



<b>BOARD PROCEDURE</b>	
<i>Approval Date</i> <b>2015</b>	<i>Replacing</i> <b>all previous procedures</b>
<i>Review Date</i> <b>2020</b>	<i>Page</i> <b>1 of 20</b>
<i>Contact Person/Department</i> <b>Human Resources Administrator</b>	<i>Identification</i> <b>HR-4555</b>

## **PERFORMANCE APPRAISAL DESIGNATED EARLY CHILDHOOD EDUCATORS (DECE)**

### **1.0 PURPOSE**

It is the policy of Trillium Lakelands District School Board to conduct performance appraisals of all employees of the Board on a regularly scheduled basis.

Trillium Lakelands District School Board believes that exemplary employees demonstrate integrity, commitment, willingness to work as team members, and personal desire for continuous growth and improvement.

Trillium Lakelands District School Board believes that regularly scheduled performance appraisals provide opportunities for employees to demonstrate and be recognized for professional growth towards exemplary practice.

### **2.0 REFERENCES/RELATED DOCUMENTS**

- 2.1 The *Education Act* and Regulations
- 2.2 DECE Collective Agreement

### **3.0 DEFINITIONS**

#### **3.1 ANNUAL LEARNING PLAN**

An annual plan outlining the DECE's professional growth goals, goals and strategies recommended in the evaluation report, as well as a proposed action plan and timelines for achieving those objectives.

#### **3.2 COMPETENCY**

Performance that meets expectations for the position, where the requirements of the job are generally met in terms of quality and quantity.

#### **3.3 EVALUATOR**

The evaluator is a District Principal, Principal, or Vice-Principal designated by the Superintendent of Elementary School Improvement to conduct the DECE Performance Appraisal.

### 3.4 PERFORMANCE APPRAISAL

Performance appraisal is a method by which the job performance of an employee is evaluated with the intent to determine whether stated goals and objectives of the role are being met. The appraisal process is an assessment of performance which is intended to seek out and celebrate areas of strength and/or to identify any areas where improvement could be made.

### 3.5 PERMANENT EMPLOYEE

A permanent employee is an employee who is no longer probationary.

### 3.6 PROBATIONARY EMPLOYEE

A probationary employee is a newly hired employee who has not actively worked for a period of three months from their date of hire in a permanent position as stated in the collective agreement. Unsuccessful completion of the probationary period will lead to termination prior to the granting of permanent status.

### 3.7 SATISFACTORY PERFORMANCE

Satisfactory performance is where an employee demonstrates competency in the components of job performance, to the point where the job is being completed adequately and meets expectations of the job as defined by the evaluator.

### 3.8 UNSATISFACTORY PERFORMANCE

Unsatisfactory performance is where an employee demonstrates major weaknesses in several components of job performance, to the point where the job is not being completed adequately as defined by the evaluator.

## 4.0 PROCEDURE

### 4.1 GUIDING PRINCIPLES

This procedure assumes competency on the part of the DECE employee. In cases where competency is the issue, this procedure will guide, but not limit, the process to be determined by senior administration.

- 4.1.1 Personal professional growth is best achieved when there is a collaborative process among the parties involved.
- 4.1.2 The performance appraisal process must provide for consistency, fairness and equity for all employees.
- 4.1.3 Responsibilities and duties are as varied as the individual role. The job description for the individual role will be an integral part of the performance appraisal process.

## 4.2 KEY ELEMENTS

- 4.2.1 Clear communication of current duties and expectations.
- 4.2.2 Opportunity for dialogue throughout the process between the employee and the evaluator.
- 4.2.3 An assessment of performance where strengths and achievements are highlighted and/or areas needing improvement are identified.

## 4.3 ANNUAL LEARNING PLAN

- 4.3.1 The Annual Learning Plan (ALP) provides a vehicle for a DECE's professional learning and growth during the evaluation year and in the intervening years between appraisals.
- 4.3.2 The evaluator is responsible for ensuring that every DECE employee they supervise has an ALP for each year.
- 4.3.3 Each year, DECE employees, in consultation with their evaluator, are required to review and update their ALP, as necessary, from the previous year.
- 4.3.4 The DECE employee and the evaluator must sign the ALP each year and each must retain a copy for his or her records.
- 4.3.5 A sample ALP Form is provided in Appendix D.

## 4.4 PROCESS

### 4.4.1 Timelines

- a) Employees with Probationary Status – A performance appraisal will be conducted at least once within the probationary period.
- b) Employees with Permanent Status – A performance appraisal will be conducted at least once every five years.
- c) The Human Resources Department will annually develop a list of all permanent DECE's who are subject to a performance review and provide that list to the Supervising Principal at the beginning of each school year.
- d) If the evaluator considers it advisable to do so, he or she may conduct performance appraisals in addition to those required. An explanation of the reason(s) for initiating the appraisal will be shared with the DECE at the pre-appraisal meeting. A DECE may also request, but is not guaranteed, a performance appraisal in addition to those required.

- e) Pre-appraisal meeting:
  - i) The evaluator and the DECE will meet to review and discuss the performance appraisal procedure and to specify the data to be collected and reviewed as part of the process.
  - ii) The “Pre-Appraisal Meeting Form” (Appendix A) will be completed and signed by the DECE to acknowledge receipt.
  - iii) A blank copy of the summative report will be given to the DECE for reference.

#### 4.4.2 Data gathering and observation:

- a) The evaluator will receive data as outlined on the Pre-Appraisal Meeting Form and observe the DECE in his/her role as appropriate (e.g. classroom, feedback session, student conference). He/she may also receive input from others in a management role (e.g. administrator, superintendent).

#### 4.4.3 Draft summative report:

- a) Within 40 working days of the pre-appraisal meeting, the evaluator will complete a draft of the summative report. This draft summative report will form the basis for discussion at the post-appraisal meeting between the evaluator and the DECE regarding job performance and areas of growth.

#### 4.4.4 If the performance appraisal results in a rating of satisfactory or better:

- a) Post- appraisal meeting: Within 40 working days of the pre-appraisal meeting, unless the timeline is extended by mutual agreement, the evaluator and the DECE will meet to discuss the draft summative report. Areas of strength and areas for potential growth will be identified and discussed. A final copy of the summative report, including a summary comment and rating of job performance, will be completed and signed by the evaluator and the DECE (to acknowledge receipt).
- b) Within 10 working days of the signing of the summative report, unless the timeline is extended by mutual agreement, the report shall be forwarded to the Human Resources Department. The report will be placed in the personnel file. A copy is to be retained by the DECE and the evaluator.

- 4.4.5 If the performance appraisal results in an unsatisfactory rating:
- a) Post- appraisal meeting:
    - i) Within 40 working days of the pre-appraisal meeting, the evaluator and the DECE will meet to discuss the draft summative report, unless the timeline is extended by mutual consent.
    - ii) Areas of strength and areas of unsatisfactory performance will be identified and discussed.
    - iii) Areas of focus for the “Improvement Plan” will be identified.
    - iv) Supports for the DECE to assist in improving performance will also be identified.
    - v) A final copy of the summative report, including a summary comment and rating of job performance, will be completed and signed by the evaluator and the DECE (to acknowledge receipt).
  - b) The president of the union will be notified that a DECE has received a draft summative report indicating that his/her performance is unsatisfactory, and that DECE will be identified. A representative from the union will be invited to attend the post-appraisal meeting.
  - c) Within 10 days of the post-appraisal meeting, the evaluator will develop an “Improvement Plan” (Appendix B):
    - i) The Improvement Plan will incorporate areas of focus for improvement, steps and actions that the DECE should take to improve performance, and support mechanisms to assist the DECE. Suggestions from the post-appraisal meeting will be incorporated in the “Improvement Plan”.
    - ii) The DECE and the union will meet with the evaluator to review the Improvement Plan within 10 working days of the signing of the summative report.
    - iii) The Improvement Plan will include the date of the commencement of the next performance appraisal. This date will be between 40 and 60 working days after the date upon which the initial summative report was signed, unless the timeline is extended based upon mutual agreement. In circumstances where prompt action is required in the best interests of students, departure from these timelines may be considered.

- **Note:** In exercising his/her discretion as to the timing of the second appraisal, the evaluator must balance the desirability of giving the DECE a reasonable opportunity to improve his/her performance against the responsibility of providing quality performance on behalf of students.

iv) The DECE will sign the Improvement Plan to acknowledge receipt.

d) Within 15 working days of the signing of the summative report, unless the timeline is extended by mutual agreement, the summative report and the Improvement Plan shall be forwarded to the Human Resources Department and to Superintendent of Elementary School Improvement. The report will be placed in the personnel file. A copy is to be retained by the DECE and the evaluator.

4.4.6 When a second performance appraisal results in a satisfactory rating:

a) Repeat 4.4.3 and 4.4.4

b) Because the second appraisal has resulted in a satisfactory outcome, the formal performance appraisal of the DECE is complete. However, the evaluator retains the right to conduct additional performance appraisals outside of the mandated requirements should he/she consider it necessary.

4.4.7 Where two consecutive performance appraisals are unsatisfactory:

a) The DECE will be informed that he/she has been placed on review status.

b) The steps as outlined in 4.4.5 will be repeated.

c) The performance of the DECE will be monitored for the period during which the employee is on review.

4.4.8 Provision for a third performance appraisal while on review:

a) The third performance appraisal will be conducted by the Superintendent responsible for Elementary School Improvement or a designate who did not conduct the two unsatisfactory performance appraisals. The process will follow the steps as outlined in 4.4.1 (e), 4.4.2 and 4.4.3.

b) If the third performance appraisal results in a satisfactory rating:

i) The DECE immediately ceases to be on review status. The evaluator must meet with the employee and provide a copy of the signed summative report with its notice of the latest appraisal meeting.

- ii) Within 10 working days of the signing of the summative report, unless the timeline is extended by mutual agreement, the report shall be forwarded to the Human Resources Department. The report will be placed in the personnel file. A copy is to be retained by the DECE and the evaluator.
- c) If the third consecutive performance appraisal results in an unsatisfactory rating:
  - i) The evaluator must promptly inform the Human Resources Administrator of the third consecutive unsatisfactory performance appraisal.
  - ii) Within 5 working days of the signing of the summative report, unless the timeline is extended by mutual agreement, the report shall be forwarded to the Human Resources Department. The report will be placed in the personnel file. A copy is to be retained by the DECE and the evaluator.
  - iii) The Human Resources Administrator, together with the Director of Education, will send a recommendation to Director's Council that the DECE's employment be terminated.

#### 4.4.9 Termination without a third appraisal:

- a) In circumstances where prompt action is required in the best interest of the system, the employer may terminate employment for "just cause". The recommendation to terminate must be shared with the employee, the appropriate Superintendent and the Bargaining Unit President. It must be accompanied by written reasons for the recommendation, as well as copies of all performance appraisal documents.

#### 4.5. SUMMATIVE REPORT

The following section contains the "Components of Effective Job Performance Indicators" (Appendix C).

This checklist forms the basis for a performance appraisal and is organized under the following headings:

- 5.1 Proficiency
- 5.2 Assessment
- 5.3 Planning
- 5.4 Consultation/Collaboration
- 5.5 Communication
- 5.6 Organization

The evaluator will fill out each section of the Summative Report. The evaluator will provide a summative statement and determine an overall rating for the DECE.

## 5.0 APPENDICES

- Appendix A - Pre-Appraisal Checklist
- Appendix B - Improvement Plan
- Appendix C - Performance Indicators
- Appendix D - Annual Learning Plan
- Appendix E - Timelines Flowchart





**DECE Pre- Appraisal Checklist**

Date: \_\_\_\_\_

DECE: \_\_\_\_\_

Evaluator: \_\_\_\_\_

**Data to be reviewed as part of the performance appraisal process** (e.g. lesson plans, assessment tools, student product/activity, collaboration with teacher, classroom observations, schedules, conferencing notes):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Observation(s) in the role – if applicable** (e.g. conferencing, staff development session, parent feedback session, interaction with school administrators, teachers, students, parents):

1. Date: \_\_\_\_\_

Focus of Observation:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Date: \_\_\_\_\_

Focus of Observation:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Others to be contacted for input about performance in the role:**

\_\_\_\_\_

Supervisor's Signature \_\_\_\_\_ Date \_\_\_\_\_

Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_



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## Improvement Plan

The Improvement Plan must be prepared by the supervisor within 10 working days of the signing of the summative report which indicates unsatisfactory performance. This plan must set out steps and actions that the employee should take to improve his or her performance. The supervisor must seek input from the employee as to what steps and actions could help him or her improve job performance.

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**Last Name:**

**First Name:**

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**Assignment:**

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**Supervisor's Last Name:**

**First Name:**

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**General Expectations:**

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<b>Competencies Requiring Improvement</b>	<b>Steps and Actions for Improvement</b>	<b>Sample Indicators of Success</b>

**Support Examples:**

**Date of next performance appraisal:**

**Employee's Comments on the Improvement Plan**

**Supervisor's Comments on the Improvement Plan**

**Supervisor's Signature**

My signature indicates that I developed this Improvement Plan with the employee's input

**Date**

**Employee's Signature**

My signature indicates that I provided input into the Improvement Plan.

**Date**



Performance Appraisal

Designated Early Childhood Educator

Components of Effective Job Performance Indicators

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Supervisor: \_\_\_\_\_ Date of Performance Review \_\_\_\_\_

**5.1 PROFICIENCY**

- displays proficiency in specialized field

Performance Indicators	Not Applicable	Unsatisfactory	Meets Expectations	Exceeds Expectations
5.1.1 Demonstrates knowledge related to the needs of early learners				
5.1.2 Demonstrates knowledge and understanding of relevant exceptionalities, process of identification and differentiated instruction				
5.1.3 Demonstrates knowledge of available resources and utilizes a variety of appropriate methodologies				
5.1.4 Participates in life-long learning experiences as a means to demonstrate a commitment to personal professional growth				
5.1.5 Demonstrates knowledge and skill in using a variety of appropriate instructional tools and practices				
5.1.6 Provides evidence of proficiency in the ability to program for students with special needs				
5.1.7				
Comments				

## 5.2 ASSESSMENT

- Demonstrates a high level of knowledge and skill in using a variety of appropriate assessment tools and practices

Performance Indicators	Not Applicable	Unsatisfactory	Meets Expectations	Exceeds Expectations
5.2.1 Gathers information using a variety of appropriate assessment tools and practices				
5.2.2 Selects appropriate assessment measures				
5.2.3 Completes evaluations				
5.2.4 Interprets and makes recommendations				
5.2.5 Evaluation informs practice				
5.2.6				
Comments				

## 5.3 PLANNING

- Uses effective methods of planning for students

Performance Indicators	Not Applicable	Unsatisfactory	Meets Expectations	Exceeds Expectations
5.3.1 Provides direct service to students				
5.3.2 Provides indirect service to students, parents and staff				
5.3.3				
Comments				

#### 5.4 CONSULTATION/COLLABORATION

- Displays positive interpersonal skills in working with students, teachers, EAs, Principals, parents and community agencies

Performance Indicators	Not Applicable	Unsatisfactory	Meets Expectations	Exceeds Expectations
5.4.1 Assists parents, teachers & principals in facilitating planning, instruction, evaluation, reporting and problem-solving				
5.4.2 Actively participates in team decision-making				
5.4.3 Demonstrates professionalism and positive interpersonal skills in working with community agencies				
5.4.4 Interacts with students in a professional manner				
5.4.5				
Comments				

#### 5.5 COMMUNICATION

- Exhibits high degree of competence in oral and written communication

Performance Indicators	Not Applicable	Unsatisfactory	Meets Expectations	Exceeds Expectations
5.5.1 Listens & responds				
5.5.2 Shares information with discretion with parents & staff				
5.5.3 Prepares documentation for teacher, parent and Principal conferencing				
5.5.4 Uses technology to communicate				
5.5.5				
Comments				

**5.6 ORGANIZATION**

- Demonstrates efficient organizational skills

Performance Indicators	Not Applicable	Unsatisfactory	Meets Expectations	Exceeds Expectations
5.6.1 Manages time				
5.6.2 Establishes priorities				
5.6.3 Schedules to address needs				
5.6.4 Coordinates lesson plans and course descriptions				
5.6.5				
Comments				

OVERALL RATING	Not Applicable	Unsatisfactory	Meets Expectations	Exceeds Expectations

***Principal/Supervisor's Summary Comments:***

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**DECE Employee's Comments (optional):**

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Signature of Evaluator

\_\_\_\_\_  
Signature of Employee  
(to acknowledge receipt)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



**ANNUAL LEARNING PLAN**

**Employee Name:** \_\_\_\_\_ **Department:** \_\_\_\_\_  
**Supervisor:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_

**Background to Inform Professional Growth Goals, Action Plan, and Timelines**

Please bring your professional growth goals and strategies from the summative report of your most recent Performance Appraisal or Annual Learning Plan.

Professional learning and growth that I have experienced over the past year(s):

Professional Growth Goals	Professional Growth Strategies to Help Reach Goals	Action Plan and Timelines

**Other Comments (Employee)**

**Other Comments (Supervisor)**

**Supervisor's Signature** (I consulted with the employee to update their Annual Learning Plan.)

**Date (yyyy/mm/dd)**

**Employee's Signature** (I consulted with my supervisor to update my Annual Learning Plan.)

**Date (yyyy/mm/dd)**

