



TAEKWONDO CANADA

Policy

Performance Review

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Revision History

Approved/Reviewed/ Revised/Rescinded	Date	Comments
Initial Policy Approval	April 6, 2020	

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DEFINITIONS

1.1. Job Performance Ratings

<u>RATING</u>	<u>DEFINITION</u>
Outstanding	Performance is recognized as exceptional; employee consistently adds to and exceeds job standards. Handles complex or difficult problems with little or no direction; exercises uncommon judgment in resolving problems effectively. Displays high initiative, high quality and quantity output which leaves little or nothing to be desired.
Above Expectations	Performance is consistently far above satisfactory; employee meets all job standards and frequently adds to or exceeds them. Demonstrates thorough knowledge and mastery of the position. Handles difficult situations with some direction. Output is usually of high quality and quantity.
Meets Expectations	Performance is consistently satisfactory; employee meets all job standards and occasionally adds to or exceeds them. Difficult situations are usually referred to a manager. Quality and quantity output meets standards.
Below Expectations	Performance is not consistently satisfactory; employee meets some job standards but not all. Improvement is required.
Unacceptable	Job standards are not being met in most cases.

1.2. Job Performance Standards - means a statement(s) of the measurable or observable results that occur when a job is performed in a competent manner. This document is included in Appendix A.

1.3. Performance Review - means a meeting between a manager and an employee for the specific purpose of discussing job results and responsibilities; identifying those tasks which have been performed well and those which have not; discussing and agreeing upon what needs to be done to improve performance; and providing the subordinate with an opportunity to discuss problems and concerns. For the purposes of this policy, the manager will be either the Executive Director or the Operations Director. This document is included in Appendix B.

PURPOSE

2.1. The purpose of a Performance Review (Appendix B) is to permit a manager and the incumbent to evolve a method of appraisal and feedback which reflects:

- To promote communication and provide useful feedback about job performance
- To facilitate better working relationships
- To provide an historical record of performance and to contribute to professional development

SCOPE

3.1. This Statement of Policy and Procedure applies to all employees.

POLICY

4.1. Taekwondo Canada will use Performance Review techniques based upon the following principles:

- Job Performance Standards (Appendix A) will be developed and documented for each task against which the incumbent's job performance is evaluated;
- The Manager will train, coach and otherwise assist employees to meet or exceed the Job Performance Standards;
- Managers will provide regular feedback to employees on their job performance in addition to the Performance Review;
- The accessibility needs of employees with disabilities, as well as individual accommodation plans shall be considered for the purpose of a job performance review.

RESPONSIBILITIES

5.1. The Manager is responsible for:

- a. Defining and documenting Job Performance Standards for each job;
- b. Communicating the Job Performance Standards to each incumbent;
- c. Training and coaching incumbents to achieve the Job Performance Standards;
- d. Preparing objective evaluation data to review regularly with each employee and to evaluate the employee's progress toward meeting the Job Performance Standards;
- e. Establishing a climate that encourages employees to develop so they may achieve their full potential within the organization.
- f. Considering the accessibility needs of employees with disabilities, as well as individual accommodation plans in the job performance review.

PROCEDURE

6.1. The Manager shall prepare and document Job Performance Standards, in conjunction with job incumbents whenever possible, for each job in Taekwondo Canada. The Job Performance Standards Form shown in Attachment A, or a reasonable facsimile thereof, is used for this purpose.

6.2. Performance review is an ongoing process. It commences the moment an individual is hired or placed in a job. However, as a minimum, written Performance Reviews are required annually for each employee. The Performance Review Form shown in Attachment B is used for this purpose.

6.3. Managers should provide the incumbent with a Performance Review Form at least two weeks prior to a Performance Review meeting to allow employees an opportunity to assess their own performance. The employee should return their self-assessment to the manager at least one week prior to the Performance Review meeting. Managers should consider the employee's self-assessment during their development of the employee's Performance Review Form but are not required to accept the employee's own self-assessment. Managers should

be prepared to discuss any discrepancies between the employee's self-assessment and the manager's assessment of the employee during the Performance Review meeting, however the manager has the legitimate authority to determine the employee's rating.

6.4. Employees are to sign the Performance Review Form to acknowledge their participation in the review process. An employee's signature on the Form does not necessarily signify agreement with the Review.

6.5. Employees are entitled, and encouraged, to write their own comments regarding the Review if there is disagreement about the contents of the Performance Review Form.

REFERENCES AND RELATED STANDARD PRACTICES

Accessibility for Ontarians With Disabilities Act, 2005 (Ontario) and Regulations

APPENDIX A

Job Performance Standards

JOB PERFORMANCE STANDARDS		
Job Title:		Supervisor:
		Date:
JOB RESPONSIBILITY (From Job Description)	PERFORMANCE REQUIREMENT(S) (List the results that can be observed or measured when the responsibility is performed competently)	MEASUREMENT TECHNIQUE (Identify how Performance Requirements are measured)

Note: For the purposes of this form, the Manager is the Executive Director or the Operations Director.

APPENDIX B

Performance Review Form

Employee Information					
Name				Date	
Job Title				Manager	
Review Period	From:			To:	
Ratings					
	1 = Unacceptable	2 = Below Expectations	3 = Meets Expectations	4 = Above Expectations	5 = Outstanding
Job Knowledge	—	—	—	—	—
<i>Comments</i>					
Work Quality	—	—	—	—	—
<i>Comments</i>					
Attendance/Punctuality	—	—	—	—	—
<i>Comments</i>					
Initiative	—	—	—	—	—
<i>Comments</i>					
Communication/Listening Skills	—	—	—	—	—
<i>Comments</i>					
Dependability	—	—	—	—	—
<i>Comments</i>					
Overall Rating (average the rating numbers above):					
Evaluation					
Additional Comments					
Employee Comments					
Verification of Review					
<i>By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.</i>					
Employee Signature			Date		
Manager Signature			Date		

Note: For the purposes of this form, the Manager is the Executive Director or the Operations Director.