



eva's initiatives

EVA'S INITIATIVES PERFORMANCE APPRAISAL - CORE COMPETENCIES

Employee Name:

Site:

Supervisor's Name:

Date:

COMPETENCY AREA	Exceeds Expectations	Meets Expectations	Needs Improvement
CLIENT SERVICE:			
JOB KNOWLEDGE:			
LEADERSHIP & TEAMWORK:			
PROBLEM SOLVING & DECISION MAKING:			
WORK QUALITY & PRODUCTIVITY:			
PROFESSIONAL AND INTERPERSONAL SKILLS:			

ADMINISTRATION			
DIVERSITY/ANTI-OPPRESSION (under development)			

EMPLOYEE'S COMMENTS:

Employee's Signature: _____ Date: _____

SUPERVISOR'S COMMENTS:

Supervisor's Signature: _____ Date: _____

MANAGER'S COMMENTS (if applicable):

Manager's Signature: _____ Date: _____

EVA'S INITIATIVES
PERFORMANCE APPRAISAL
CORE COMPETENCIES - DEFINITIONS
Direct Service Staff

The following is a description of what criteria should be considered when evaluating a staff person's performance over a period of time (one year). This reference sheet should be used in conjunction with a job description as a frame of reference for evaluating job performance. The evaluation will include a written piece for each section as well as checking off on the rating section (Exceeds Expectations, Meets Expectations, Needs Improvement).

Competency Areas

Client Service:

Client Service is an area that covers the direct interaction a staff person has with clients. Supervisors should be assessing the ability a staff person has to fulfill the assigned requirements of Direct Service Staff. These requirements include effective use of a case management model, addressing client needs, effective and supportive behaviour-based interventions and establishing appropriate relationships with clients. Staff should have a working knowledge of clients and their programs; this would include potential goals, needs, special needs, substance abuse, and/or mental health concerns.

Job Knowledge:

This area of competency will cover the operational and clinical knowledge a staff person incorporates into their performance. Staff should have a clear understanding of the Policies and Procedures of their program, Hostel Standards, their job description and the duties and responsibilities of the position. Staff should have a working knowledge of the case management procedures of the program, the rules and routines, as well as the intake and discharge procedures. Consideration should also be given to the overall mandate and operation of the agency as a whole.

Leadership and Teamwork:

This area is broken down into two areas. Teamwork will assess a staff person's ability to work productively in a team environment. This includes contribution to staff meetings and the ability to offer a model of consistent and supportive behaviour that is in line with the program's procedures and routines. Teamwork will also include the ability to offer feedback and support to co-workers in line with Employee Policies. Leadership should be assessed according to a staff person's ability to model a good level of consistency in accordance with the program's procedures. Leadership should also involve a staff person's ability to offer new ideas and suggestions and speak effectively about them. The ability to role model accountability for oneself as well as appropriately holding co-workers accountable for their performance should be assessed as well. Supervisors should also be addressing a staff person's ability to adapt their leadership style to a given situation (laissez faire, democratic etc.). Supervisors should be assessing a staff person's willingness to take on tasks and generate initiatives for themselves and their team.

Problem Solving and Decision Making:

Staff should be able to display the ability to identify problems within their program environment. These problems could involve issues/difficulties with clients, operational concerns, and facility concerns. Staff should be able to effectively communicate their concerns with the appropriate personnel. It is important for supervisors to assess a staff person's contribution to solving any such problems and help in the decision making process. Solutions or the offering of a solution should be identifiable in a Supervisor's assessment. When assessing decision-making, it is important to consider if the staff person is inclusive of others' opinions, if they are following appropriate procedures, and if

they present their options in a professional manner. Another area to consider when assessing a staff person's decision-making is that staff are expected to use their professional judgement on a constant basis when completing their duties. Supervisors should be identifying the quality and appropriateness of decisions that individuals make during the performance of their duties. Although this appears subjective, Supervisors should identify whether decisions are in line with program philosophy as well as any Policies and Procedures.

Work Quality and Productivity:

Supervisors should be assessing this area based on staff meeting the requirements of their job descriptions and the program's Policies and Procedures. Work quality is based on a staff person's ability to complete their tasks on time, in a measurably effective way. Productivity is based on staff completing all tasks related to their positions in the required time. Supervisors should be assessing the quality of the engagements staff are having with the client and measuring the outcomes of such engagements. It is not just the quantity of service staff members are involved with, but the quality of service needs to be measured and assessed as well. Supervisors should also be able to identify when a staff person takes initiative to address areas of need within their work environment. These may relate to facility, operations and client service/case management.

Professional and Interpersonal Skills:

Direct Service Staff are expected to follow the professional requirements of the program's Policies and Procedures. Supervisors should be assessing a staff person's ability to meet these expectations. Supervisors should be assessing a staff person's ability to use communication systems effectively, adhere to professional boundaries and manage themselves in a variety of work situations. Supervisors should also address if staff comport themselves in a professional manner with clients and co-workers. When assessing interpersonal skills, supervisors should not focus on an individual's particular style but on the effectiveness of their communication and their ability to relate to their co-workers in a professional capacity.

Administration

Direct Service Staff will have a general level of required administrative tasks. This may vary from site to site and should be reflected in specific job descriptions and work place requirements. Generally staff should be assessed on their consistency and clarity when reading and documenting information. This may involve logs, reports, letters, shift change documentation, signing off on duties, administration of petty cash, TTC and its proper documentation, as well as recording of pinks and other billing requirements. Completing intakes, assessments and accurate filing should also be considered as it relates to their position. Some of the specific considerations supervisors should assess are meeting deadlines, clarity of communication, consistency of completion and quality of work.

Diversity/Anti-Oppression – UNDER DEVELOPMENT.

Rating Scale:

Needs Improvement - Staff person is not meeting basic criteria of the competency area. ***Meets Expectations*** - Staff person is meeting the basic criteria of the competency ***Exceeds Expectations*** - Staff person consistently goes beyond the basic requirements of the competency area.