
Policy Area: Human Resources

Policy # & Name: 6.13 Performance Review

Group: All Staff

Purpose:

To improve and develop the performance of employees and promote the continued development of their skills and potential, both on their own and with the assistance of CVS; to provide an opportunity for employees to get and provide feedback about their job performance, goals, and objectives; and to determine their involvement in contributing to the success of CVS.

Policy Statement:

CVS conducts a written performance review with every employee prior to the end of the period of probation and annually thereafter, unless otherwise required.

Staff are encouraged and supported to regularly upgrade their skills and abilities to meet the challenges of their position.

Practice Standards:

Performance Reviews

- ? Focus on achievement of assigned duties and responsibilities of the position and on employee self-development;
- ? Are used to assess individual strengths, weaknesses and successes;
- ? Challenge employees to improve performance and effectiveness;
- ? Involve the employee in the planning and implementation of career objectives; and measurable performance goals.
- ? Provide an opportunity for employees to provide feedback about their position challenges, supervision and training needs.
- ? Performance reviews are participatory and include input from the employee as well as the direct supervisor.
- ? The update of professional or occupational certifications are included in the performance review process.

The factors reviewed during the performance review are:

- ? quality and quantity of work related to job descriptions, job functions and competencies
- ? standards of performance
- ? work habits
- ? policy requirements
- ? interpersonal relations. A more specific measurable factor might be communication skills and behaviors, team work, it is fine if you don't change it

Each area is discussed with the employee to identify successful performance and any areas that need improvement or are unacceptable. Employees will complete the performance review from their perspective and comment on their work performance in writing as part of the review.

A probation period for new employees is according to the collective agreement. Before the end of the probation period, the employee is formally evaluated.

A “trial” period for employees who have passed probation and are promoted to a new position is 3 months. A performance review will be completed before the end of the trial period.

A supervisor may decide to evaluate an employee more frequently if there are performance concerns and the supervisor decides a performance review would be an effective way to offer corrective action to improve performance.

CVS performance review procedures are outlined in the guidelines.

Completed Performance Appraisals are kept in the employee’s personnel file

Best Practice:

Performance reviews can be stressful for both the employee and the supervisor; it is a good idea to create a collegial and positive atmosphere to conduct the review.

Performance reviews should not contain any surprises for the employee. If there is a performance concern, don’t wait until the review time to discuss with the employee.

Performance feedback works both ways, supervisors and employees should be open to constructive feedback on the working relationships.

Policy Audit: March Annually

Date Issued: March 23, 2004

Date

Revised:

Position

Responsible: Executive Director or designate

References:

- ✂ Policy 6.10 - Training & Professional Development
- ✂ 6.13.A – Performance Review for Long Term Staff
- ✂ 6.13.B – Performance Review for New & Probationary Employees
- ✂ CVS Job Description and Performance Review Manual
- ✂ Collective Agreement
- ✂ CVS Performance Review Procedures (attached)

CVS Performance Review Procedures

(Updated March 2004)

Approximately two weeks prior to the performance review session, the employee and supervisor complete their sections in the performance review form independently. They should each take the time to review the job description and identify any issues.

The employee and supervisor meet to discuss the performance review. During the meeting, they develop performance goals for the employee, and develop any recommended changes to the job description.

The employee is given time to read, ask questions and respond to the contents. The employee is asked to sign the review form and indicate his/her acceptance or objection. An appraisal report shall not be changed after an employee has signed it without the knowledge of the employee.

In the event that an employee objects to the appraisal, a note to this effect shall be placed in the employee's personnel file and further appraisal may be carried out within sixty (60) workdays to determine if an improvement in the rating of performance is in order.

The employee receives a copy of the review. The original is submitted to the Program Manager for signature, who forwards it to the Executive Director for signature. They are kept in the employee personnel file.

IMPORTANT SUPERVISOR INSTRUCTIONS:

Read these instructions and complete the performance review form before your scheduled meeting with the employee. The employee's participation in his/her performance review is a job requirement and is, therefore, mandatory.

Why Performance Reviews?

Regular performance review is an important opportunity for you to discuss service goals and employee performance with the people you supervise. It recognizes their personal contribution in relation to their job description. It is a way for you to respond to an employee's work-related needs and goals for professional development. It is also an opportunity for your staff to provide feedback about the work of CVS. Their opinions are valuable in the continued development of this organization and the quality of the services we provide. The employee self-evaluation is kept on file along with your supervisor/coordinator evaluation form. The review is an integral evaluation component when considering employees for transfers, promotions, and job postings.

What Will the Review Accomplish?

Guide and direct staff so that the quality of the service is improving and meeting the needs of the people we serve.

Provide an opportunity to recognize the employee's good work.

Offers a chance for management to express a personal interest in the work of front line staff --- what it is, specifically, that they bring to the work site everyday.

Provide encouragement, support, and training needed to deal with challenging work.

CVS POLICY & PROCEDURE MANUAL

Ensure that we are all focused on CVS goals; that as individuals and as a team, our intentions and actions are focused on the same outcome.

Provide an opportunity for educational interchange, problem solving and to discuss issues.

Clarify workplace standards and performance requirements.

How Do I Prepare for an Employee's Review?

Give a copy of these instructions and the review worksheets to the individual at least one week prior to your scheduled meeting.

Ensure the employee is familiar with what they need to do for their part in the review by going over the instructions.

Consider the whole period under review and not just the recent past.

Comment objectively on each category and the applicable indicators. Indicators are the observable, measurable things that you can see the employee doing that "indicate" how they are doing in relation to the standards.

Unsupported statements and generalizations are deadly to the success of the interview. Be specific and give examples.

The review is one of the ways we communicate CVS's beliefs about the value of each person (including the employee). If we are consistent and fair in our relationship with staff, they will feel respected and will be open and honest with us.

Ensure a private comfortable space for the review.

Make sure that it is scheduled for a time when neither of you will be disturbed.

Welcome the employee, say how long the meeting will be and review the purpose.

Start by reading the first objective and ask the employee how they see their work in relation to this and the indicators. Ask specifically for comments they have made.

Give feedback and read your comments and observations referring to the indicators as much as possible.

Proceed to cover each objective in the same way. When you have covered all the objectives, summarize by listing the key areas requiring attention as well as noting those objectives being met.

Discuss and establish goals and timelines, which address the areas requiring attention and also support the individual to continue meeting objectives. *Goals must be Observable, Measurable and Achievable.*

What Happens Now That It Is Done?

You will now have established goals and timelines with the help of the employee. Timelines means that you will have established dates for review of each goal. It is of utmost importance that you follow through and meet as scheduled to discuss the individual's progress toward each goal, any refinements that need to be made and any additional supports that they may need.

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IMPORTANT EMPLOYEE INSTRUCTIONS

Read these instructions and complete your self-evaluation worksheet before your scheduled meeting with your supervisor/coordinator. Your participation in your performance review is a job requirement and is, therefore, mandatory.

Why Performance Reviews?

Regular performance reviews are an important opportunity for you to discuss your service goals and your work with your Home Supervisor / Program Coordinator. It recognizes your personal contribution in relation to your job description. It is a way for your Home Supervisor / Program Coordinator to respond to your work-related needs and your goals for professional development. It is also an opportunity for you to provide feedback about the work of CVS. Your opinions are valuable in the continued development of this organization and the quality of the services we provide. Your self-evaluation will be kept on file along with your Home Supervisor's / Program Coordinator's evaluation form. The review is an integral evaluation component when considering employees for transfers, promotions and job postings.

What Will the Review Accomplish?

Guide and direct staff so that the quality of the service is improving and meeting the needs of the people we serve.

Offer a chance for your Home Supervisor / Program Coordinator to express a personal interest in your work and what it is, specifically, that you bring to the work site everyday.

Provide encouragement, support and training needed to deal with challenging work.

Ensure that we are all focused on CVS goals; that as individuals and as a team our intentions and actions are focused on the same outcome.

Provide an opportunity for educational interchange, problem solving and to discuss issues.

Clarify workplace standards and requirements.

How Do I Prepare For My Performance Review?

Read this instruction sheet. It is required that you participate fully in the review process.

Filling out this form is a work-related activity so it is reasonable for you to do this while on shift, however, please take care to do so at times that are convenient for the people you care for and your co-workers.

Consider the whole period under review and not just the recent past.

Be prepared with work-related examples of your strengths and needs.

Comment objectively on each category and the applicable indicators. (Indicators are the measurable things that you do that "indicate" what you are doing in relation to that category.)

Complete the goal-setting section for yourself for the coming year. Be open about what you would like to see yourself accomplish.

Set goals for yourself.

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Be open and honest. We will always be struggling, learning and growing. It is okay to note areas where you are having difficulties or are not progressing the way you would like.

Be open to suggestions and feedback.

Participate actively in discussing and refining your goals and setting timelines for the coming year, with your House Supervisor / Program Coordinator. Goals must be Observable, Measurable and Achievable.

Sign the review indicating your participation.

What Happens Now That It Is Done?

You will now have established goals and timelines with the help of your Home Supervisor / Program Coordinator. "Timelines" means that you will have established dates for review of each goal. It is of utmost importance that you follow through and meet, as scheduled, to discuss your progress toward each goal, any refinements that need to be made and any additional supports that you require. It is your responsibility to ensure that you maintain an awareness of and a focus on your goals. If you need additional support or guidance please discuss this with your Home Supervisor / Program Coordinator and your Adult Services Coordinator.