**Performance Appraisal Form**

**Appraisal Period | From: to:**

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| **Employee:** | **Job Title:** |
| **Department:** | **Number of Years/ Months in Current Job:** |
| **Supervisor:** |  |

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| 1. **Purpose of the Performance Appraisal** |

Performance Appraisal’s purpose is to assess and ensure that employees are carrying out their duties and responsibilities which they are employed to do in an effective and satisfactory manner, which is contributing to the overall organizational objectives. The “ensure” aspect of the process requires both employee and their supervisor to identify resources and support that the employee requires in order to do their job.

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| 1. **Overview of the Process** |

**Preparation**

The employee and supervisor are required to spend some time to consider the employee’s performance and needs over the past year. Efforts should be made to review the employee’s ability to demonstrate required competencies; compare actual performance and behaviour with agreed expectations in job description and/or goals set at the beginning of the performance appraisal cycle; provide information or specific examples to support comments; and suggest any support that the employee may require to meet or continue to meet expectations.

The employee’s performance, competencies and job skills will be rated on the following levels:

* Exceeds Expectations (**EE**)\*\*:

Performance consistently exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent. Annual goals were met. *Related to competencies, this is when an employee is skilled and does not over use the skill.*

* Meets Expectations (**ME**)**:**

Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met. *Related to competencies this is when an employee is considered skilled in the competencies.*

* Meets Expectations with specific improvement area (**MESIA**):

Performance met expectations in all essential areas of responsibility, but at times possibly having an area where improvement is needed, and the quality of work overall was good. The most critical annual goals were met. A professional development plan to improve performance must be outlined in the “Development Goals” section for the next fiscal year to ensure monitoring to measure progress. *Related to competency, this is when an employee still needs development to be considered skilled, however the development needed is only related to a specific area. As well, this can be when an employee is overusing a competency, to their detriment, and development is needed to ensure their skill is used effectively.*

* Improvement Needed (**IN**)**:**

Performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A plan to correct performance, including timelines, must be outlined in the “Development Goals” section for the next fiscal year to ensure monitoring to measure progress. *Related to competency, this is when an employee needs development to be considered skilled and the development needed is broad and extensive.*

* Unsatisfactory (**U**):

Performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A plan to correct performance, including timelines, must be outlined in the “Development Goals” for the next fiscal year to ensure monitoring to measure progress. *Related to competency, this is when an employee needs development to be considered skilled and the development needed is broad and extensive.*

* Too Soon to Evaluate (**N/A**):

This score indicates that it is too soon to evaluate the employee as they started in their current position less than three months prior to the evaluation.

**\*\* Exceptional**

Performance far exceeded expectations due to exceptionally high quality of work performed in all essential areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or 2) made an exceptional or unique contribution in support of unit, department, or organizational objectives. This rating is achievable by any employee though given infrequently. *Related to competencies, this is when an employee is skilled, aware of how to avoid overusing a skill, and continually works to further hone the skill.* This rating is only used if the Supervisor comes to the conclusion that the employee’s achievement is exceptional and/or amazing beyond “Exceeds Expectations”, the Supervisor can make a note of this performance by indicating “Exceptional” with comments stating the rationale for this rating beyond “Exceeds Expectations”.

**Meeting**

The employee and the supervisor will meet to discuss the employee’s performance in each of the areas outlined on this performance appraisal form. The meeting is to be scheduled in advance by the employee with enough time to complete the preparation outlined above. The employee must complete their self-assessment and training portion prior to the meeting and send same to their supervisor.

The meeting with the employee is a discussion meeting as a two-way dialogue is the goal so that the perspectives of the employee and supervisor are to be shared and discussed to arrive at agreed goals and directions of work to do.

For End-of- the-Year Meeting: Prior to meeting with the employee, the supervisor should meet with their one-up manager to review their ratings and comments. The purpose of this one-up meeting is to help the supervisor to have the benefit of their manager’s perspective of the employee’s performance and behaviour and how best to support the employee to succeed and/or continue to succeed.

**Documentation:**

Within one week of the meeting, the supervisor is responsible for completing the performance appraisal form by summarizing and highlighting key elements of the discussion including any goals for the upcoming quarter or year and any personal development needs. The supervisor should note any follow-up meetings or commitments that have been made. The supervisor will then forward the form to the employee for their record and use. If the employee has any objection, they can comment and have a clarification meeting with their supervisor. A copy of the form should be sent to the one-up manager (supervisor’s manager) for their information and use.

For End-of- the-Year Meeting: In addition to the above documentation, the supervisor must indicate an overall performance rating based on the discussion. The supervisor will then forward the form to the employee for their review, comments and signature. The supervisor’s manager will also review and sign the form. The employee will then receive a copy of the completed form with the original being placed in their personnel file.

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| 1. **Competencies** |

Competence is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees. The competencies stated in the table below are considered to be critical to the achievement of our strategic goals as they represent clusters of knowledge, skills and attitudes that define how the job gets done and they are the foundation for achieving success.

The employee and supervisor are encouraged to provide ratings and comments. Specific examples will be required if the rating is “Does Not Meet”.

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| **Competency** |  | **Rating** | **Comments** |
|  | **Employee** |  |  |
| **Supervisor** |  |  |
|  | **Employee** |  |  |
| **Supervisor** |  |  |
|  | **Employee** |  |  |
| **Supervisor** |  |  |

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| 1. **Business Goals (minimum 2, maximum 5)** |

Bring forward any goals that were established at the beginning the year, incorporating any changes that were made to the goals during the year (perhaps a goal was replaced with another timelier, more meaningful goal or perhaps other business priorities required that the goal be delayed). Make sure the goals are **SMART** (**specific**, **measurable**, **actionable**, **realistic**, and **time-framed**). Goals should be linked to the corporate goals for the year. Indicators of performance can typically be defined in terms of cost, quality, deadline or impact. Goals can be financial or non-financial.

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| **#** | **Goal Description** |  | **Rating** | **Comments** |
| 1. |  | **Employee** |  |  |
| **Supervisor** |  |  |
| 2. |  | **Employee** |  |  |
| **Supervisor** |  |  |
| 3. |  | **Employee** |  |  |
| **Supervisor** |  |  |
| 4. |  | **Employee** |  |  |
| **Supervisor** |  |  |

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| 1. **Development Goals** |

Specific actions the employee will take to grow and develop to be a peak performer. A Performance Improvement Plan should accompany each development goal using the document on pages 7 and 8 of the Performance Support & Review Form.

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| **Goal** | **Goal Description** | **Deadline** | **Action Steps** | **Follow-Up, Results & Comments** | |
| 1. |  |  |  | **Employee** |  |
| **Supervisor** |  |
| 2. |  |  |  | **Employee** |  |
| **Supervisor** |  |
| 3. |  |  |  | **Employee** |  |
| **Supervisor** |  |

# (Sections 6 to 10 to be completed during Annual Performance Appraisal only)

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| **6. Employee Response to Questions** |

The employee is to respond to the following questions in the box below:

* What accomplishment(s) are you most proud of from the past year?
* What do you wish you could have accomplished had you had the time, money, and/or people needed?
* Are your career goals being fulfilled in this organization? If yes, how? If no, why not?

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| **7. Supervisor’s Response to Employee Comments in #6 Above** |

The supervisor should provide a summary of their comments and achievements/contributions noted in the space below.

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| **8. Overall Performance Rating** |

The supervisor must indicate with a check mark, in the area below, an overall performance rating. This is meant to be the best assessment of the employee’s performance over the past year taking into account all of the information discussed during the performance review meeting and documented in previous sections of this form.

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| **Rating Scale** | **Exceptional** | **Exceeds Expectations -EE** | **Meets Expectations -ME** | **Meets Expectations with specific improvement area - MESIA** | **Improvement Needed (IN)** | **Unsatisfactory - U** | **Too Soon to Evaluate - N/A** |
| Overall Rating *(check mark)* |  |  |  |  |  |  |  |

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| **9. Employee Comments on the Overall Performance Rating** |

Employee comments are very important. Everyone is encouraged to provide feedback about any information contained in this performance APPRAISAL or discussed at the performance review meeting(s).

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| **10. Confirmation of Discussion** |

The employee’s signature indicated that the performance appraisal discussion with the supervisor has taken place, but does not necessarily signify agreement with the ratings given or the comments made.

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| **Employee Signature:** | **Date:** |
| **Supervisor Signature:** | **Date:** |
| **Supervisor’s Manager Signature:** | **Date:** |

# **Performance Improvement Plan (PIP)**

During the period of the PIP the employee will be monitored to assess if appropriate improvement is being made. If the expected outcomes are not achieved attained more formal action, including termination, may be initiated under the relevant procedure.

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| **Name of Employee:** | **Job Title:** |
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| **Date of Meeting:** | **Name(s) of other attendee(s):** |
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| **PERFORMANCE IMPROVEMENT PLAN** | | | | |
| --- | --- | --- | --- | --- |
| **Improvement Required** | | **Why** | **Expected Outcome/Measurement** | **Support/Dependencies** |
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| **Improvement Required** | **Review (Date to be Inserted)** | **Rating** | | |
| --- | --- | --- | --- | --- |
| **Outcome Observed** | **Not Met** | **Partially Met** | **Met** | |
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| **COMMENTS** | |
| **Who** | *(Date to be Inserted)* **Review** |
| **Employee Comments** |  |
| **Manager Comments** |  |

**Timeline for Improvement, Consequences and Expectations:**

This is a six-week PIP. During this time you are expected to make regular progress on the plan outlined above. Failure to meet the expectations of the PIP will either result in reassignment, including but not limited to a reduced role, or termination from employment.

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| **SIGNATURES** | | |
|  | **Employee Signature:** | **Manager Signature:** |
| **PIP Acceptance Signatures** |  |  |
| **Review** *(Date to be Inserted)* **Meeting Signatures** |  |  |
| **PIP Completion Signatures** |  |  |