

 Rainy River District Social Services Administration Board	<b>SECTION:</b> Human Resources
	<b>POLICY TITLE:</b> Performance Management
<b>ORIGINAL DATE:</b> May 6, 1999	<b>POLICY AREA:</b> Employee Relations
<b>REVISION DATE:</b> December 17, 2015	<b>POLICY NO:</b> HR-3.1
<b>NEXT REVIEW DATE:</b> December, 2019	<b>APPROVED BY:</b> Board Res. #100/15

## Policy

The Rainy River District Social Services Administration Board (RRDSSAB) is committed to communicating and monitoring a performance management program that provides employees with a clear understanding of the work expected from them, to receive ongoing feedback regarding how they are performing relative to expectations, to identify development opportunities, and to address performance that does not meet expectations.

A comprehensive performance management system empowers employees to have greater input into their personal career progression and will enable managers to better identify, recognize, and reward individuals based upon set criteria. Any performance feedback will take into account the accessibility needs of employees with disabilities as well as individual accommodation plans.

The RRDSSAB will utilize an annual performance management cycle. New employee's will have a Performance Appraisal, unless specified otherwise in the Letter of Offer/Staff/Collective Agreement, within three (3) and six (6) months from the date of hire, and on an annual basis from the date of hire thereafter.

Performance Management will include the following steps:

- a) Performance Planning – a collaborative process between supervisors and employees, reviewing the job activities, and establishing performance standards and expected results; the performance plan should be documented, including any training or development plans required by the employee to meet job performance objectives.
- b) Performance Feedback – Informal feedback should be on-going prior to the final annual performance appraisal.
- c) Performance Management – In addition to providing feedback, supervisors should be providing coaching and other resources to assist employees who are not achieving performance standards or require further development. Employees who are unable to meet performance standards over the long-term (after

training and coaching) may be placed on probation, offered a more appropriate role for their competencies or terminated.

- d) Performance Appraisal – a formal performance appraisal should be conducted at the end of the performance management cycle. The performance appraisal should be conducted in a one-on-one meeting (may be conducted by phone to accommodate scheduling) with the opportunity for discussion regarding performance achievement. The performance appraisal will be documented and kept on the employee's Personnel file.

Training will be provided to Supervisor/Managers to ensure an understanding of the Performance Management System and to further understand disability related issues, as appropriate.

## **Procedure**

1. The immediate Supervisor/Manager is responsible for providing ongoing, both formal and informal, performance feedback and coaching for their employees. The supervisor will communicate with an employee with a disability in a manner that accommodates the person's disability.
3. The immediate Supervisor/Manager will review and consider individual accommodation plans and accessibility needs prior to providing employee feedback or completing a Performance Appraisal.
4. Content of the Performance Appraisal includes:
  - a) an evaluation of job performance to organizational requirements & standards;
  - b) review of previously established goals;
  - c) identification of goals for future job performance;
  - c) recommendations for ongoing training and development; and
  - d) review of individual accommodation plans, if applicable, to ensure needs are understood and determine whether adjustments are needed to assist in the employees success.

Should the need for a workplace accommodation be identified, an individual accommodation plan will be developed, per policy, *Individual Accommodation Plans*.

5. The employee should expect to:
  - a) participate fully in the appraisal;
  - b) offer information regarding accessibility needs required to identify and develop an individual accommodation plan to help them succeed, if necessary;
  - c) include comments, if he/she chooses, that agree/disagree with any portion of the Performance Appraisal, prior to it being placed in the Personnel File;
  - d) sign the Performance Appraisal in acknowledgement that he/she has received and reviewed the appraisal; and
  - e) receive a copy of his/her Performance Appraisal for reference to meeting future goals and objectives.
6. Supervisor/Manager must be in place three (3) months, prior to completion of any respective employee's appraisal. Subsequent appraisals will adhere to the pre-determined time requirements in keeping with this policy.
7. An appraisal will not be completed for an employee who has been on an extended leave of absence, at the discretion of the immediate Supervisor/Manager, in consultation with Human Resources.