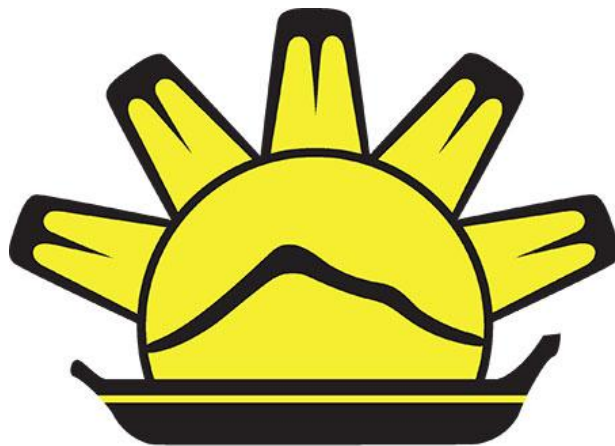


| Statement of Policy and Procedure |             |
|-----------------------------------|-------------|
| Policy #                          | 2016-005    |
| File Reference #                  | FAL-003     |
| Issue/ Effective Date             | May 6, 2016 |

**Malahat Nation**

**Employee Evaluation and Planning  
Policy**

**Approved by Council on May 5, 2016**



**Malahat**

## 1. Policy

It is Council's policy to establish a formal system for evaluating employee performance that can assist management to recognize individual contributions to Malahat Nation and identify areas for development.

## 2. Purpose

The purpose of this policy is to set out an effective process of employee performance review and development, which links the performance and development of individual staff to the goals and objectives of Malahat Nation.

## 3. Scope

This policy applies to all staff employed by the Malahat Nation.

## 4. Definitions

**"employee evaluation form"** is the documented form and associated resources adopted by the Malahat Nation for the purposes of measuring the performance of employees.

**"immediate supervisor"** is an employee who has designated responsibility for managing and overseeing the work and development of other staff.

**"performance improvement plan"** is a plan developed by an employee's immediate supervisor, in consultation with the employee, to address the areas for improvement/development identified during the performance review process.

## 5. Responsibilities

(1) Council is responsible for:

- (a) evaluating the performance of the Chief Executive Officer, Director of Finance, and any other officer, or establishing the process by which they will be evaluated;
- (b) establishing and implementing a plan for any training of Malahat Nation's officers or employees required to meet Malahat Nation's future needs and requirements after taking into account succession and any anticipated changes in Malahat Nation's activities;
- (c) establishing and implementing a documented process
  1. to measure the skills and competencies of the individual employees against their assigned employment responsibilities
  2. to determine any training requirements for those employees, and
  3. to adjust their duties and responsibilities as necessary to reflect their respective skills and competencies.

- (2) The Chief Executive Officer is responsible for:
  - (a) monitoring and reviewing the implementation of the evaluation process and ensuring this Policy and Procedures are complied with during the performance evaluation process; and
  - (b) evaluating all officers of the Malahat Nation except for any that report directly to Council.
- (3) The Senior Directors are responsible for:
  - (a) providing day to day assistance and advice to the staff and supervisors in their area of responsibility about this policy and its implementation;
  - (b) providing general training for supervisors and staff in their area of responsibility to optimize effective implementation of employee performance and evaluation;
  - (c) monitoring and reviewing the evaluation process and ensuring this policy is complied with during the performance evaluation process in their area of responsibility; and
  - (d) evaluating any employees of the Malahat Nation for whom they have supervisory responsibility.

## **6. Procedures**

### ***Performance Planning:***

- (1) Senior Directors are to ensure that each staff member for whom they have supervisory responsibility has an accurate and up to date position job description.
- (2) Senior Directors must schedule a performance planning session with individual staff members to agree on performance objectives/goals for the next fiscal year.
- (3) The performance objectives should be documented in duplicate, and signed off by the Senior Director and staff member, with one copy retained in the employee's personnel file and one copy retained by the staff member.
- (4) The Senior Director and staff member should identify any training and development needs the staff member requires in order to achieve the performance objectives, taking into consideration the resources needed for achieving it. The training plan is submitted from the Senior Director to the Chief Executive Officer for approval. The approved training and development plan should be retained with the performance objectives.
- (5) The Chief Executive Officer reviews and approves all training plans to ensure future training needs and requirements for the financial management system of the Malahat Nation is aligned with those needs and requirements.

### ***Performance Review:***

- (1) At the end of the performance cycle (i.e. at or near the fiscal year end) Senior Directors should schedule a year end performance evaluation meeting with each staff member to discuss the employees performance and create a future work plan showing the employee's performance objectives for the next fiscal year.
- (2) The Senior Director will prepare an employee evaluation providing an assessment against each goal agreed to at the beginning of the performance cycle.
- (3) The immediate supervisor and staff member sign off on the review in duplicate and the original completed document should be retained in the staff member's personnel file.
- (4) If the Staff member does not agree with the outcome of the performance evaluation review, the staff member can formally request a meeting with their Senior Director and the Chief Executive Officer to come to a settlement. Failing that, the staff member can sign off that they disagree with the performance evaluation. This disagreement will be included in the employee's personnel file along with the notes of the meeting with the Senior Director and Chief Executive Officer.
- (5) The employee annual review for the past fiscal year and future work plan for the next fiscal year should be conducted at the same time.

### ***Performance Management***

- (1) Unsatisfactory performance will lead to the Senior Director developing a Performance Improvement Plan. This plan will outline performance expectations, resources available to the employee, and a schedule of completion and re-evaluation.
- (2) The Senior Director will review the Performance Improvement Plan with the employee and ensure all expectations are clearly communicated to the employee.
- (3) Senior Directors will closely monitor employee progress in achieving the Performance Improvement Plan, and will conduct a formal Performance Evaluation at regularly planned intervals until the end of the performance improvement schedule.
- (4) Senior Directors will determine whether the employee has made sufficient improvement to fulfil performance expectations outlined in the performance improvement schedule.
- (5) After following a corrective plan, if the Senior Director determines the employee's performance continues to fail to fulfil the performance expectations, the Senior Director may take further progressive action in accordance with the Malahat Nation's policy and procedures.

## **7. Chief and Council Evaluation**

- (1) The Chief and Council will undergo evaluation by an independent third party on the second anniversary of their appointment.
- (2) This independent evaluator will evaluate the process and work of the Council including topics such as:
  - (a) Community involvement;
  - (b) Leadership;
  - (c) Attendance and participation;
  - (d) Planning;
  - (e) Participation in Initiatives; and,
  - (f) Compliance with FAL and FAL policies.
- (3) This independent evaluator will investigate by utilizing a holistic review.
- (4) The independent evaluator will write a report for Council's review.

## **8. References and Related Authorities**

- (1) FMB's Financial Management System Standards
  - (a) Standard 12.7.3 – Employee Evaluation
- (2) FMB's Financial Administration Law Standards
  - (a) Standard 11.4.4 HR Policies / Practices
  - (b) Standard 11.4.5 Personnel Competence

## **9. Attachments**

None