
Purpose/Background

The performance appraisal process is an opportunity for employees to receive feedback on their performance relative to their job duties, share successes, establish goals, and discuss professional development. Supervisors should provide on-going feedback to employees during the review period, so feedback is received in a timely manner and to avoid surprises during their performance review.

The Division has a general definition of what good performance looks like. To achieve a good performance evaluation, the employee must demonstrate the Support Staff Quality Standard by meeting the following competencies:

- 1) **Fostering Effective Relationships:** A support staff member builds positive relationships with all stakeholders.
- 2) **Adhering to Legal Frameworks and Policies:** A support staff member demonstrates an understanding of and adherence to RVS procedures and policies as they pertain to the role.
- 3) **Engaging in Ongoing Professional Learning:** A support staff member engages in ongoing professional learning and ongoing reflection to improve practice.
- 4) **Demonstrating Job Knowledge and Competency:** A support staff member displays the knowledge, understanding and ability to fulfill their job responsibilities.
- 5) **Leadership:** A support staff member works with their supervisor to identify opportunities to fulfill leadership roles.

Employees must meet all standards and show a willingness to improve where appropriate. Employees may excel in one aspect and need improvement in another.

Procedures

1. Performance appraisals are designed to:
 - 1.1 Ensure employees understand job responsibilities, performance objectives and the specific goals they have to meet;
 - 1.2 Provide actionable and timely feedback;
 - 1.3 Provide development opportunities to help employees grow professionally;
 - 1.4 Recognize strengths and areas of improvement of individual employees;
 - 1.5 Assist employees in being successful and achieving their potential and improving their job performance; and
 - 1.6 Assist in making staffing decisions (i.e., retention, transfer, and promotion).
2. The appraisal of a support staff employee shall be conducted by the employee's immediate supervisor or designate and approved by either:
 - 2.1 The Principal, if the support staff employee is a school-based employee; or
 - 2.2 The department supervisor if the support staff employee is an Education Centre staff member.



3. The employee’s growth plan goals will be reviewed by the supervisor annually (See support staff growth).
4. If deemed necessary, a performance appraisal can be initiated at any time based on the recommendation of the supervisor or at the request of the employee. The supervisor must notify, in writing, employees of this evaluation. Throughout the process, employees must have the opportunity to:
 - 4.1 Discuss all reports with their immediate supervisor and then the appropriate supervisor;
 - 4.2 Respond in writing to the performance appraisal; and
 - 4.3 Seek on the job assistance and consultation with their supervisor.
5. All appraisals must be conducted in an atmosphere of professional trust, confidence, and support.
6. Process:
 - 6.1 Support staff performance appraisals will be completed using form AF442-E. Performance appraisals for Caretaking staff will be completed using form AF442-B.
 - 6.2 Performance appraisals are centered on job competencies identified by the Division as being critical to employee success and aligned with the Division’s Four-Year Plan;
 - 6.3 In order for employees to receive meaningful performance feedback, both the employee and supervisor are required to have input into each of the competencies;
 - 6.4 The following table outlines the support staff performance appraisal timelines:

Support Staff	Performance Appraisal Timeline
New hires	Three (3) months from the date of hire
Continuing staff	Every three years after successful completion of the three (3) month probationary period
Staff transferring into a new position (a different job description)	Six (6) months from the date of transfer (Review Period), then every three years as other continuing staff
Staff transferring to another location and into the same position (same job description)	See continuing staff
Staff in two (2) positions in different salary grids but same location	Every three (3) years for continuing staff. Both positions will be evaluated utilizing one document.
Temporary and term positions (minimum six (6) months)	Three (3) months from the date of hire

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7. Before May 31 of the school year, supervisors in consultation with the employee must complete the performance appraisal. Please note exceptions apply for new hires/rehires, temporary and term employees whose performance appraisals may be due at different times during the school year. Supervisors must monitor their Dashboard within the Atrieve Portal for the due dates of the support staff performance appraisals.
 - 7.1. Human Resources will provide new hires information regarding the performance appraisal process;
 - 7.2. The supervisor, in consultation with the employee, will complete their individual performance appraisal utilizing the performance appraisal document as determined by the Division;
 - 7.3. The employee and the supervisor will meet to discuss the performance appraisal. During the performance appraisal meeting, the employee and supervisors should feel free to discuss any concerns they have. Feedback should be fair and specific to help the employee understand and implement the feedback;
 - 7.4. Once the performance review process is completed, the employee and the supervisor will sign the final performance appraisal document which will be submitted to Human Resources. The employee signing the performance appraisal means the employee acknowledges having reviewed the document with their supervisor but does not mean they agree with comments; and
 - 7.5. If an employee disagrees with any of the supervisor's comments), and an agreement cannot be reached, the employee will have the opportunity to submit written documentation to an HR Advisor regarding any concerns.
 - 7.6. Where, as a result of an evaluation, a principal/supervisor determines that a change in the behaviour or practice of an employee is required, the principal/supervisor will meet with the employee to outline concerns and present the with a Remediation Plan (AF442-A)
 - 7.7. Upon the completion of the remediation process, the principal/supervisor must meet with the employee. and provide them with a copy of the completed Remediation Plan indicating whether the employee has met the Support Staff Quality Standards.
 - 7.8. In the event the Remediation Plan concludes the employee's practice is not meeting the Support Staff Quality Standards, the Principal/supervisor will inform the Senior Manager of HR/OH&S
 8. By May 31 of the school year, supervisors must submit to Human Resources the signed performance reports for all support staff scheduled for a review for the current school year.
 - 8.1. When the signed copy of the performance appraisal is received, Human Resources will enter into the Human Resources Management System (HRMS), the date the performance appraisal was completed for the employee, and the final performance rating as per feedback provided by the supervisor;
 - 8.2. Human Resources will contact the supervisor and/or the employee in writing if the signed copy of the performance appraisal contains incomplete information;

- 8.3. The signed copy of the performance appraisal will be forwarded to HR at hr@rockyview.ab.ca for review. The review process will be completed within 10 business days;
- 8.4. Once the Senior Manager of Human Resources/OH&S has reviewed a performance appraisal report, unless there are follow-up items, the report will be filed in the employee's personnel file; and
- 8.5. Human Resources will enter the performance evaluation and the next due date for the employee's performance appraisal into HRMS.

Support Staff Growth

9. Each employee employed under a continuing contract must develop, implement and complete an annual written professional growth plan which meets the requirements of this Administrative Procedure.
10. An annual employee professional growth plan must:
 - 10.1 Reflect goals and objectives based on self-assessment of professional learning needs by the individual employee;
 - 10.2 Show a demonstrable relationship to a Support Staff Quality Standard; and
 - 10.3 Take into consideration the education plans of the school, the Division and the employee job duties.
11. An employee professional growth plan is to include the following:
 - 11.1 Professional learning goals/objectives;
 - 11.2 Strategies to obtain each goal;
 - 11.3 A timeline for implementation;
 - 11.4 The intended method of assessing goal attainment (indicators or measures); and
 - 11.5 Required resources.
12. By October 30 of a school year, an employee must submit an annual professional growth plan for initial review and approval to the principal/supervisor. If the employee fails to submit an annual employee professional growth plan or to complete the plan by the dates indicated, the principal/supervisor shall provide the employee with notice in writing that they are in violation of the Administrative Procedure and may be subject to other disciplinary action.
13. As part of the supervision process, a principal/supervisor may provide guidance and assistance in implementing the plan and will maintain awareness of the employee's professional growth plan including the status of progression towards achieving the goal(s) of the plan.
14. Before the end of each school year, at a time specified by the Principal/Supervisor, each employee will meet with the principal/supervisor for final review of the growth plan to determine whether the employee has completed the plan as required.

15. Despite the previous section above and as a result of supervision, a Principal/supervisor may identify behaviours or practices that may require evaluation in accordance with this Administrative Procedure provided that the information identified is based on a source other than that in the annual professional growth plan.

Reference:

- RVS AF442-A Performance Remediation Plan – Support Staff
- RVS AF442-B Performance Appraisal – Caretaker
- RVS AF442-E – Support Staff Performance Appraisal
- Education Act Section 33,52,53,68,196,197,204,222,225
- Employment Standards Code
- Labour Relations Act