

McLeod Lake Indian Band



Performance Management Policy & Guidelines



Performance Management

As part of McLeod Lake Indian Band’s commitment to excellence, we must support the excellence of our staff. The process of Performance Management allows managers to use tools and processes to enable staff to do their best work. This is accomplished through the communication of clear goals and objectives, making sure staff have the training, tools and resources necessary to do their jobs effectively, providing continuous coaching and feedback, summarizing progress and performance in an annual performance review, and supporting staff in their development.

This Performance Management Toolkit is designed to give an overview of guidelines, tools, and resources available to support you in this important aspect of people management.

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Policy

Section 3.08 and Section 15.02 of the Employee Policies & Guidelines

All employees will have an annual performance review with the document placed in the personnel file.

Section 15.02 Performance Evaluations

- 1) Performance evaluations will be conducted and completed by the employees anniversary date for all non-probationary employees.
- 2) Probationary evaluations for all probationary employees will be conducted before the last week of probation.
- 3) Exit evaluations for all term employees will be conducted during their last week of employment.
- 4) The performance evaluation will be conducted by the employee's immediate supervisor and will follow the written form developed by the Human Resources Manager. The Human Resources Manager will review the performance evaluation prior to the meeting with the employee. The supervisor will meet privately with the employee to conduct the performance evaluation.
- 5) During the performance evaluation the employee will be provided with a copy of the appraisal form. The employee has the right to note his or her agreement or disagreement with the appraisal and to have such notation attached to the copy of the appraisal which will be placed in the employee's personnel file.
- 6) Employees will be evaluated on the basis of their job description.
- 7) These evaluations will:
 - a. Help employees to evaluate and improve their performance;

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- b. Improve understanding and communication between management and staff;
 - c. Provide an opportunity to set employee goals for the coming year;
 - d. Provide an opportunity to discuss professional training and development workshops/options for the employees;
 - e. Be considered for annual salary reviews;
 - f. Form the basis of written employment references, when employees leave the employ of the McLeod Lake Indian Band.
- 8) Employees who disagree with parts of their evaluation or wish to add their own comments, may do so, these comments will be included in the employee's personnel file.
- 9) In the event of a disagreement between the employee and the Supervisor regarding the performance/evaluation review, the employee shall have the right to include the Band Manager in the evaluation discussion.



Guiding Principles

- The individual's goals should be aligned with the company and departmental goals.
- Ratings should be given based solely on performance.
- An employee's position should not dictate whether they have more or less access to the highest level of ratings; managers should be able to articulate to employees at all levels what it takes to achieve excellence, to accomplish major goals, and to make unique contributions worthy of the highest level ratings.
- Goals and expectations can be modified during the evaluation period as long as they are communicated to, and discussed with, the employee in advance of the annual assessment; changes should be made in writing.
- Performance expectations include all job outcomes:
 - Are all duties and assigned tasks being completed
 - Impact of employee interactions with staff, Band Members and clients
 - Services delivered by the employee
 - Processes used and policies followed
 - Organizational values demonstrated on-the-job



The Performance Management Cycle

Phase 1: Planning

- Phase 1 assumes use of the individual's job description and unit goals as the foundation for setting goals and expectations.
- Set SMART goals:
 - S Specific
 - M Measurable
 - A Attainable
 - R Relevant
 - T Timely
- Goals should be achievable in one year; If a goal is multi-year, it should be broken down into milestones of a year or less.

Phase 2: Check-in (throughout the performance cycle)

- Observation: pay attention to your employees doing their job to notice when they need help, performance correction, or feedback
- Coaching: conduct formal and informal coaching on a regular basis
- Feedback: provide timely, specific, positive and constructive feedback in order to help your employees be successful
- Offering support: make yourself available to your staff and ask them what they need from you in order to be effective performers

Phase 3: Assessment

- The performance assessment summarizes the employee's contributions over the entire appraisal period (usually one year); it may occur as often as necessary to acknowledge the employee for accomplishments and to plan together for improved performance
- Much of the hard work of appraising performance should be carried out before the assessment meeting
- Hallmarks of an effective performance assessment:
 - A formal performance review should take place yearly
 - The review should be in written form
 - The assessment must include employee input
 - The review should summarize the year's feedback, documentation and progress
 - No surprises!



The Role of the Manager

Manager Responsibility:

- Communicating the departmental goals to employees
- Assessing the department performance as well as individual performance
- Developing performance expectations with the participation of employees
- Communicating (and documenting) throughout the performance management cycle about employees' goals, performance, and development
- Recognizing and rewarding successful performance throughout the cycle
- Coaching for improved performance and taking corrective action as necessary
- Ensuring that employees have the tools, resources, and training and development needed to carry out their duties successfully

Manager Preparation:

- Set a date and time in advance that is mutually convenient for both you and the employee
- Be sure there is enough time allotted (45 minutes, minimum) and that it will be free from interruptions
- Select a place that is private and provides a confidential environment
- Provide the employee with tools for self-assessment and gather results
- Gather documents, including the job description, goals and objectives from last year, the prior year's evaluation
- Consider the employee's areas of responsibility and goals set at the beginning of the evaluation period, what he/she has done well and where improvement may be needed; what you are doing and what you can improve to support the employee
- Prepare a draft performance evaluation to go over with employee



Tips for Work Goals and Development Plans

Work Goals are projects or assignments related to the individual's specific job that help meet department goals and have specific measurements and deadlines. What, exactly, is this person supposed to accomplish in the next 6 months? Year?

Writing Next Year's Goals:

- Look at current and new department goals
- Look at employee's functions and how they fit
- Look at employee workload
- Consider employee's interests and strengths
- Provide a stretch if applicable

Examples of work goals:

1. Produce documentation of our business processes by end of Q2 2016
2. Process all pending invoices within 30 days of receipt

Development Plans are goals an individual has for their performance improvement or professional development. They have related activities, resources, and timelines associated with each goal.

Writing Development Goals:

- Manager and employee create the professional development plan together
- Goals can focus on:
 - Performance improvement
 - Performance enhancement
 - Professional skill development related to needs of unit/department/school
 - Career mobility
- There should be at least one, but not more than 3 development goals at any one time

Examples of development goals:

1. Attend training on CMS in order to learn how to create webpages; look at UNBC for available classes; completion date 3/31/17.
2. Participate on the AGA project team in order to learn project management skills



Conducting the Performance Review

The assessment discussion is simply a continuation of the momentum established throughout the year. The key is to set a tone that is open and productive, and to ensure that by the end of the discussion both manager and employee have reached an understanding on any issues that require further discussion, timelines for completion, objectives that need to be met for the next year, and review points.

Prepare, Prepare, Prepare!

Choose the proper setting and set the right tone for the discussion

Welcome the employee

Review draft together and finalize at subsequent meeting Listen and take notes

Maintain good eye contact and attentive posture Reflect back your understanding of what she/he has said

Don't interrupt, but ask questions only for clarification Don't be too quick to pass judgment

Focus on the expectations that have been set at the beginning of the review period

Focus on specific behaviors and results, not personality

Ask for the employee's opinions and ideas about how to approach work or resolve problems Focus on the future, not on the past

Emphasize strengths, as well as areas that need improvement Be candid and be prepared to discuss questionable items Support the employee's effort to improve

Set goals, expectations and standards for the next evaluation

Agree to meet regularly with the employee during the evaluation period

Discuss development plans with the employee

Summarize the session and end on a positive note



Resources and Tools

FORMS AND GUIDELINES FOR PERFORMANCE MANAGEMENT AT MLIB

Links:

Performance Management:

<http://hrcouncil.ca/hr-toolkit/keeping-people-performance-management.cfm>

Succession Planning: <http://hrcouncil.ca/hr-toolkit/planning-succession.cfm>

MLIB / HR Website:

Employee Performance Review

Manager Performance Review