

		POLICY
SECTION: HUMAN RESOURCES		NO: HR-PM-01 Date: October 6, 2020 Next Review Date: October 2022
REFERENCE: PERFORMANCE MANAGEMENT SYSTEM FOR NON UNION EMPLOYEES		

TITLE: Performance Management System for Permanent Non Union Employees

1. 0 Policy Statement

- 1.1 The City of Dryden is committed to providing an environment wherein successful performance is recognized appropriately and where the needs for performance improvement are identified through a clear, fair and defined process. The Performance Management (PM) program provides the necessary framework for both individual and organizational success by aligning all levels of the organization with corporate strategic initiatives and departmental goals and objectives

2. 0 Purpose

- 2.1 To ensure that a formal PM program is in place for employees and to establish a standard, consistent process for initiating and completing annual employee performance reviews.
- 2.2 PM enhances organizational performance by developing individual performance. It establishes roles and responsibilities, expected results and performance

measures for employees. PM allows employees to participate in the planning, monitoring and evaluation of their contributions toward the achievement of organizational and departmental goals and objectives.

- 2.3 Performance is measured against Management's expectations for the role individual performance goals and objectives, career development (organizational, technical and/or professional), that will support the achievement of the City's mission and strategic goals.

3.0 Application

- 3.1 This policy applies to all permanent non union employees of the City of Dryden.

4.0 Guidelines and Administration

- 4.1 Performance reviews are intended to be a constructive and positive experience for employees. They should be viewed as an opportunity for employees to learn where they stand relative to their expected job performance and to become involved in determining their future career development in the department and in the organization.
- 4.2 PM information will be used to support decisions and recommendations pertaining to:
- Organizational goal setting and budgeting
 - Resource Planning (budget, staffing, etc)
 - Recognition
 - Training and development requirements
 - Succession planning
 - Restructuring
 - Selection (promotion, transfer or demotion)

5.0 Roles and Responsibilities

- 5.1 The Manager/Supervisor will:
- Explain and clarify expectations; review current job descriptions (if required).

- Work with staff to develop goals, using SMART criteria (specific, measurable, achievable, relevant and time bound).
- Ensure understanding on how goals will be determined and evaluated.
- Monitor progress throughout the year.
- Provide direction, continuous feedback, and training as needed throughout the year.
- Conduct and document performance reviews.
- Plan for costs associated with development and training required.

5.2 The Employee will:

- Actively participate in setting goals, priorities and objectives that reflect the needs of their team/department, as well as their professional development and career aspirations, relative to the department and to the organization.
- Communicate openly and often regarding their progress.
- Raise any concerns with their manager about achieving expectations.
- Complete required areas of the performance review.
- Prepare for their annual review conversation by reviewing accomplishments, opportunities for development, and considering a plan for next steps.

5.3 Human Resources will:

- Administer the PM program.
- Develop and maintain PM systems and any related forms as required. The performance review format will be a standard used in all areas of the organization and will detail specific performance goals & measures.
- Determine overall Corporate-wide training and development needs in consultation with the Senior Management Team.
- Secure/file confidential personnel records.
- Track management completion of P, G & M's with their staff on a quarterly basis.

6.0 Establishing Performance Objectives and Goal Setting: Phase I

6.1 At the start of the performance cycle:

- a) The manager/supervisor will schedule performance planning meetings with employees early in January of each year. The prior year's work plan may be reviewed and used for cross-referencing purposes. A review of the employee's job description by both parties will be completed to ensure that it is accurate and up-to-date.

- b) The manager/supervisor and employee will meet to discuss and identify department goals, priorities and objectives that are aligned with the organization's strategic direction and goals.
- c) Using the Performance, Goals and Measures form, the manager and employee will jointly develop work plans and establish performance goals for the current calendar year.
- d) The manager/supervisor and employee will jointly discuss and identify the employee's skills development and career planning needs, completing the Career Planning and Development Form.

7. 0 **Performance Feedback and Coaching: Phase II**

- 7.1 Through the performance cycle the manager and employee will meet to ensure that:
 - a) The Performance Plan is being followed and continues to accurately reflect the managers'/employee's accountabilities, goals and objectives and remains aligned with Corporate strategies, priorities and departmental work plans; Where changes have been identified, the standardized form is amended, and any additional review comments are noted therein.
 - b) The employee receives informal on-going feedback and coaching on performance;
 - c) The manager and employee will discuss and identify any required changes to the employee's skills development and career planning needs, amending the Career Planning and Development Form (where necessary).
- 7.2 Either party can request more frequent in-progress reviews. All records of all discussions will be kept by the manager and available to HR upon request.

8. 0 **Performance Assessment: Phase III**

- 8.1 In preparation for the final review meeting:
 - a) The manager/supervisor will schedule a year-end review meeting in early January of each year.
 - b) The manager/supervisor will complete the final assessment columns and manager/employee comments areas in the form in advance of the meeting.

- c) When completing the final review, consideration will be given by the parties to discussions/meetings held during the performance feedback and coaching phase.
 - d) The manager will assess and complete the final performance rating section of the form using the identified rating criteria. This information will be provided to the employee, who will complete the employee's comments area and return to the manager.
- 8.2 Once the final rating has been completed, the evaluation will be reviewed, discussed, and signed by the employee and their manager. Final approval of the evaluation will rest with the CAO. A copy will be provided to the employee, and the original will be forwarded to Human Resources for processing.

9.0 Ratings – Final Performance Evaluation

9.2 **Performance Goals and Objectives** will be evaluated with comments using the following rating criteria:

- Exceeded Expectations
- Achieved Expectations
- Below Expectations

9.3 **Overall Performance** will be evaluated with comments using the following rating criteria:

- Exceeds Expectations
- Achieved Expectations
- Below Expectations

10.0 Results and Outcomes

10.1 Results or outcomes of Performance Management when achieved:

- Effective evidence based and continuous improvement of services and programs are provided
- Successful achievement of stated Key Performance Indicators (KPI's), if applicable
- Enhanced responsiveness to the changing needs of services, programs and customers/clients
- Legislative compliance occurs in all aspects of service delivery

- Workplace injuries are minimized
- Confidentiality is maintained
- Staff /customers/ratepayers/ are all treated with respect
- Effective relationships and communication mechanisms are established and maintained with all staff/customers/ratepayers

11.0 Annual Increases – Performance Related

- 11.1 Annual increases are linked to successful achievements documented on the annual performance evaluations. Progression on the non union grid is based upon the overall performance as noted **by the score** on the final performance review.
- 11.2 Managers, upon completion of the annual evaluation will recommend advancement on the non union grid. Advancement is subject to the CAO's approval.
- 11.3 **Each year, SMT shall determine the applicable scoring mechanism system for the annual performance evaluation process. This is subject to monies available as approved in the annual budget process.**

REFERENCES:

- Standardized Performance Goals and Measures Form

History			
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