



Mohawk Council of Kanesatake

Performance Appraisal POLICY

Reviewed and Amended:

Approved by Council: May 10, 2021

Approved by Resolution # 0003.2122.00069

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1. EFFECTIVE DATE

This Performance Appraisal Policy was approved by Council on May 10, 2021 and is effective as of May 10, 2021. It will be reviewed at least every five years.

In the event a new or amended version is not approved by May 10, 2026, this version is still enforced.

2. DEFINITIONS

<i>Administration</i>	The Administration Department of the Mohawk Council of Kanesatake.
<i>Council</i>	The Elected members of the Mohawk Council of Kanesatake (MCK).
<i>Deliverable</i>	The step or action that has to be accomplished in support of the accomplishment of an objective.
<i>Elected Officials</i>	MCK'S Chiefs and Grand-Chief.
<i>Employee File</i>	The file maintained by the Human Resources Department containing all job-related documentation such as hiring records, performance reviews, disciplinary actions and job description for a specific employee.
<i>Independent Contractor</i>	A person or company: whose services MCK has retained under a contract of service; who is free to choose the means of performing the contract of service; who is not subordinate to the Council or to any member of the staff of MCK; or who has a chance of profiting from, but assumes the risk of loss under, the contract of service.
<i>Manager</i>	Director/Manager or other managerial position of a Department falling under the administrative jurisdiction of the Mohawk Council of Kanesatake and under the direct supervision of MCK's Portfolio Chief(s).
<i>MCK</i>	Mohawk Council of Kanesatake.
<i>Mohawk Council of Kanesatake</i>	The legal governing body of Kanesatake and its territory.
<i>Non-supervisory employee</i>	An employee who has a supervisor but has no supervisory role towards other employee(s).
<i>On-Call employees</i>	Employees who are working for the Mohawk Council of Kanesatake with no defined schedule, minimum or maximum of hours.

<i>Operational Year</i>	The 12-month period on which the operations are based, normally from April 1 st to March 31 st of every year, except for the Teachers, Special Needs Technicians, Guidance Counsellors and Principal under Education Department that follow School Calendar Year.
<i>Permanent Employees / Positions</i>	Full-time and part-time positions employees working on a contract with no end date.
<i>Portfolio Chief</i>	The Chief responsible for supervising a department on behalf of the Mohawk Council of Kanesatake.
<i>Seniority</i>	The number of continuous years of service for MCK.
<i>Single-Term</i>	A contract of employment that has a defined end date and that will not be extended.
<i>Supervisor</i>	An employee who has an immediate supervisor role on other employees.

3. PURPOSE

The purpose of this Performance Appraisal Policy is to set out guidelines which provides a framework for the administration of the Mohawk Council of Kanesatake. It is intended to provide descriptions and explanations to all Mohawk Council of Kanesatake Employees, supervisors and managers regarding the process of performance appraisal.

4. SCOPE

This Performance Appraisal Policy applies to all Mohawk Council of Kanesatake employees that are on a permanent, seasonal, term, full-time or part-time basis unless they are mentioned in the exception list below.

- On-call employees;
- Project participants under Kanesatake Employment & Training Service Center;
- Employees on a single term of less than 6 months;
- Independent contractors;
- Elected officials of Mohawk Council of Kanesatake;
- People paid through honorariums to achieve specific tasks not directly related to the Mohawk Council of Kanesatake regular operations.

Words in the singular include the plural, and words in the plural include the singular.

Where a word is defined, other parts of speech and grammatical forms of the same word have corresponding meanings.

References made to another policy or legislation may be subject to amendments or replacement. In this event, all current versions of said documents will apply.

Where there is a conflict between this Policy and the terms of the Canada Labour Code, then the provision that is more favourable to the employee will apply.

5. RESPONSIBILITIES

The Council is responsible for:

- Approving this Performance Appraisal Policy;
- Supervising its fair and equitable application throughout the organization;
- Approving amendments to this Performance Appraisal Policy.

The Portfolio Chiefs are responsible for:

- Conducting the performance appraisal of managers under their direct supervision.

The Human Resources Manager is responsible for:

- Ensuring the application and enforcement of this Performance Appraisal Policy throughout the organization;
- Support Managers on conducting the evaluation when necessary;
- Being chair of the Review Panel reviewing the requests for appeal;
- Receiving and placing a copy of the signed evaluation in the employee's personnel file;
- Suggest amendments to this Policy.

The Review Panel is responsible for:

- Conducting the appeal process as per this Policy and Procedure;
- Taking a decision in light of the appeal process.

The Managers are responsible for:

- Conducting the performance appraisal of the employee under their immediate supervision;
- Where applicable, ensuring all supervisors under their supervision conduct the performance appraisal as per this Policy;
- Receiving, reviewing, signing and sending evaluation documents to the Human Resources Manager;
- Ensuring all supervisors are knowledgeable of the process prior to conducting an evaluation.

Supervisors are responsible for:

- Familiarizing themselves with this Performance Appraisal Policy;
- Refer to their immediate supervisor in the event they need additional guidelines or clarification;
- Conducting the performance appraisal of the employee under their immediate supervision;
- Sending the original completed and signed evaluation to their supervisor.

Employees are responsible for:

- Familiarizing themselves with this Performance Appraisal Policy;
- Follow the appeal process as per this Policy, if required;
- Use appropriate diligence and confidentiality to discuss performance evaluation with the Manager;
- Avoid comparisons between colleagues.

6. SPECIFIC OBJECTIVES

Employee's professional growth and motivation: This Performance Appraisal Policy is designed so that each employee and supervisor have the opportunity to review their strengths and weaknesses based on predetermined objectives, in order to ensure the evolution of the talent of each employee. It is also designed to highlight potential training needs for an employee, a team, a department or the whole organization.

Employees support: This Performance Appraisal Policy is designed so that each employee and supervisor have the opportunity to meet multiple times a year to follow up on the employee's objectives, in order for the supervisor to be able to support and mentor an employee facing challenges to achieve objectives.

Promote professional and organizational growth: This Performance Appraisal Policy is designed so that the employees are taking part in MCK's growth, which is supported through each and everyone's professional development. This will also support MCK to provide better services, program delivery and standards on a long-term basis.

Promote consistent and clear feedback: This Performance Appraisal Policy is designed so that the evaluation process is not a one-time yearly exercise but a continuous process that allows for regular exchanges between employees and supervisors.

Fairness and reasonable approach with all employees: This Performance Appraisal Policy is designed so that each employee of the organization is evaluated on a fair basis toward the reality of each position and that the expectations are realistic and relevant.

Clear performance appraisal mechanisms: Performance appraisal mechanisms must be easy to explain and to understand. In addition, information relating to the performance appraisals system must be distributed to each employee.

Formalize a rewarding process for all employees across the organization: This document aims to have rewarding actions delivered on a fair basis with all the employees that meet MCK'S performance standards.

7. ANNUAL PERFORMANCE APPRAISAL PROCEDURE

7.1 Determining the objectives to be evaluated

Before the beginning of a new operational year, the employee and their immediate supervisor will determine a list of objectives to be evaluated in relation with the departmental objectives.

Each objective should respect the SMART objective criteria:

- S – Specific
 - This means the objectives should be specific enough that different interpretation is not possible, while avoiding to make it complicated to understand.
- M – Measurable
 - The measuring factor means that we need a variable to know how many or how much needs to be accomplished, in order to consider the objective achieved.
- A – Attainable
 - The attainable factor means that the objective needs to be realistically attainable throughout the evaluation period (12 months).
- R – Relevant
 - The relevant factor means the objective has to have a meaning for the employee and MCK's operations.
- T – Time-bound
 - Finally, the time-bound factor is the specific date or the period which the objective has to be accomplished. To avoid any confusion, the format should always include the day, the month and the year.

Objectives, whether they are general or operational, should also respect the following conditions:

- The objective can be accomplished in a reasonable manner within the operational year;
- The objective requires a considerable amount of performance to be accomplished;
- The objectives are fair to the other members of a same work team while considering the personal development of each employee.

The main goal of the performance appraisal system is to improve each employee's capacity and performance. Objectives should be meant to improve performance and not to address workplace incidents and/or insubordination. The following non-exhaustive list highlights elements that are not performance objectives:

- Arrive on time at work;
- Have lesser absenteeism;
- Be more polite with clients;
- Reduce time spent on social media while at work;
- Etc.

Elements of similar nature should be addressed accordingly as per MCK's Employee Conduct and Grievance and Disciplinary Policy and Procedures.

At all times, it is expected from employees, supervisors and managers to have a consensual and collaborative approach in the performance evaluation activities. However, an employee feeling the process is unfair can appeal a manager's decision which will then be evaluated by the Review Panel (see Section 8).

7.1.1 General objectives

General objectives are objectives an employee may have that are not directly linked to the departmental operational objectives. They represent a workplace opportunity for an employee to improve working skills and/or support the general operations of MCK. In other words, the general objectives don't affect the departmental operational objectives.

In order to have a cooperative approach with the performance appraisal process, supervisors and employees are advised to determine the objectives together and not impose them. Should no agreement be possible, the supervisor may impose an objective based on the following elements:

- The objective is necessary to the well-being of the operations;
- The objective is not excessive;
- The objective is reasonably feasible within a timely manner with respect to the employee's capacity.

It may include objectives in regard to the general performance of the employee (including training objectives). In some particular situations, the Administration or a Department may require an objective to be part of the evaluation of each employee of the Administration or the Department. These objectives are communicated by Council and Managers respectively.

The training objectives are optional to certain positions and are part of the general objectives. Training objectives are also subject to availability of funds. Training objectives could be, for example, to successfully accomplish training on strategic planning in First Nation organizations. Training objectives should not include mandatory professional training required by professional orders when being a member of a professional Order is a requirement of a position (e.g.: professional engineer), since these trainings are required to maintain the Order membership.

Any employee feeling the process is unfair can appeal a supervisor's decision which will then be evaluated by the Review Panel (see Section 8).

The general objectives should be identified by the general requirements of the position. For example, a general objective could be:

- Improving the use of certain tools and/or software provided by the employer;
- Improving the treatment delays for the client's request in a certain program;
- Improving other general task elements related to their performance.

7.1.2 Operational objectives

The operational objectives are meant to improve the operations or to support the realization of a strategic orientation of the Mohawk Council of Kanesatake. Employee's operational objectives will coincide with those of the departmental objectives.

7.2 Procedure to evaluate employees (except Managers)

The annual evaluation process is based on a 12-month period, following the operational calendar of the Mohawk Council of Kanesatake. Each employee under this section will be evaluated on a fixed amount of five (5) different objectives per year. Each evaluation will be conducted with the immediate supervisor. In the event the Manager is not the immediate supervisor, the same procedure will be applied, with the supervisor participating on behalf of the Manager. The yearly procedure to be followed is:

1. By mid-February, the Human Resources Manager will contact each manager to remind them of the annual performance process to be initiated at the beginning of the operational year. If required, it is the Manager's responsibility to communicate with each supervisor they oversee of the indications coming from the Human Resources Manager.
2. During the month of March, the Manager will communicate with their supervisors/employees the objectives to be met by each of their teams.
3. Based on the elements shared in Step 2, the Manager meets with their team to share their team's objectives. This meeting is not to discuss personal performance or to fix employees' objectives. It is intended to make sure the employees acknowledge the team's objectives, have the opportunity to ask questions and for the employee to devise objectives which can support the team.
4. The Manager advises each employee of a schedule to meet them individually to determine the objectives for the upcoming year (see Annex 1-A). They may allot some time to reflect on the objectives prior to their meeting.
5. During the meeting, potential objectives for the upcoming year are discussed. The employee will be requested to suggest objectives that they feel are appropriate. The objectives should be determined with respect to Section 7.1 of this Policy. Finally, a quarterly meeting schedule will be established.
6. The objectives will then be submitted to the Manager for approval. The Manager may assist the employee in order to make sure the objectives fit the criteria on Section 7.1. Should the Manager feel the objectives are not suitable, they will work with the employee to find a common ground to fix reasonable objectives.
7. In the event that the employee and the Manager do not agree on one or many objectives, the Manager has the authority to determine an objective, with respect to Section 7.1 of this Policy.
8. Once the objectives are determined, they are written in the template provided by the Human Resources Department (see Annex A). Both the Manager and the employee sign the document. The employee signs if they agree or disagree with the objectives. Should the employee disagree

with the objectives, both parties will present in front of the Review Panel that will decide whether the objectives are admissible or not. The Review Panel's decisions are final.

9. Based on the objectives, the employee will submit a list of deliverables for each objective that they plan to accomplish in order to get managerial feedback and support.
10. Based on the cycle of the operational year, the employees will be met a minimum of four (4) times throughout the year, within two weeks before or after the end of each quarter:
 - a. First meeting (3 months): An informal meeting occurs. Both the Manager and the employee are encouraged to keep notes of the meeting. The meeting is informal and aims at following-up on objectives' development.
 - b. Second meeting (6 months): A formal meeting occurs. A pre-evaluation is made on the accomplishment of the objectives (see Annex 1-B). The evaluation will have no impact on the final evaluation; however, it is meant to give a good idea, to the employee, of improvements required to successfully accomplish each objective. A briefing note of the meeting and filled pre-evaluation are sent to the Human Resources Department to be kept in the employee's file.
 - c. Third meeting (9 months): Another informal meeting occurs. Both the Manager and the employee are encouraged to keep a note of the meeting. The meeting is informal and aims at following-up on objectives' development.
 - d. Fourth meeting (12 months): This formal meeting is the final evaluation of the objectives (see Annex 1-C). During this meeting, both the employee and the Manager discuss the objectives and the level of realization. In the event that some objectives were not attained to the level of expectation, the employee has the opportunity to explain the situation. (e.g.: sick leave, lack of resources in the organization, etc.). Based on these elements, the Manager will conduct an evaluation and present the evaluation to the employee. The employee signs the evaluation as a confirmation they received the evaluation and understood the content of it. The signature doesn't mean the employee agrees or disagrees with its content. The signed document is then forwarded to the Human Resources Manager to be placed in the employee's file.
 - e. Any employee feeling as though they have been treated unfairly in the evaluation process can present an appeal request to the Review Panel (see Section 8).

7.3 Procedure to evaluate Managers

This section applies to Managers who are under the immediate supervision of MCK's Chiefs. In the event a Manager is supervised by two Portfolio Chiefs or more, the Chiefs will appoint the Chief responsible for conducting the evaluation process prior to the beginning of the evaluation period.

The annual evaluation process is based on a 12-month period, following the operational calendar of the Mohawk Council of Kanesatake. Each Manager will be evaluated on a diverse number of objectives per year, taking into account their department's needs. The yearly procedure is to be followed:

1. By mid-February, the Human Resources Manager of the Mohawk Council of Kanesatake will contact Portfolio Chiefs and Managers to remind them of the annual performance to be initiated on the first day of the operational year (normally April 1st, except for the Education Department).
2. During the month of March, the Portfolio Chief will meet with the manager(s) under their supervision to discuss the manager's objectives. The objectives should be based on the annual departmental objectives.
3. Based on the department's operational objectives, the Portfolio Chief and the Manager will agree on personal objectives for the upcoming year. The objectives should be determined with respect to Section 7.1 of this Policy.
4. Once the objectives are determined, they are written in the template provided by the Human Resources Department (see Annex 2-A). Both the Portfolio Chief and the Manager sign the document. The Manager signs if they agree or disagree with the objectives. Should the Manager disagree with the objectives, both parties will present in front of a Review Panel that will decide whether the objectives are reasonable or not. The decision from the Review Panel is final.
5. Starting on the first day of the operational calendar, the Portfolio Chief and the Manager will meet a minimum of four (4) times throughout the year, within two weeks before or after the end of each quarter:
 - a. First meeting (3 months): An informal meeting occurs. Both the Portfolio Chief and the Manager are encouraged to keep notes of the meeting. The meeting is informal and aims at following on objectives' development.
 - b. Second meeting (6 months): A formal meeting occurs. A pre-evaluation is made on the realization of the objectives (see Annex 2-B). The evaluation will have no impact on the final evaluation; however, it is meant to give a good idea, to the Manager, of the improvements required to successfully accomplish each objective. A briefing note of the meeting and filled pre-evaluation are sent to the Human Resources Department to be kept in the employee's file.
 - c. Third meeting (9 months): Another informal meeting occurs. Both the Portfolio Chief and the Manager are encouraged to keep notes of the meeting. The meeting is informal and aims at following-up on objectives' development.
 - d. Fourth meeting (12 months): This formal meeting is the final evaluation of the objectives (see Annex 2-C). During this meeting, both the Portfolio Chief and the Manager discuss the objectives and the level of realization. In the event some objectives were not attained to the level of expectation, the Manager has the opportunity to explain the situation. (e.g.: sick leave, lack of resources from the organization, etc.). Based on these elements, the Portfolio Chief will conduct an evaluation and present the evaluation to the Manager. The Manager signs the evaluation as a confirmation they received the evaluation and understood the content of it. The signature doesn't mean the manager agrees or disagrees with its content. The signed copy is then forwarded to Human Resources Manager to be placed in a Manager's employee's file.

- e. Any Manager feeling treated unfairly in the evaluation process can present an appeal request to the Review Panel (see Section 8).

7.4 Score system

Each objective is to be evaluated on a 5-point score:

- 1 point = No significant work done on the objective
- 2 points = Objective is only partially achieved (less than 80%)
- 3 points = Objective is almost fully achieved (80% or more)
- 4 points = Objective is fully achieved
- 5 points = Objective is achieved beyond expectations and requirements

Score can be broken down in half points if required (e.g.: 3.5/5 points)

In any case that the objective is not accomplished due to unforeseen circumstances, outside of the control of the employee (see Section 7.5), the Manager will complete the evaluation accordingly with clear mention of the situation. The Manager will then place a score that is based on the employee's achievement apart from the situation. In case it is not possible to evaluate the employee at all, the mention N/A ("not applicable") will be placed.

The results add up to a total of 100 points. For employees, it means that each objective will value 20% for a total of 100%. For the Managers, the value for each objective will be the result of 100 points divided by all the objectives (e.g.: 8 objectives mean each objective has a value of 12.5%). The total on 100 points should be interpreted as:

- a. 65% or less: Didn't reach the expectations
- b. 66 to 75%: Meets minimum standards, but improvement is necessary
- c. 76% to 85%: Performed within the standards
- d. 85% or more: Exceeded standards

7.5 Objectives not accomplished

Through the course of the performance evaluation, it may happen that some employees or managers will partially accomplish an objective or fail to accomplish an objective. When a situation of this kind happens, it is important for the employee and the Manager to reflect whether the situation was within the employee's control or not and highlight the situation in the performance evaluation.

Should the objective not be successfully accomplished because the employee did not perform properly, the evaluation will simply highlight the situation with no reference to external factors that led to this situation.

Should an objective not be successfully accomplished because of an external factor that is not related to the employee's performance, the evaluation will highlight the situation and moderately evaluate the results in consideration of this situation.

For example, if an employee has to leave for sick leave for a certain period or should the operations be stopped at a certain building because of a fire, the evaluation of the employee should take this situation into consideration if the employee didn't accomplish the objectives.

7.6 Salary increase based on performance evaluation

This section highlights the salary increase to be provided to employees performing with respect to Section 7.4 of this Policy.

1. Employees who didn't reach the expectations (65% or less) will receive no wage increase in regards to their performance.
2. Employees who performed within or over minimum standards (final evaluation of 66% or more) for two years will get their salary adjusted to one step higher in the salary scale respective to their position (e.g.: an employee on step 3 of Class 15 would now be at step 4). This raise is not to be confused with the Consumer Price Index adjustment, which is applied throughout the organization. For more details, please refer to MCK's Wage Policy and Procedures.

REVIEW PANEL

Though the performance appraisal process is meant to be a collaborative procedure in order to structure the development of all the employees working for the Mohawk Council of Kanesatake, there are times where an employee and a Manager might disagree on the objectives to be accomplished or on the conclusions of the evaluation. It is important for the Mohawk Council of Kanesatake to make sure that this process is fair across the organization and that the performance appraisal process is used as a developmental tool and not for other unwanted reasons.

The Review Panel is composed of three (3) members:

- Human Resources Manager (Chair);
- Administration Portfolio Chief;
- External knowledgeable resource appointed by Human Resources Manager.

In the event that the Human Resources Manager is directly involved in the appeal request or is in a conflict of interest, this person will be replaced by another Departmental Manager agreeable by the Manager and the Employee. In the event that the Administration Portfolio Chief is directly involved in the appeal request or is in a conflict of interest, this person will be replaced by an alternate Chief appointed by Council.

When an employee believes they are treated unfairly, they can address an appeal request to the Review Panel. The request must contain all the information in regards to the source of the incident and the maximum amount of details in order for the Review Panel to evaluate if the appeal request is receivable. The Review Panel will contact both parties involved typically within two (2) work weeks. When both parties are met individually by the Review Panel, they have to explain their position and the elements to support their position and/or decision. For example, the employee should explain why they feel unjustly treated in an evaluation and the Manager will then have to explain why they think the decision is fair and respects the guidelines of this Policy.

To be considered receivable, appeal request must respect the following conditions:

- The employee signified to the Manager that they disagree with an objective, a result or a process related to the performance evaluation activities and no agreement was made possible;
- The subject of the disagreement makes the employee believe that they are unfairly evaluated OR that this Performance Appraisal Policy is not respected;
- The employee completed the *Request for appeal* (see Annex 1-E and 2-E);
- The employee provided all the information and maximum amount of details in order for the Review Panel to evaluate if the appeal request is receivable;
- The employee presented the appeal request to the Review Panel, within 30 days following the disagreement. In the event an employee and a Manager have tried to reach an agreement after the incident, the last communication is considered as the final date of the incident.

A report will be placed in the Employee's Personnel File, held by Human Resources.

When necessary, the Review Panel can take up to two (2) weeks to deliberate before finalizing their resolve. The decision is then communicated in-writing to both parties to notify them of the verdict from the Review Panel.

It is important to consider the Review Panel and the appeal process as a last resort option at all times.

Under certain exceptional conditions, if an appeal request is considered by the Review Panel as exaggerated, excessive or abusive, the Review Panel has the authority to refuse the appeal request. In the event this happens, the Review Panel will notify the employee in-writing within two (2) weeks.

The decisions from the Review Panel are final.

8. CONFIDENTIALITY

The performance evaluation process must be dealt confidentially and with due diligence at all steps. For the well-being of the operations, it may happen that a Manager might communicate to their team that one particular employee is working on, for example, a project to facilitate the well-being of the operations and teamwork.

However, every information in regards to bilateral meetings between the employee and the Manager, the evaluation results and outcomes, the discussions and decisions with the Review Panel, etc. are confidential and must be dealt with accordingly. Originals of the evaluations, notes of the meeting, decisions from the Review Panel are to be kept in the Employee's Personnel File, held by Human Resources.

All documents pertaining to the Performance Evaluation are strictly confidential and may be consulted by the following individuals:

- Departmental Manager of the employee;
- In the case of Managers Employee's File, the respective Portfolio Chief;
- Immediate Supervisor, with authorization from Departmental Manager;
- Human Resources Manager;
- Representative of the Review Panel, with respect to this Policy;
- The Employee.

To be consulted, the individuals mentioned above must request a meeting with the Human Resources Manager, who will present the documents in private. The presence of the Human Resources Manager is mandatory at all times while the document is being consulted. Except for an employee or the respective Manager, it is prohibited for anyone to receive, share, copy, distribute, communicate or take any action that could lead to the breach of confidentiality of these documents.

An employee or its respective Manager may keep a copy or request a copy from Human Resources for their own records. However, it is prohibited at all times for these individuals to share, copy, distribute, communicate or take any action that could lead to the breach of confidentiality of these documents.

ANNEX 1 - Performance evaluation (Employees)

***ANNEX 1-A Objectives to be evaluated
on 20__-20__***



MCK - Performance Evaluation - Objectives to be evaluated on 20__ - 20__

Employee:

Manager:

Position:

Date:

Department:

Objectives	General / Operational		Deliverables (optional)			
			Q1	Q2	Q3	Q4
1.	☐	☐				
2.	☐	☐				
3.	☐	☐				
4.	☐	☐				
5.	☐	☐				

Please read the two following sentences carefully and place your initials beside the sentence that best represents your decision :

I,

, **agree** with the objectives mentioned above for the 20__-20__ performance appraisal exercise.

I,

, **disagree** with one or more of the objectives above for the 20__-20__ performance appraisal exercise and want a review to be conducted by the Review Panel.

Employee signature :

Date:

Supervisor signature :

Date:

Manager signature :

Date:

Reserved to HR department for verification

ANNEX 1-B Mid-year pre-evaluation



MCK - Performance Evaluation - Mid-year pre-evaluation (for informative purpose only)

Employee: Manager:
Position: Date:
Department:

	Objectives	Deliverables (optional)		Objective progress	Comments/Actions to be taken
		Q1	Q2		
1.					
2.					
3.					
4.					
5.					

General comment from supervisor

General comment from employee

Employee signature :

Date:

Supervisor signature :

Date:

Manager signature :

Date:

Reserved to HR department for verification

ANNEX 1-C *Final evaluation*



MCK - Performance Evaluation - Final evaluation

Employee:

Manager:

Position:

Date:

Department:

Score system reference

- 1 No significant work done on the objective
- 2 Objective is only partially achieved
- 3 Objective is almost fully achieved
- 4 Objective is fully achieved
- 5 Objective is achieved beyond requirements
- N/A Only use this code if the objective can't be evaluated

	Objectives	Score (1 to 5)	Comments	Result (x4)
1.				
2.				
3.				
4.				
5.				

TOTAL for the 20__-20__ evaluation (%):

Please place your initials beside the statement to agree or disagree with the content of the evaluation :

I, , **agree** with the evaluation.

I, , **disagree** with the evaluation and want it reviewed by the Review Panel.

General comment from supervisor

General comment from employee

Employee signature:

Date:

Supervisor signature:

Date:

Manager signature:

Date:

Results interpretation

65% or less: Didn't reach the expectations

66% to 75%: Meets minimum standards, but improvement is necessary

76% to 85%: Performed within the standards

85% or more: Exceeded standards

Reserved to HR department for verification

ANNEX 1-D SMART objective creation tool



MCK - Performance Evaluation - SMART objective creation tool

Employee:		Manager:	
Position:		Date:	
Department:			

Definitions

Define each criteria for your objective :

S SPECIFIC

M MEASURABLE

A ATTAINABLE

R RELEVANT

T TIME-BOUND

SMART objective proposed:

Suggestions for modifications:

This document is in support of the creation of the SMART objectives, it is not meant to be evaluated.

For additional information on SMART objectives, please refer to the Section 7.1 of the Mohawk Council of Kanesatake's Performance Appraisal Policy.

ANNEX 1-E Request for appeal of a decision



MCK - Performance Evaluation - Request for appeal of a decision

Employee: Manager:
Position: Date:
Department:

Date of the disagreement:

Did you advise the Manager of the nature of the disagreement : Yes ☐ No ☐

If you selected no, when possible, please advise your Manager to try to reach an agreement. In the event you can't advise the Manager, please put details below.

Were there any communications after the disagreement to try to reach an agreement : Yes ☐ No ☐

If you selected yes, please indicate the last date of communications :

What is the nature of the appeal request? (Checkmark all the choices applicable) :

- ☐ I believe that MCK's Performance Appraisal Policy is not respected;
- ☐ I believe that one or many objectives determined by my Manager is/are unfair;
- ☐ I believe that the outcome of my evaluation is unfair;
- ☐ Other (if selected, please put details below)

Please explain in detail the nature of the disagreement:

If required, please attach all documents necessary to support your appeal request, including more explanations in the event the nature of the incident requires longer explanation than what can be written on this form.

I, , confirm that all the information presented in this appeal request is true. I understand that this appeal request will be presented in front of the Review Panel and that my collaboration will be required.

Signature:

ANNEX 1-F Schedule table



MCK - Performance Evaluation - Schedule table

Employee:

Manager:

Position:

Date:

Department:

Meeting dates

End of Q1 (End of June)

Date:

Time:

AM ☐ PM ☐

End of Q2 (End of September)

Date:

Time:

AM ☐ PM ☐

End of Q3 (End of December)

Date:

Time:

AM ☐ PM ☐

End of Q4 (End of March)

Date:

Time:

AM ☐ PM ☐

At the moment, is it requested by the employee to meet more frequently than four quarterly meetings? Yes ☐ No ☐

If yes, please select on what frequency:

Weekly ☐

Bi-weekly ☐

Monthly ☐

Employee signature:

Date:

Manager signature:

Date:

ANNEX 2 - Performance appraisal forms (Managers)

***ANNEX 2-A Objectives to be evaluated
on 20__-20__***



MCK - Performance Evaluation - Objectives to be evaluated on 20__-20__

Manager:

Date:

Department:

Objectives	General / Operational		Deliverables (optional)			
			Q1	Q2	Q3	Q4
1.	☐	☐				
2.	☐	☐				
3.	☐	☐				
4.	☐	☐				
5.	☐	☐				
6.	☐	☐				
7.	☐	☐				

Manager initials

Portfolio Chief initials



MCK - Performance Evaluation - Objectives to be evaluated on 20__ - 20__

Manager: Date:

Department:

Objectives	General / Operational		Deliverables (optional)			
			Q1	Q2	Q3	Q4
8.	☐	☐				
9.	☐	☐				
10.	☐	☐				

Please read the two following sentences carefully and place your initials beside the sentence that best represents your decision :

I, , **agree** with the objectives mentioned above for the 20__-20__ performance appraisal exercise.

I, , **disagree** with one or more of the objectives above for the 20__-20__ performance appraisal exercise and want a review to be conducted by the Review Panel.

Manager signature : Date:

Portfolio Chief signature : Date:

Reserved to HR department for verification

ANNEX 2-B Mid-year pre-evaluation



MCK - Performance Evaluation - Mid-year pre-evaluation (for informative purpose only)

Manager:

Date:

Department:

Objectives	Deliverables (optional)		Objective progress	Comments/Actions to be taken
	Q1	Q2		
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Manager initials

Portfolio Chief initials



MCK - Performance Evaluation - Mid-year pre-evaluation (for informative purpose only)

Manager:

Date:

Department:

Objectives	Deliverables (optional)		Objective progress	Comments/Actions to be taken
	Q1	Q2		
8.				
9.				
10.				

General comment from Portfolio Chief

General comment from manager

Manager signature :

Date:

Portfolio Chief signature :

Date:

Reserved to HR department for verification

ANNEX 2-C Final evaluation



MCK - Performance Evaluation - Final evaluation

Manager:

Date:

Department:

Score system reference

- 1 No significant work done on the objective
- 2 Objective is only partially achieved
- 3 Objective is almost fully achieved
- 4 Objective is fully achieved
- 5 Objective is achieved beyond requirements
- N/A Only use this code if the objective can't be evaluated

	Objectives	Score (1 to 5)	Comments	Result
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Manager initials

Portfolio Chief initials



MCK - Performance Evaluation - Final evaluation

Manager:

Date:

Department:

Score system reference

- 1 No significant work done on the objective
- 2 Objective is only partially achieved
- 3 Objective is almost fully achieved
- 4 Objective is fully achieved
- 5 Objective is achieved beyond requirements
- N/A Only use this code if the objective can't be evaluated

	Objectives	Score (1 to 5)	Comments	Result
8.				
9.				
10.				

Results interpretation

65% or less: Didn't reach the expectations

66% to 75%: Meets minimum standards, but improvement is necessary

76% to 85%: Performed within the standards

85% or more: Exceeded standards

TOTAL for the 20__-20__ evaluation(%):

Please place your initials beside the statement to agree or disagree with the content of the evaluation :

I,

, **agree** with the evaluation.

I,

, **disagree** with the evaluation and want it reviewed by the Review Panel.

General comment from Portfolio Chief

General comment from manager

Manager signature :

Date:

Portfolio Chief signature :

Date:

Reserved to HR department for verification

ANNEX 2-D SMART objective creation tool



MCK - Performance Evaluation - SMART objective creation tool

Manager: Date:

Department:

Definitions

Define each criteria for your objective :

S SPECIFIC

M MEASURABLE

A ATTAINABLE

R RELEVANT

T TIME-BOUND

SMART objective proposed:

Suggestions for modifications:

This document is in support of the creation of the SMART objectives, it is not meant to be evaluated.

For additional information on SMART objectives, please refer to the Section 7.1 of the Mohawk Council of Kanesatake's Performance Appraisal Policy.

ANNEX 2-E Request for appeal of a decision



MCK - Performance Evaluation - Request for appeal of a decision

Manager:

Date:

Department:

Date of the disagreement:

Did you advise the Portfolio Chief of the nature of the disagreement:

Yes ☐

No ☐

If you selected no, when possible, please advise the Portfolio Chief to try to reach an agreement. In the event you can't advise the Portfolio Chief, please put details below.

Were there any communications after the disagreement to try to reach an agreement:

Yes ☐

No ☐

If you selected yes, please indicate the last date of communications :

What is the nature of the appeal request? (Checkmark all the choices applicable) :

☐

I believe that MCK's Performance Appraisal Policy is not respected;

☐

I believe that one or many objectives determined by the Portfolio Chief is/are unfair;

☐

I believe that the outcome of my evaluation is unfair;

☐

Other (if selected, please put details below)

Please explain in detail the nature of the disagreement:

If required, please attach all documents necessary to support your appeal request, including more explanations in the event the nature of the incident requires longer explanation than what can be written on this form.

I,

, confirm that all the information presented in this appeal request is true. I understand that this appeal request will be presented in front of the Review Panel and that my collaboration will be required.

Signature:

ANNEX 2-F Schedule table



MCK - Performance Evaluation - Schedule table

Manager: Date:
Department:

Meeting dates

End of Q1 (End of June)

Date: Time: AM ☐ PM ☐

End of Q2 (End of September)

Date: Time: AM ☐ PM ☐

End of Q3 (End of December)

Date: Time: AM ☐ PM ☐

End of Q4 (End of March)

Date: Time: AM ☐ PM ☐

At the moment, is it requested by the employee to meet more frequently than four quarterly meetings? Yes ☐ No ☐

If yes, please select on what frequency: Weekly ☐ Bi-weekly ☐ Monthly ☐

Manager signature: Date:

Portfolio Chief signature: Date: