

TEMPLATE: Performance Appraisal Policy

From the Canadian Clay & Glass Gallery

Purpose: To outline the performance appraisal process for employees; to insure that appraisals are conducted periodically and in a timely manner by the Director of the Gallery.

Scope: All employees

Policy: The performance appraisal is a written evaluation of the employee's job performance. Information derived from the performance appraisal may be considered when decisions concerning training, promotion, demotion, increases or continued employment are made.

The principle purpose of reviews are to encourage staff development and to strengthen the departments' effectiveness. Some specific purposes are to:

- Identify specific indicators of achievement
- Pinpoint areas of greatest/least effectiveness
- Stimulate improved performance
- Develop mutually established goals
- Establish employer-employee communication

The formal performance review occurs at the end of the introductory period and on the anniversary date thereafter. Although formal performance reviews are conducted as stated, the Director should be discussing performance issues on an ongoing basis with their employees on an informal basis.

Performance appraisals are prepared in writing. The Director may encourage the employee to complete a self-evaluation.

When commenting on an employee's overall performance during the evaluation period, the Director should consider the following factors: experience and training of the employee, the job description, the employee's attainment of previously set goals, knowledge of the job, quantity and quality of work, promptness in completing assignments, cooperation, initiative, reliability, attendance, communication skills, analytical/critical thinking, judgment, acceptance of responsibility and factors such as confidentiality and customer service.

Performance Appraisals should be reviewed by the Staffing Committee of the Board to insure that the appraisal process has been completed in as fair and objective manner as possible.

The most important part of the process is the Performance Appraisal interview, where the Director and the employee meet to discuss the evaluation in a constructive manner. Items which should be part of the agenda for this meeting are:

- Strengths and weaknesses
- Goals and Objectives
- The perception of the employee on his/her performance
- Action steps to improve performance
- Timetable for follow-up

The employee should be given the opportunity to examine the written performance review and make written comments about any aspect of it. The employee and the Director both should sign and date the evaluation, which is then included in the employee's personnel file.