

CALGARY FAMILY SERVICES

PROCEDURE STATEMENT

Section: Personnel
(Performance Reviews)

Procedure Number: PS-104-HR

It is a requirement of Calgary Family Services that employees receive a performance review on an annual basis.

Supervisors are to use the Society's standardized Performance Review & Development Plan, with the exception of the Management Team, when conducting performance reviews.

1. Prepare a draft performance review for the employee using specific examples and clear language.

Sections of the Performance Review & Development Plan include:

- a. Specific Objectives and Results Summary for Past Year
- b. This section is used to track results of objectives set in previous years.
- c. Performance Relating to Job Requirements
- d. This section allows you to rate specific skills, values and attributes required for the position. The rating scale is as follows:
 - e. 1 = above standards 2 = meeting standards 3 = not meeting standards
- f. Comments
- g. This section allows you to provide objective feedback in narrative form to the employee. Use this are to elaborate on your ratings in the previous sections and use specific examples for areas requiring improvement, as well as areas of excellence. Comments should always be job related.
- h. Overall Performance in Present Position
- i. This section allows you to provide an overall rating of the individual and should be consistent with ratings you provided in Section Two. Rating scale is as follows:
 - j. Above Standards: Skills required for the position are highly developed. This employee has strong professional relationships with colleagues and makes positive contributions to staff morale. This employee has the ability to effectively mentor staff. This employee consistently exceeds the requirements of the position and truly encompasses the organization's value and mission.
 - k. Meeting Expectations: The skills for the position are well developed. This employee maintains good working relationships with colleagues and supports organizational initiatives. This employee provides quality services to clients but requires development in some areas.
 - l. Below Expectations: This person has difficulty performing the skills required for the position. This employee may have difficulty working with colleagues and may not support organizational values or attributes which are required to be successful in the position. (Note: Concerns of this nature should be addressed as they arise and the performance review process is not intended to be a disciplinary process.)

m. Objectives and Development Plan for Next Review Period

n. This section allows you to plan objectives and professional development activities for the next year. Objectives should be specific and measurable with a schedule for completion.

2. Meet with the employee to discuss contents of the review and have the employee provide input (you may also have the employee prepare their own ratings and comments prior to the meeting.)
3. Following the meeting, make any necessary revisions or changes that have arisen out of the meeting. The Reviewee and Manager sign the review.
4. A final copy of the review is provided to the employee for signature and comments.
5. The original signed Review is forwarded to the HR Department and is placed on the employee's file. A copy of the Review can be given to the employee.

Related Policy and/or Procedural Statement: Policy #HR-13

Procedure Developed By: Management Group _____

Date: _____

Chief Executive Officer's Authorization: _____

Date: _____

Revised: January 2006