



## HUMAN RESOURCES MANAGEMENT 50 – Support Staff Performance Review

Date: January 10, 2006

Responsible Administrator: Associate Superintendent; Human Resources

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### 1.0 RATIONALE

- 1.1 Sturgeon School Division supports an on-going process that facilitates continuous growth, monitoring and reporting of support staff performance.
- 1.2 It is the responsibility of the school administrator\*\*\* to carefully monitor and complete a performance review of support staff employees.

### 2.0 PROCESS

- 2.1 The Superintendent or designate is responsible for maintaining a process for support staff performance review.
- 2.2 The specific process of this Admin Practice is outlined in the Sturgeon School Division “Guide to Performance Review of Support Staff”.

### 3.0 GUIDELINES

- 3.1 This Admin Practice is guided by the “Sturgeon School Division Standard for Support Staff”.
- 3.2 The Sturgeon School Division Standard for Support Staff consists of three components. The employee must meet all three components of the Sturgeon School Division Standard which are:
  - 3.2.1 General Workplace Responsibilities.
  - 3.2.2 Sturgeon School Division Specific Conduct Expectations.
  - 3.2.3 Job Specific Expectations as outlined in the employee’s job description. An individual support staff employee’s job description may vary slightly from that of another employee of the same job classification.

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References: *Board Policy: E/V/2*

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- 3.3 The following are three distinct phases to the Support Staff Performance Review process:
  - 3.3.1 Work expectations clarification.
  - 3.3.2 Ongoing monitoring.
  - 3.3.3 A Performance Review Report.
- 3.4 All support staff performance review reports and work improvement plans will be written on the templates attached in Appendix A.
- 3.5 The Performance Review Report process is undertaken and completed:
  - 3.5.1 During the first year of employment following a probationary contract.
  - 3.5.2 When a major change of job assignment, school or site program location occurs.
  - 3.5.3 When there is a change in the principal, subject to developing a performance review schedule with the Superintendent or designate.
  - 3.5.4 As operational re-organization occurs.
  - 3.5.5 Upon the written request of a support staff member.
  - 3.5.6 At least once every four years; or
  - 3.5.7 As initiated by a school administrator to determine the on-going performance of the employee.
- 3.6 Notwithstanding Section 3.3, the school administrator shall review the work expectations with each employee at the commencement of each school year, and continue on-going monitoring, even if a formal performance review is not to be undertaken with that employee that year.

\*\*\***School Administrator** – *School based principal or vice-principal.*

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References: *Board Policy: E/V/2*

**HUMAN RESOURCES MANAGEMENT 50 – Support Staff Performance Review**

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**APPENDIX A**

**Support Staff Performance Review Report**  
(Please use Sturgeon School Division Letterhead)

**Confidential**

Employee's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Sturgeon School/Program; \_\_\_\_\_(School Name – Grade)\_\_\_\_\_

School/Site Address: \_\_\_\_\_

School/Site Phone Number: \_\_\_\_\_

Employee's Current Status (*Permanent, Part-Time, Temporary*): \_\_\_\_\_

Position Title: \_\_\_\_\_

Position Summary: \_\_\_\_\_(*Classification Description, e.g. Education Assistant 2*)\_\_\_\_\_

**Sturgeon School Division Standard for Support Staff**

The Sturgeon School Division Standard for Support Staff consists of three components as outlined below and the employee must meet all three components. On the basis of information collected by the school administrator, the following is a summary of the employee's performance ratings.

1. General Workplace Responsibilities

Sturgeon employees are required to meet the Sturgeon School Division Standard for Support Staff in the following areas of responsibility. (See Appendix A)

<b>The Support Staff Employee:</b>	<b>Meets the Standards</b>	<b>Does Not Meet the Standard</b>
1.1. Is punctual		
1.2. Is dependable and reliable		
1.3. Communicates effectively		
1.4. Communicates appropriately		
1.5. Works with minimum supervision		
1.6. Completes assigned duties on time		
1.7. Adapts appropriately to changing work demands		
1.8. Appropriately maintains required records		
1.9. Properly follows lines of authority		

(Rating Code: X indicates employee meets standard)

References: *Board Policy: E/V/2*

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2. Sturgeon School Division Specific Conduct Expectations

Sturgeon employees are required to meet the Sturgeon School Division standard in the following areas of conduct. (See Appendix A)

<b>The Support Staff Employee:</b>	<b>Meets the Standards</b>	<b>Does Not Meet the Standard</b>
2.1. Sturgeon Conflict Resolution		
2.2. Personal conduct		
2.3. Conduct towards the rights of others		
2.4. Conduct towards employers		
2.5. Conduct towards students		
2.6. Conduct with regard to confidential information		

*(Rating Code: X indicates employee meets standard)*

*(If the employee does not meet the standard, comments are required below. Comments are also encouraged if the employee is meeting the standard.)*

Comments:

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3. Sturgeon Job Specific Expectations

The third component of the Sturgeon School Division Standard for Support Staff is particular to each employee's job specific expectations.

<b>Under the direction of the principal, the support staff employee with:</b>	<b>Meets the Standards</b>	<b>Does Not Meet the Standard</b>
<i>Insert Job Description details, e.g. Education Assistant 2</i>		
3.1. Varied instructional support		
3.2. Varied student behaviour management		
3.3. Preparation of instructional materials		
3.4. Student supervision, indoor and outdoor		
3.5. Student hygiene and personal care		
3.6. Providing input into the formation of the Individual Program Plan		
3.7. Independent, discretionary reinforcement of educational programs		
3.8. May include the administration of medication to students		
3.9. Provides services to students related to physical and educational needs requiring short term, informal training (i.e. tube feeding or catheterize)		
3.10. Other duties appropriate to the classification as assigned by the teacher		

*(Rating Codes: X and N/A - not applicable)*

*(If the employee does not meet the standard, comments are required below. Comments are also encouraged if the employee is meeting the standard.)*

Comments:

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References: *Board Policy: E/V/2*

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Findings of the Performance Review Report

Based upon input collected from a variety of sources, it is the professional judgment of the school administrator that: (place an x in the appropriate box)

\_\_\_\_\_ The employee's performance has met the standard.

\_\_\_\_\_ The employee's performance has not met the standard. A work improvement plan will be developed in consultation with the employee and a written summary of the plan will be provided within thirty working days of this report.

Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Procedures for Appeal

A support staff member who does not agree with a written Performance Review Report has the right to appeal the report to first, the school administrator and, if not resolved, to the Superintendent's designate. The appeal must be in writing and sent by registered mail or presented in person to the principal within fifteen working days of the date of the Performance Review Report.

Note: a copy of this Performance Review Report is forwarded to the Human Resources Department of Sturgeon School Division; a second copy is given to the employee; and the school administrator retains the third copy.

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

The employee's signature indicates the employee has read the Performance Review Report.

School Administor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

References: Board Policy: E/V/2

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### APPENDIX A

#### 1. General Workplace Responsibility Standards

Sturgeon employees are required to meet the Sturgeon School Division Standard for Support Staff in the following areas of responsibility.

1.1 Is Punctual

The employee adheres to time schedules established by his/her supervisor, policy or school/office directives.

1.2 Is Dependable and Reliable

The employee understands his/her work duties and ensures work is completed as required by the supervisor, policy or school/office directives.

1.3 Communicates Effectively

The employee understands what and to whom they are to communicate and uses acceptable processes and courteous language.

1.4 Communicates Appropriately

The employee uses Sturgeon School Division conflict resolution processes to resolve matters, i.e. Healthy Interactions and maintains workplace confidentiality at all times.

1.5 Works with Appropriate Supervision

The employee works within guidelines established by the supervisor, policy or school/office directives.

1.6 Completes Assigned Duties on Time

The employee adheres to timelines established by the supervisor, policy or school/office directives for completing tasks.

1.7 Adapts Appropriately to Changing Work Demands

The employee uses reasonable judgment and reacts suitably to fluctuations in the work environment.

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1.8 Appropriately Maintains Required Records

The employee understands what records he/she is responsible for maintaining and does so accurately and within timelines/expectations established by the supervisor, policy or school/office directives.

1.9 Properly Follows Lines of Authority

The employee follows directives from the supervisor. If conflict arises between the employee and his/her supervisor, the employee seeks resolution first through the supervisor, and secondly, if necessary, through the supervisor's supervisor using Healthy Interactions process.

## 2. Sturgeon School Division Specific Conduct Expectations

Sturgeon employees are required to meet the Sturgeon School Division Standard in the following areas of conduct:

2.1 Conflict Resolution

The employee resolves conflicts by successfully using Sturgeon Healthy Interaction processes.

2.2 Personal Conduct

The employee serves as a positive role model for students, parents and the community. Because the employee is entrusted to work with students, the Sturgeon employee shall maintain a high standard of personal character and conduct.

2.3 Conduct Towards the Rights of Others

The employee performs his/her duties in a manner that respects the dignity and rights of all persons without prejudice as to race, religious beliefs, color, sex, sexual orientation, physical characteristics, age, ancestry or place of origin. The employee has a duty to contribute to the smooth functioning of the workplace by treating fellow employees, supervisors, students, parents and the public with courtesy and respect. In meeting this obligation, the employee is expected:

2.3.1 To avoid behaviour which might endanger or cause distress to other employees, or otherwise contribute to disruption of the workplace.

2.3.2 To refrain from allowing workplace relationships to adversely affect the performance of duties.

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2.3.3 To have due regard for the safety of others in the use of school property and resources.

2.4 Conduct Towards Employer

The employee shall:

2.4.1 Willingly assume the tasks assigned to him/her.

2.4.2 Review and accept the performance standards expected of him/her.

2.4.3 Cooperate with the employer in the monitoring and performance review processes.

2.4.4 Recognize that supervisors have a responsibility to perform monitoring and performance reviews, and provide feedback on performance within a framework of open and honest two-way communication.

2.5 Conduct Towards Students

The employee treats all students with respect. The employee shall not commit any degrading, abusive act or exploitation with, to, or in the presence of a student, whether or not that student is or has been under the care or supervision of that employee.

2.6 Conduct With Regard to Confidential Information

The employee keeps in confidence personally identifiable information regarding school programs, staff, students or their family members that has been obtained in the course of their duties, unless disclosure is required or permitted by law or is necessary for the personal safety of the student or others.

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References: *Board Policy: E/V/2*



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**Support Staff Work Improvement Plan**  
(Please use Sturgeon School Division Letterhead)

**Confidential**

Employee's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Sturgeon School/Program; \_\_\_\_\_ (School Name – Grade) \_\_\_\_\_

School/Site Address: \_\_\_\_\_

School/Site Phone Number: \_\_\_\_\_

Employee's Current Status (Permanent, Part-Time, Temporary): \_\_\_\_\_

Position Title: \_\_\_\_\_ (Classification Title, e.g., Education Assistant 2): \_\_\_\_\_

Position Summary: \_\_\_\_\_ (Classification Description, e.g., Education Assistant 2) \_\_\_\_\_

As a recent performance review has determined that the employee has not met the standard, the following work improvement plan becomes necessary. The employee is expected to follow this work improvement plan and to develop the required skills and competencies within the timeframe(s) as outlined below:

1. Identification of which component(s) of the Sturgeon School Division Standard for Support Staff have not been met by the employee on the last performance review. (School administrator inserts/selects those areas from previous performance review not meeting the standard.)
  - 1.1 The employee does not meet the following General Workplace Responsibilities component of the Sturgeon School Division Standard for Support Staff employees:
    - 1.1.1 Is punctual
    - 1.1.2 Is dependable and reliable
    - 1.1.3 Communicates effectively
    - 1.1.4 Communicates appropriately
    - 1.1.5 Works with minimum supervision
    - 1.1.6 Completes assigned duties on time

References: *Board Policy: E/V/2*

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- 1.1.7 Adapts appropriately to changing work demands
- 1.1.8 Appropriately maintains required records
- 1.1.9 Properly follows lines of authority
- 1.2 The employee does not meet the following Specific Conduct Expectations component of the Sturgeon School Division Standard for Support Staff employees:
  - 1.2.1 Sturgeon Conflict Resolution Conduct
  - 1.2.2 Personal Conduct
  - 1.2.3 Conduct toward the Rights of Others
  - 1.2.4 Conduct toward Employers
  - 1.2.5 Conduct toward Students
  - 1.2.6 Confidential Information Conduct
- 1.3 The employee does not meet the following Job Specific Expectations component of the Sturgeon School Division Standard for Support Staff employees:
  - 1.3.1 Varied instructional support
  - 1.3.2 Varied student behaviour management
  - 1.3.3 Preparation of instructional materials
  - 1.3.4 Student supervision, indoor and outdoor
  - 1.3.5 Student hygiene and personal care
  - 1.3.6 Providing input into the formation of the IPP
  - 1.3.7 Tracking and reporting student progress
  - 1.3.8 Independent, discretionary reinforcement of educational programs
  - 1.3.9 May include the administration of medication to students
  - 1.3.10 Provides services to students related to physical and educational needs requiring short term, informal training (i.e. tube feeding or catherization)

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1.3.11 Other duties appropriate to the classification as assigned by the teacher

2. Identification of what is required of the employee to meet the Sturgeon School Division Standard for Support Staff employees:

The above Section 1 outlines the skills and competencies to be addressed and developed in order to meet the standard. Listed below are the actions required of the employee in order to develop the required skills and competencies:

2.1 Insert - e.g. The employee must develop Healthy Interactions skills; the employee is to review these Healthy Interactions processes with school administrator

2.2 Insert

2.3 Insert

3. Identification of the support(s) available to the employee

Insert - e.g. Sturgeon Healthy Interactions training sessions – see Sturgeon Professional Development calendar for dates/locations; periodic reviews these Healthy Interactions processes with school administrator

Insert

Insert

4. Timelines

Insert time frame - e.g. Employee will attend the Healthy Interactions training sessions on \_\_\_\_\_(date).

Insert time frame - e.g. Periodic reviews of these same processes with school administrator on \_\_\_\_\_(date).

5. Results of Improvement Plan Completion

Based upon input collected from a variety of sources, it is the professional judgment of the school administrator that:

\_\_\_\_\_ The employee's performance has met the standard and the employee will continue in the employ of Sturgeon School Division.

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References: *Board Policy: E/V/2*

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\_\_\_\_\_ The employee's performance has not met the standard and the school administrator will make a recommendation to the employer which may result in the lay-off of the employee.

6. Recommendation to Superintendent

The school administrator's recommendation to the Superintendent's designate is:

\_\_\_\_\_ Continue remediation services to the employee until \_\_\_\_\_ (Date)

\_\_\_\_\_ Lay-off the employee

Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Distribution of Work Improvement Report: one copy each to the Human Resources Department of Sturgeon School Division; to the employee; and to the school administrator.

*The employee's signature indicates the employee has read this Performance Review Report*

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

School Administrator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

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References: *Board Policy: E/V/2*