

## 4.4 PERFORMANCE APPRAISAL POLICY

Every employee of Burnaby Association for Community Inclusion is evaluated based on their ability to fulfill the requirements of their Job Description and achieve the related Performance Expectations.

### **Performance Appraisal:**

The Performance Appraisal is a formal way for the Employer to evaluate each employee and his/her ability to fulfill the job requirements and expectations of his/her position. Also, the Performance Appraisal is a means of providing formal, constructive feedback and assessment to the employee regarding his/her job performance.

A Performance Appraisal must be completed in a written form. Each department has Performance Appraisals for each position based on the related Job Description. Each department also has related procedures for the evaluation process.

The Board of Directors completes the Performance Appraisal for the Executive Director. The Executive Directors complete the Performance Appraisal for the Senior Managers. The Senior Managers complete the Performance Appraisals for the Managers whom they oversee as indicated in the organizational chart. The Program Managers complete the Performance Appraisal for the Program Coordinators/Supervisors within their departments. Program Coordinators/Supervisors complete Performance Appraisals for all permanent and casual staff assigned to them. The Performance Appraisal for casual employees will also consist of input from the Supervisors of other programs in which those casuals work.

Performance Appraisals are completed at the end of an employee's probationary period and from then on, annually from the date of the passed probation.

### **Probationary Period:**

The probationary period for all employees begins on the date they are hired into a position. The probationary period for Managers, Program Coordinators/Supervisors is six months worked. The probationary period for all other employees is three months worked or the equivalent number of hours as based on the normal hours of work of a full time employee, whichever occurs first.

Every employee receives a Performance Appraisal at the end of his/her probationary period. The employee is evaluated on their ability to meet the components of his/her Job Description and Performance Expectations.

One of three possibilities will occur:

- The Employer may reject a probationary employee for just cause. A rejection during probation shall not be considered a dismissal. The test of just cause for rejection shall be a test of suitability of the probationary employee for continual employment in the position to which he/she has been appointed, provided that the factors involved in the suitability could reasonably be expected to affect work performance.
- The Employer, with the agreement of the Union, may extend the probationary period for a further period not to exceed three months worked, based on the normal hours of work of a full-time employee.
- The employee receives a complete pass of their probation.

The employee will be notified of his/her probationary status at the Performance Appraisal meeting.

#### **The Performance Appraisal Procedure:**

The employee is notified by his/her direct supervisor or designate that a Performance Appraisal is upcoming. Whenever possible, a mutually agreed upon date and location is established between the employee and Coordinator/Supervisor. The Coordinator/Supervisor or applicable authority will complete the written Performance Appraisal prior to the meeting. At the meeting, the Coordinator/Supervisor will review each section, including rating, and comments related to the employee's performance.

#### **Performance Enhancement Strategies:**

Once the review of the Performance Appraisal is complete, the Coordinator/Supervisor will discuss and document a minimum of two Performance Enhancement Strategies/Goals for the employee. Whenever possible, the employee should have input into the Enhancement Strategies. The Performance Enhancement Strategies are also reviewed with the employee at the meeting. The Performance Enhancement Strategies should describe the strategy/goal, outline the time period for the employee to complete the strategy/goal, and facilitate an improvement in the employee's ability to fulfill their Job Description and meet their Performance Expectations. The Coordinator/Supervisor and/or Manager are responsible for monitoring the Performance Enhancement Strategies of his/her employees.

The employee and Coordinator/Supervisor must sign the Performance Appraisal once the meeting is complete – Performance Appraisal is reviewed and discussed and Performance Enhancement Strategies are discussed and documented. Employees can either choose to agree or disagree with the Performance Appraisal.

When the Performance Appraisal is reviewed and signed by the employee and Supervisor, the Performance Appraisal is passed onto the Program Manager for

authorization. Once the Program Manager reviews the Performance Appraisal and signs it, the Manager Forwards a the Performance Appraisal to the Manager of Human Resources and Quality Assurance for review and the document is then filed in the employee's personnel file. The Performance Enhancement Strategies/Goals may also be recorded and tracked through the employee information management system. The employee receives a copy of the Performance Appraisal and Enhancement Strategies/Goals once all signatures are provided.

If an employee disagrees with the rating or comments within the Performance Appraisal, refer the employee to the Conflict Resolution policy.

**Review of Performance Appraisals:**

Performance Appraisals documents should be reviewed along with Job Descriptions. This process takes place at a minimum of every three years. The review process will be led by the Program Manager and Manager of Human Resources & Quality Assurance. Input from Program Coordinator and support staff will be gathered and used in the review process. The review process is intended to keep Performance Appraisals accurate and relevant.

**New Position:**

When a new employment position is created within a program or service and it does not fall within the job classifications and requirements of the existing Job Descriptions, a new Job Description will be developed. If necessary, a new Performance Appraisal will also be created to ensure a consistent and relevant evaluation of the employee. The Program Manager responsible for the program or service will develop the Performance Appraisal. The Program Manager will review the Performance Appraisal with the Executive Director.

When an exempt position is created outside of the existing Job Descriptions, and also requires a new Performance Appraisal, the Executive Director is responsible for developing the new Performance Appraisal.

**Intranet:**

A copy of each Job Description, Employee Performance Expectation, and Employee Performance Appraisal is kept on the intranet. The Manager of Human Resources & Quality Assurance (or designate) is responsible for updating these documents.