



<b>Title:</b>	<b>EVALUATION – SUPPORT STAFF – POLICY AND PROCEDURES</b>
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<b>CLASSIFICATION:</b>	HUMAN RESOURCE MANAGEMENT
<b>FIRST ADOPTED:</b>	December 1992
<b>AMENDED:</b>	February 2006

### 1. General

The performance evaluation process is designed to be formative, provide feedback to employees on their accomplishments and help them achieve their potential.

This policy, adopted pursuant to clause 12.01 of Bylaw Number 4, applies to all regular support staff personnel.

### 2. Objectives

Consistent with the objectives expressed in the College's Human Resource Management Policy, the performance evaluation is designed to:

- promote communication between the supervisor and the employee;
- clarify the functions and responsibilities of the position;
- clarify the expectations of both the supervisor and the employee;
- assess the employee's performance;
- provide feedback;
- identify training and development needs;
- improve quality of service.

### 3. Approach

The day-to-day activities of the employee will serve as the basis of the evaluation. The job description, therefore, plays a central role in the evaluation process and must be periodically updated in order to correctly describe current activities.

#### 4. Evaluation of Performance

This process evaluates the performance of the employee on two levels. The first consists in assessing the performance of the tasks listed in the job description. The second entails the evaluation of the employee's skills or abilities in carrying out the responsibilities of the position.

The following is a sample of these skills and abilities. The supervisor is expected to select those deemed most appropriate for evaluation. Others not listed can be added or substituted.

Initiative	Working under pressure	Adaptability
Working without supervision	Judgment	Organizational skills
Dependability	Attitude	Creativity
Leadership	Following through on assignments	Attendance
Problem-solving	Pleasantness	Delegation
Support for others	Productivity	

#### 5. Performance Measures

A uniform and simple scale has been adopted to rate the performance of employees:

*Above expectations:* Performance is consistently above expectations

*Solid performance:* Performance consistently meets expectations and at times exceeds them

*Improvement needed:* Performance does not consistently meet expectations

*Unsatisfactory:* Performance is consistently below expectations (deficiencies should be addressed and noted in the written performance appraisal)

#### 6. Process

To be successful the evaluation process requires the close cooperation of both the supervisor and the employee. Managers are expected to evaluate employees and welcome the input from employees in order to have a better appreciation of the work performed. Employees are evaluated on the job description, skills and abilities and not on the degree of participation in the process. The evaluation sessions should be informal and the employee made comfortable.

Performance evaluation takes place over a period of ten to twenty-four months. At the beginning of each cycle, the supervisor and employee complete Part 1 of the Performance Evaluation Form. Part 2 of the form is to be completed ten to twenty-four months later, at the end of the cycle. Supervisors are responsible for determining the evaluation cycle of each employee.

## **6.1 Review of the job description, skills and abilities and identification of users and fellow workers**

It is important that the job description represent current responsibilities. The supervisor will draft or update the job description on file and seek input from the employee and the Human Resource department, as required. The supervisor and employee determine the skills and abilities to be evaluated and the identity of the users or fellow workers invited to comment on the performance, if applicable. The decision to involve users and fellow workers in the process is made by the supervisor in consultation with the employee. Part 1 of the Performance Evaluation Form is completed and signed by both parties.

## **6.2 Progress Review**

At least one progress review meeting will normally take place prior to the final evaluation. This meeting should be quite informal and additional meetings may be arranged if further assistance is required. The purpose of these meetings is to review the ways in which the responsibilities are being carried out, the skills and abilities required, the clarification of expectations and the resolution of any difficulties encountered to date.

## **6.3 Evaluation**

At a time designated by the supervisor, the employee begins the final phase by completing the Performance Evaluation Form, Part 2, as a form of self-evaluation. Independently the supervisor also completes the same form. If agreed beforehand, the manager will solicit information from fellow workers and users. The supervisor and employee meet to discuss the contents of the form. The supervisor is responsible for the final draft to be signed by both parties.

## **6.4 Renewal of Process**

At the end of the evaluation process, the supervisor and employee begin the process described in 6.1 above for the following evaluation period.

## **7. Appeal Process**

In the event that an employee finds his/her evaluation to be significantly unsatisfactory or unjust, he/she may appeal to the next level supervisor.

## **8. Confidentiality**

The supervisor must ensure the confidentiality of the Performance Evaluation Forms (including supporting documents). The employee receives a copy of the signed forms and, upon completion of the evaluation process, the original forms and supporting documents are forwarded in a signed and sealed envelope to the Human Resource department. The envelope remains in the employee's personnel file for a period of 24 months after which time the forms and the supporting documents are destroyed.

**PERFORMANCE EVALUATION FORM (PART 1)**  
*(to be completed at the beginning of the evaluation period)*

**SUPPORT STAFF**

Period from \_\_\_\_\_ to \_\_\_\_\_

**1. IDENTIFICATION**

Name of person: \_\_\_\_\_

Position: \_\_\_\_\_

Department: \_\_\_\_\_

Name of supervisor: \_\_\_\_\_

**2. JOB DESCRIPTION**

The supervisor and employee review the job description and make corrections, if necessary. A copy of the job description is attached to this form.

**3. SUPPORT EXPECTED FROM THE SUPERVISOR, INCLUDING PLANNED TRAINING AND DEVELOPMENT**

\_\_\_\_\_  
\_\_\_\_\_

**4. SKILLS/ABILITIES**

The skills or abilities required to carry out the responsibilities of the position are listed below:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**5. USERS AND FELLOW WORKERS**

Give names or identify a group and specific responsibilities to be evaluated.

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**6. COMMENTS** (from supervisor or employee)

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**7. SCHEDULED PROGRESS REVIEW (date):** \_\_\_\_\_

**8. SIGNATURES**

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Supervisor

Date: \_\_\_\_\_

**PERFORMANCE EVALUATION FORM (PART 2)**  
*(to be completed at the end of the evaluation period)*

**SUPPORT STAFF**

Period from \_\_\_\_\_ to \_\_\_\_\_

Name of person: \_\_\_\_\_

**1A. EVALUATION – JOB DESCRIPTION**

The responsibilities listed in the job description are assessed by completing the **Evaluation – Job Description** section. Use more than one copy of the form, if necessary.

**1B. EVALUATION – SKILLS / ABILITIES**

The skills and abilities required in carrying out the responsibilities of the position are assessed by completing the **Evaluation – Skills / Abilities** section.

**2. SUMMARY OF EVALUATION**

An overall performance rating is determined by the supervisor using the Summary of Evaluation section. This rating must be a reflection of the two previous sections.

**3. SPECIAL CIRCUMSTANCES**

List the special circumstances that may have had a bearing on the results of the evaluation.

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**4. SUPPORT RECEIVED FROM THE SUPERVISOR INCLUDING TRAINING AND DEVELOPMENT**

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**5. EVALUATION – JOB DESCRIPTION**

<b>RESPONSIBILITIES</b>	<b>Above Expectations</b>	<b>Solid Performance</b>	<b>Improvement Needed</b>	<b>Unsatisfactory</b>
1.				
2.				
3.				
4.				
5.				
6.				

Use additional copies, if necessary.

**6. EVALUATION – SKILLS / ABILITIES**

<b>SKILLS / ABILITIES</b>	<b>Above Expectations</b>	<b>Solid Performance</b>	<b>Improvement Needed</b>	<b>Unsatisfactory</b>
1.				
2.				
3.				
4.				
5.				
6.				

Use additional copies, if necessary.

**7. SUMMARY OF EVALUATION**

<b>SUMMARY OF EVALUATION (check one):</b>	<b>Above Expectations</b>	<b>Solid Performance</b>	<b>Improvement Needed</b>	<b>Unsatisfactory</b>
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**8. SUPERVISOR'S COMMENTS**

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**9. EMPLOYEE'S COMMENTS**

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**10. SIGNATURES**

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Supervisor

Date: \_\_\_\_\_

Date: \_\_\_\_\_