



| BOARD PROCEDURE | |
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| <i>Approval Date</i> 2015 | <i>Replacing</i> All previous procedures |
| <i>Review Date</i> 2020 | <i>Page</i> 1 of 20 |
| <i>Contact Person/Department</i> Human Resources Administrator | <i>Identification</i> HR – 4525 |

PERFORMANCE APPRAISAL PROFESSIONAL STUDENT SERVICES PERSONNEL (PSSP)

1.0 PURPOSE

It is the policy of Trillium Lakelands District School Board to conduct performance appraisals with 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 PSSP Collective Agreement

3.0 DEFINITIONS

3.1 ANNUAL LEARNING PLAN

An annual plan outlining the PSSP'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 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 Manager designated by the Superintendent of Special Education to conduct the PSSP 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. To seek out and celebrate areas of strength and 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 an employee who has not completed six months of service as stated in the collective agreement.

3.7 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 PSSP employee. In cases where competency is the issue, the 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 individual roles 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 PSSP'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 permanent PSSP employee they supervise has an ALP for each year.
- 4.3.3 Each year, PSSP employees, in consultation with their evaluator, are required to review and update their ALP, as necessary, from the previous year.
- 4.3.4 The PSSP 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 PSSP who are subject to a performance review and provide that list to the District Principal of Special Education 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 PSSP at the pre-appraisal meeting. A PSSP may also request, but is not guaranteed, a performance appraisal in addition to those required.
- e) Pre-appraisal meeting:
 - i) The evaluator and the PSSP 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 PSSP to acknowledge receipt.

- iii) A blank copy of the summative report will be given to the PSSP 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 PSSP in his/her role as appropriate (e.g. feedback session, case conference). He/she may also receive input from others in a management role (e.g. administrator, supervisor, superintendent).
- b) The data gathering and observation will take place following the pre-appraisal meeting.

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 PSSP regarding job performance and areas of growth.

4.4.4 If the performance appraisal results in a rating of meets expectations 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 PSSP 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 PSSP (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 along with the employee's ALP shall be forwarded to the Human Resources Department. The report and current ALP will be placed in the personnel file. A copy is to be retained by the PSSP and the evaluator.
- c) The PSSP employee may provide a written response to be included with this report within 5 days of signing the report.

4.4.5 If the performance appraisal results in an unsatisfactory rating:

a) Probationary PSSP

- i. The evaluator will notify the Superintendent for Special Education and the Human Resources Administrator prior to the post-appraisal meeting that the PSSP will be receiving an unsatisfactory appraisal.
- ii. The PSSP will be notified 48 hours prior to the post-appraisal meeting that the appraisal has resulted in an unsatisfactory rating. The employee will be advised of his/her right to have union representation at the post-appraisal meeting.
- iii. The president of the union will be notified that a PSSP has received notice that his/her performance is unsatisfactory, and that PSSP will be identified.
- iv. A probationary employee may be dismissed at the sole discretion of the Board subject to the principles of procedural fairness.

b) Permanent PSSP

- i. The evaluator will notify the Superintendent of Special Education and the Human Resources Administrator prior to the post-appraisal meeting that the PSSP will be receiving an unsatisfactory appraisal.
 - ii. The PSSP will be notified 48 hours prior to the post appraisal meeting that the appraisal has resulted in an unsatisfactory rating. The employee will be advised of his/her right to have union representation at the post-appraisal meeting.
 - iii. The president of the union will be notified that a PSSP has received notice that his/her performance is unsatisfactory, and that PSSP will be identified.
 - iv. Post-appraisal meeting
 - A. The evaluator, the PSSP and a representative of the union will meet to discuss the draft summative report.
 - B. Areas of strength and areas of unsatisfactory performance will be identified and discussed.
 - C. Areas of focus for the “Improvement Plan” will be identified.
 - D. Supports for the PSSP to assist in improving performance will also be identified.
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- E. A final copy of the summative report, including a summary comment and rating job performance, will be completed and signed by the evaluator and the PSSP (to acknowledge receipt).
- v. Within 10 working days of the post-appraisal meeting, the evaluator will develop an “Improvement Plan” (Appendix B):
 - A. The Improvement Plan will incorporate areas of focus for improvement, steps and actions that the PSSP should take to improve performance, and support mechanisms to assist the PSSP. Suggestions from the post-appraisal meeting will be incorporated in the “Improvement Plan”.
 - B. The PSSP will meet with the evaluator to review the Improvement Plan within 10 working days of the signing of the summative report.
 - C. 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.

Note: In exercising his/her discretion as to the timing of the second appraisal, the evaluator must balance the desirability of giving the PSSP a reasonable opportunity to improve his/her performance against the responsibility of providing quality performance on behalf of students.
 - D. The PSSP will sign the Improvement Plan (to acknowledge receipt).
- vi. Within 15 working days of the signing of the summative report, unless the timeline is extended by mutual agreement, the summative report, the employee’s ALP and the Improvement Plan shall be forwarded to the Human Resources Department and to Superintendent of Special Education. The report will be placed in the personnel file. A copy is to be retained by the PSSP 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 PSSP 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 PSSP 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 PSSP 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 Special Education 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 rating of meets expectations:
 - i) The PSSP 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 PSSP 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 PSSP and the evaluator.
 - iii) The decision to terminate will be shared with the employee, the Superintendent and the Bargaining Unit President.

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 decision to terminate will be shared with the employee, the Superintendent and the Bargaining Unit President. It must be accompanied by written reasons for the decision.

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 Intervention
- 5.4 Consultation/Collaboration
- 5.5 Communication
- 5.6 Organization

The evaluator will fill out the appropriate sections according to the roles and responsibilities defined for the PSSP's position. The evaluator will provide a summative statement and determine an overall rating for the PSSP.

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



PSSP Pre- Appraisal Checklist

Date: _____

PSSP: _____

Evaluator: _____

Data to be reviewed as part of the performance appraisal process (e.g. case notes, referral forms, schedules, assessment reports, correspondence to agencies, written communication):

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

1. Date: _____

Focus of Observation:

2. Date: _____

Focus of Observation:

Others to be contacted for input about performance in the role (e.g. school administrator, supervisory psychologist):

Supervisor's Signature _____ Date _____

Employee's Signature _____ Date _____



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.

Last Name:

First Name:

Assignment:

Supervisor's Last Name:

First Name:

General Expectations:

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|--|
| |
|--|

| Competencies Requiring Improvement | Steps and Actions for Improvement | Sample Indicators of Success |
|---|--|-------------------------------------|
| | | |

| |
|--|
| 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

Professional Student Services Personnel

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 specific discipline | | | | |
| 5.1.2 Displays knowledge and understanding of relevant exceptionalities and process of identification | | | | |
| 5.1.3 Possesses 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 | | | | |
| 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 | | | | |
| 5.2.2 Selects assessment measures | | | | |
| 5.2.3 Completes assessment | | | | |
| 5.2.4 Interprets and makes recommendations | | | | |
| 5.2.5 | | | | |
| Comments | | | | |

5.3 INTERVENTION

- Uses effective methods of intervention and programming 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 Facilitates referrals to access programs and services | | | | |
| 5.3.4 | | | | |
| 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 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 | | | | |
| 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 | | | | |
| 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 referrals and manages case-load files | | | | |
| 5.6.5 | | | | |
| Comments | | | | |

| OVERALL RATING | Not Applicable | Unsatisfactory | Meets Expectations | Exceeds Expectations |
|-----------------------|----------------|----------------|--------------------|----------------------|
| | | | | |

Principal/Supervisor's Summary Comments:



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)

An Overview of the PSSP Performance Appraisal Process Timelines

