discuss his/her job performance. The employee will be further advised that such a meeting will be held with the immediate supervisor and/or appraiser and will also include:

- the Coordinator of the appropriate Department or designate,
- the Director of Human Resources or designate, and
- if the employee is entitled, union or other appropriate representation at the meeting in accordance with the collective agreement or terms and conditions of employment.

5.2. At the meeting the following will occur:

5.2.1 the employer will review the reasons why they are to be engaged in the summative process;

5.2.2 the summative performance appraisal process and the timeline will be reviewed;

5.2.3 the immediate supervisor and/or appraiser in consultation with the employee will:

5.2.3.1 establish performance improvement goals for the employee;

5.2.3.2 develop a plan to accomplish these goals;

5.2.3.3 determine actions by the employee

5.2.3.4 determine supervisory support

5.2.3.5 determine indicators of success

5.2.3.6 determine observation techniques that will be used to collect data

5.2.3.7 determine timeline.

5.2.4 A letter documenting the meeting will be provided to the employee, Union (if applicable), and the employee's personal file. The employee will have an opportunity to respond verbally or in writing and may request that a copy of their written response be included in the employee's personal file;

5.2.5 The time line for the summative performance appraisal process will not normally exceed six (6) months.

5.3 During the summative process, the appraiser will continue to observe the employee and provide ongoing feedback. The dates, times, and summary of observations will be documented and included in the final appraisal document.

5.4 A Final Performance Appraisal Report will be completed using the respective Summative Performance Appraisal Form. The report will include a final recommendation to the Director of Human Resources, or designate:

5.6.1 If the goals have been achieved, then the appraiser will recommend to the Director of Human Resources, or designate, that the summative

process end and the employee return to the formative appraisal cycle. All future formative appraisals must indicate sustained effectiveness or a recommendation to return to the summative process will be made.

- 5.6.2 If the goals have not been achieved, then the appraiser will recommend to the Director of Human Resources, or designate, for termination of the employee or further action. Concerns identified by the appraiser must be substantiated in the final appraisal document.
- 5.6.3 The employee will sign the final appraisal document to attest to the fact that the employee has read the appraisal document. The employee will have the right to submit a written response to the appraisal and have it appended to the appraisal document. A copy of the final appraisal document complete with signatures, attachments, and documentation, and the employee's written response must be given to the employee. The final appraisal document will be submitted by the appraiser to the Director of Human Resources, or designate, and will be placed in the employee's personal file.

Monitoring

- The Director of Human Resources is responsible for the implementation, monitoring and revision of this administrative procedure.
- This administrative procedure will be monitored annually.

Superintendent Approved: July 11/03

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Monitoring Date: Annually

Revised: November 6/15