

PROCEDURE NO. 4-10-19

ISSUED: 02-10-99

REVISED: 03-06-25

REVIEWED: 03-06-25

SUBJECT: Pay for Performance Planning and Appraisal System

**PURPOSE: To outline the evaluation procedures used to keep employees informed of their work related progress and to carry out the mandate of the Office of Human Resources Policy No. 4.**

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The Pay for Performance system seeks to differentiate between the pay of the poor, average and high performers. The system is also designed to acknowledge the employee's work performance that may warrant pay increases on annual review or promotion as well as identify performance problems that may need to be addressed through corrective guidelines including counseling, performance improvement periods or increased training.

#### PERFORMANCE APPRAISAL FOR NEW EMPLOYEES

In the first year of employment, new employee's performance will be assessed at 90 days following their hire date to insure that they receive feedback regarding their performance. Performance appraisal results will be used as a factor for pay increases on promotion decisions, performance improvement efforts and determinations of training needs, demotions or dismissals. Direct Support Staff may be eligible for up to a 75 cent increase based on a successful 90 day performance review.

Following the 90 day performance appraisal, the employee will be evaluated at their annual anniversary date and may be eligible for up to a 2.5% salary increase. Following the first annual appraisal, the employee will receive an annual appraisal in November of each year with any applicable increase given in January of the following year.

- If your annual falls prior to July 1<sup>st</sup>, you will receive an additional appraisal in November of the same year.
- If your annual falls on or after July 1<sup>st</sup>, you will receive your next annual appraisal in November of the following year.

#### PERFORMANCE APPRAISAL FOR EMPLOYEES NOT CATEGORIZED ABOVE

Work performance of employees not categorized above will be assessed formally once a year (typically in the month of November). Employees who are determined to be eligible for a salary increase will receive their increase in January of the following year

1. Employees will submit their accomplishments during the review period to their immediate supervisor by September 30<sup>th</sup> each year.
2. Supervisors will review the accomplishments received and complete the performance appraisal by October 31<sup>st</sup> each year.
3. Supervisors will present the review to the employee by November 30<sup>th</sup> each year.

This will be in person, in a private area, to allow for open and honest conversation regarding the employees overall performance.

4. Any salary increase approved, will typically be reflected on the first check in January of the following year.

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All decisions and judgements made in connection with Woodhaven Pay for Performance plan and appraisal system are based on job expectation factors. All performance measures and indicators applied to any position are based on the requirements, responsibilities and duties contained in the job description prepared for the position.

Employees who are dissatisfied with their appraisal should put their objections in writing and submit a copy of their statement to their supervisor and their supervisor's immediate supervisor, who will review the comments and determine whether remedial action is warranted.

All performance appraisal documents, including any counter statements filed by employees, will be retained in the employee's personnel file.

## PERFORMANCE APPRAISAL CRITERIA

1. **Criteria for Performance Appraisal:** Performance evaluations will be based on the following criteria:
  - **Measurable Goals:** Employee performance will be evaluated based on specific, measurable, attainable, relevant, and time-bound (SMART) goals set during the previous review cycle.
    - **Quantitative Goals:** Performance will be measured using objective metrics of relevant data based on the job title and job description.
    - **Qualitative Goals:** These goals will reflect the employee's behavior, skills, teamwork, leadership, and ability to adapt, based on supervisor observation and feedback.
  - **Job Competencies:** Evaluation of the employee's knowledge, skills, and abilities related to their job responsibilities. This may include technical skills, problem-solving ability, communication skills, and leadership qualities.
  - **Compliance with Company Policies:** Assessment of adherence to company policies, including attendance, punctuality, and workplace conduct.
2. **Setting Measurable Goals:**
  - At the beginning of each appraisal period, supervisors and employees will collaboratively set performance goals. Each goal must meet the SMART criteria:
    - **Specific:** The goal must be clearly defined.
    - **Measurable:** There must be a quantifiable outcome or standard for measuring success.
    - **Attainable:** The goal must be realistic, given the employee's role and resources.
    - **Relevant:** The goal should align with the company's overall objectives.
    - **Time-Bound:** There must be a clear deadline or time frame for goal completion.
3. **Sources of Input:**
  - **Employee Self-Evaluation:** Employees will be offered the opportunity to complete a self-assessment prior to their performance review, reflecting on their achievements, challenges, and progress toward goals.

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- **Supervisor Input:** Direct supervisors will provide an assessment of the employee's performance, including feedback on goal achievement, competencies, and areas for improvement.
  - **Peer or Team Feedback (if applicable):** In roles where teamwork is essential, input may be gathered from colleagues or team members to provide additional context for performance reviews.
4. **Review and Evaluation Process:**
- Supervisors will compile the necessary input and evaluate the employee's performance based on the established criteria and goals.
  - A formal appraisal meeting will be scheduled where the supervisor and employee will review the results, discuss achievements, areas of improvement, and any adjustments to goals moving forward.
  - Feedback should be constructive and aim to support employee development and growth.
5. **Final Documentation:**
- After the performance review meeting, a written performance appraisal will be completed and signed by both the supervisor and the employee.
  - This report will be stored in the employee's personnel file and used as a reference for future reviews, promotions, or disciplinary actions.
  - The employee has the opportunity to include additional comments or feedback in the appraisal report.
6. **Follow-Up:**
- Progress will be monitored on an ongoing basis. In cases where performance improvement is needed, specific action plans and timelines will be established to help the employee meet performance expectations.

**Responsibilities:**

- **Supervisors:** Responsible for setting clear expectations, conducting appraisals, and providing regular feedback.
- **Employees:** Responsible for working toward established goals and actively participating in the appraisal process.
- **Human Resources:** Oversees the appraisal process, ensures consistency, and provides support as needed.

**PROMOTIONS/TRANSFERS/DEMOTIONS**

When an employee is promoted, demoted or transfers to another unit, the supervisor for the majority of the review period will be responsible for completing any performance appraisal that is due.

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**SALARY INCREASES**

Employees who receive disciplinary action, including suspensions or fail to complete required annual training renewals during the appraisal period may result in reduction of salary increase or bonus.

All increases will be based on the performance of an employee and the CEO will reserve the right to determine if funding is not available.

**DECLINING WORK PERFORMANCE**

In the event an employee's work performance drops below satisfactory, they may be placed on a performance improvement plan. This plan gives the employee the opportunity to improve their work performance and remain in good standing with the agency. In the event that an employee is placed on a performance improvement plan, they will not be eligible for a pay increase during that time. If an employee shows improvement and is removed from the performance improvement plan, a possible salary increase may be given at that time.

Approved: \_\_\_\_\_

Human Resource Director

\_\_\_\_\_

Date