



Guidelines for Performance Appraisal for Executive Council Members

Administrative Details

1. The Director shall assess Executive Council members' job performance and support the employee in personal and professional growth.
2. Executive Council members shall have a performance appraisal completed once every three years.
3. Each Executive Council member shall participate collaboratively in her/his performance appraisal process with the Director.
4. Each Executive Council member shall plan and implement continuous improvement strategies through a continuous improvement plan. The improvement plan should be reviewed on a regular basis (annually) with the Director.
5. Human Resources will provide guidelines for storage and access of performance appraisal documents.

Formal Process

Pre Conference

The Director shall:

- (a) Communicate with the employee:
 - a. The intent to enter into the performance appraisal process
 - b. Time and place for the conference
- (b) The Executive Council member shall:
 - a. Consider career objectives, concerns, suggestions for personal and professional growth and development
 - b. Consider supporting documents to be used for appraisal purposes (letters, notes, work in progress or completed, such as policy development, etc)

Conference:

The Director and Executive Council member shall:

- (a) Determine the competencies to be evaluated, and if needed, the setting for any observations take place
 - (b) Establish timelines for the completion of the performance appraisal
 - (c) Determine who will complete the community and Feedback Surveys
 - (d) Review system/school/department goals and the work / supporting documents that relate to these goals
- Observation (if needed) and Data Collection** (agreed upon timeline)

Post-Conference:

The Director shall:

- (a) Review the data gathered from the community and Feedback Surveys with the employee, and if applicable, the observation notes
- (b) Relate the evaluation of the Executive Council member's performance
- (c) Review the written report with the Executive Council member

The Director and Executive Council member shall:

- (a) Collaborate in developing areas for growth and strategies to enhance performance. The employee will implement the plan with the support/assistance of the Director

Rating Scale

- Highly Successful** – Employee consistently goes beyond job requirements – evidence external and internal to the Board. Continuous Improvement Plan to be developed.
- Successful** – Employee consistently completes job assignments as expected in terms of quality and schedule – solid, fully competent in aspects of job. Continuous Improvement Plan to be developed.
- Making Progress** – Employee is moving at a reasonable pace toward success in job performance – improvement needed in some areas – expect success in near future. Continuous Improvement Plan to be developed.
- Unsatisfactory** – Employee needs to make significant improvement in overall job performance – regardless of reason, lack of desired achievement during appraisal period. Review plan to be developed. ***When an unsatisfactory rating is given, the Director and EC member must refer to the General Performance Guidelines regarding the Review Process and Steps in the Review Process. See pages 9 -11 in the HWDSB document 'Performance Appraisal of Staff'.***

Continuous Improvement Plan: Executive Council member, in collaboration with the Director, will prepare, monitor, and evaluate an improvement plan. The purpose of the improvement plan is to facilitate continuous improvement and encourage individual professional development. The improvement plan will focus on S.M.A.R.T. (specific, measurable, achievable, results oriented, and time bound) goals and expectations and needs to consider the following: area(s) of focus, indicators of success, strategies for success and timeline for completion,. The Director and EC member should meet to review progress and revise the plan (where necessary).

Review Plan: A Review Plan is created when an employee's performance is deemed unsatisfactory. This plan is intended to bring about positive change in performance. The performance of the employee must improve through this plan. The review plan will establish specific goals and expectations and must consider the following: areas of concern, indicators of success, strategies for success and specific timelines for implementation and review.