

STATEMENT of POLICY and PROCEDURE			
Chapter:	Human Resources	SPP No.	HR 3.04.ON
Section:	Pay and Performance	Issued:	Nov. 22, 2019
Subject:	JOB PERFORMANCE REVIEW	Effective:	Jan. 1, 2020
Issue to:	All Manual Holders	Page:	1 of 3
		Replaces:	HR-06
Issued by:	Community Resource Centre	Issued:	Feb 2017

1 POLICY

1.01 The **Community Resource Centre** supports the continuing growth and development of its employees and is committed to helping them achieve commonly set goals. To facilitate this growth, all employees will participate in a review of their performance and goal setting process at least once every two years with their immediate Supervisor. At that time the relevant job description will be reviewed. The Executive Committee will review the performance of the Executive Director once every two years or as often as deemed necessary by the Board.

1.02 The **Community Resource Centre** uses Job Performance Review techniques based on the following principles:

- Job Performance Standards are developed and documented for each job against which the incumbent's job performance is evaluated;
- managers will train, coach and otherwise assist employees to meet or exceed Job Performance Standards;
- regular feedback is provided to employees on their job performance
- the accessibility needs of employees with disabilities, as well as individual accommodation plans, shall be taken into account for the purpose of a job performance review.

2 PURPOSE

2.01 The purpose of Job Performance Review is to permit a manager and a subordinate to evolve a method of appraisal and feedback which reflects:

- their work relationship;
- the demands of the job; and
- current information, for the purpose of improving the subordinate's immediate value and potential within the **Community Resource Centre**. The focus is on preparing an individual to do today's job more effectively so that advancement may be achieved in the future.

3 SCOPE

3.01 This Statement of Policy and Procedure applies to all employees.

4 RESPONSIBILITY

4.01 Managers are responsible for:

- (a) defining and documenting Job Performance Standards for each job in the work unit;
- (b) communicating the Job Performance Standards to each job incumbent;
- (c) training and coaching incumbents to achieve the Job Performance Standards;
- (d) preparing objective evaluation data to review regularly with each employee and to evaluate the employee's progress toward meeting the Job Performance Standards;

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- (e) establishing a climate that encourages employees to develop so they may achieve their full potential within the organization.
- (f) taking into account the accessibility needs of employees with disabilities, as well as individual accommodation plans in the job performance review.

5 DEFINITIONS

5.01 Job Performance Ratings

Rating	Definition
Outstanding	Performance is recognized as exceptional; employee consistently adds to and exceeds job standards. Handles complex or difficult problems with little or no direction; exercises uncommon judgment in resolving problems effectively. Displays high initiative, high quality and quantity output which leaves little or nothing to be desired.
Excellent	Performance is consistently far above satisfactory; employee meets all job standards and frequently adds to or exceeds them. Demonstrates thorough knowledge and mastery of the position. Handles difficult situations with some direction. Output is usually of high quality and quantity.
Competent	Performance is consistently satisfactory; employee meets all job standards and occasionally adds to or exceeds them. Difficult situations are usually referred to a manager. Quality and quantity output meets standards.
Needs Improvement	Performance is not consistently satisfactory; employee meets some job standards but not all. Improvement is required.
Unsatisfactory	Job standards are not being met in most cases.

5.02 **“Job Performance Standards”** means a statement(s) of the measurable or observable results that occur when a job is performed in a competent manner.

5.03 **“Job Performance Review”** means a meeting between a manager and subordinate for the specific purpose of discussing job results and responsibilities; identifying those tasks which have been performed well and those which have not; discussing and agreeing upon what needs to be done to improve performance; and providing the subordinate with an opportunity to discuss problems and concerns.

6 REFERENCES and RELATED STANDARD PRACTICES

Accessibility for Ontarians With Disabilities Act, 2005 (Ontario) and Regulations
SPP HR 3.01.ON — Pay Principles

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SPP HR 3.03.ON — Pay Administration

SPP HR 5.04.ON — Accommodation on the Basis of Disability

7 PROCEDURE

- 7.01 Supervisors shall prepare and document Job Performance Standards, in conjunction with job incumbents whenever possible, for each job in the work unit. The process should be constructive in nature. The Supervisor's role is to facilitate a conversation that will support the employee's growth and development where possible. The emphasis should be on understanding and affirming strengths and identifying areas for growth and change. The process should result in the establishment of mutually agreed upon goals and actions for the upcoming evaluation period.
- 7.02 Performance review is an ongoing process. It commences the moment an individual is hired or placed in a job. However, as a minimum, written Job Performance Reviews are required for each employee at least once every two years. The supervisor and employee may use the Performance Review Form to document the process and outcome or may use a different tool as long it is agreed upon by them and captures the required information regarding strengths, areas for improvement, and goal.
- 7.03 Both the supervisor and the employee are required to sign the Job Performance Review Form to acknowledge their participation in the review process. An employee's signature on the Form does not necessarily signify agreement with the Review. It is required that a copy of the Review be kept with the employee's personnel records.
- 7.04 Any disagreement with the Review must first be taken up with the employee's immediate Supervisor and then the Executive Director.