



## REPORT ADM-2014-021

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TO: Mayor and Members of Council

FROM: Karen Landry, CAO/Clerk  
Mary Hasan, Director of Finance/Treasurer

MEETING DATE: October 15, 2014

SUBJECT: Performance Appraisals  
File No. A09 PER

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### RECOMMENDATIONS

That Report ADM-2014-021 regarding Performance Appraisals be received; and

That Council approve the Performance Appraisal Policy as outlined in Schedule %A+ to Report ADM-2014-021; and

That Council approve the Performance Appraisal Form as outlined in Schedule %B+ to Report ADM-2014-021.

### DISCUSSION

#### Purpose

The purpose of this report is to obtain Council approval on the Performance Appraisal Policy and Performance Appraisal Form as outlined in Schedule %A+ and %B+ respectively to Report ADM-2014-021.

#### Background

A Performance Review Team was developed by department heads based on consultations with staff. The team consisted of a cross section of Township departments including the following individuals:

- Joony Babu, Customer Service Representative
- John Stubbs, Public Works and Parks Foreman
- Michelle Cassar, Taxation and Office Administrator
- Steve Goode, Fire Chief
- Robert Kelly, Chief Building Official

- Mary Hasan, Director of Finance/Treasurer
- Karen Landry, CAO/Clerk

### **Performance Review Team Meetings**

The Performance Review Team met on four dates:

- April 23, 2014
- July 23, 2014
- August 20, 2014
- October 6, 2014

Members of the Performance Review Team were provided with three performance appraisal forms and policy templates from three different municipalities for their review. The team indicated that the County of Wellington's Performance Appraisal Policy and Form was desired for the Township with a few suggestions which were incorporated in Schedule %A+and Schedule %B+to Report ADM-2014-021.

### **Department Head Meeting**

Department heads were provided with the Performance Appraisal Policy and Form for their review at the department head meeting held on October 9, 2014.

### **Implementation of the Performance Appraisal Process**

It is recommended that the following occur for effective implementation of the performance appraisal process.

- Training will be conducted for employees and managers prior to implementation in 2015. Two training sessions will be offered by the County of Wellington Human Resources department in December 2014/January 2015. Township staff will be responsible for attending one training session. The training session will last approximately two hours.
- Employees and managers of the Township will be required to complete the section related to %Employee Objectives for this Review Period+in early 2015. This will allow for the effective setting of objectives for 2015. In October or November of 2015, a complete performance appraisal will be conducted with consideration of the extent of achievement/fulfilment of objectives set in early 2015.

## **FINANCIAL IMPLICATIONS**

Movement through the Township's salary grid is based on successful performance.

## **APPLICABLE LEGISLATION AND REQUIREMENTS**

Municipal Act, 2001

## **ATTACHMENTS**

Schedule A: Performance Appraisal Policy

Schedule B: Performance Appraisal Form



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**Title: PERFORMANCE APPRAISAL POLICY**

**Date: OCTOBER 2014**

**Subject: EMPLOYEE PERFORMANCE MANAGEMENT**  
**File No: A09 PER**

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### **Purpose**

To provide employees with a constructive evaluation of their past years performance, both in areas where they excelled and areas where improvement may be required.

To provide employees with the opportunity to discuss with the department head and/or supervisor significant strengths and areas needing improvement in a positive and constructive manner.

To provide a systematic means for department heads to make merit wage/salary determinations based upon their candid, objective assessment of an employee's performance in relation to their job description and objectives.

To provide for the identification of training needs and allow the employee to identify goals and objectives to reach throughout the year.

### **Scope**

This policy applies to all permanent full-time, permanent part-time including volunteer firefighters, extended contract (1 or more years of service), and seasonal employees of the Township.

### **Administrative Guidelines**

#### **Job descriptions**

Job descriptions, including essential functions of the job, will be the basis for rating the performance level of employees. Essential functions are those core functions that are critical to fulfilling job responsibilities.

Job descriptions will be reviewed to verify that they are current and consistent with business necessity, actual job demands, and do not disparately impact individuals with disabilities.

### **Appraising Employee Performance**

- Department heads and/or supervisors are responsible for conducting thorough, impartial, and timely performance appraisals with employees who report directly to them.
- Performance appraisals are a function of rating employees on the basis of performance and length of time in the position in relation to the job description.
- The accessibility needs of employees with disabilities including any individual accommodation plans will be taken into account when using performance management processes. The employer may be required to manage the performance of said employees outside of the confines of this policy, on a case by case basis, without prejudice or precedent.
- The performance appraisal forms are intended to assist department heads and/or supervisors in recording their assessments of an employee's performance and in communicating this with the employee.
- Performance in each factor should be rated independently of other factors.
- Should an employee disagree with the performance appraisal, the employee should discuss the differences with the appraiser and subsequently the department head (if required) in an effort to reach a mutually satisfactory resolution.
- If a resolution cannot be reached, the employee should prepare a written statement of the reason(s) for disagreeing with the performance appraisal. This statement should be attached to the performance appraisal and sent to the Chief Administrative Officer/Clerk (CAO/Clerk) within 20 business days after the employee has signed the appraisal.
- The CAO/Clerk will review all the information and discuss the matter with the department head and/or supervisor and employee in an attempt to reach a resolution within 10 business days of receipt of written statement from employee.
- Should a department head disagree with their performance appraisal, the department head should discuss the differences with the CAO/Clerk in an effort to reach a mutually satisfactory resolution.
- If a resolution cannot be reached, the department head should prepare a written statement of the reason(s) for disagreeing with their

performance appraisal. This statement should be attached to the performance appraisal and then forwarded by the CAO/Clerk to Council within 30 business days after the employee has signed the appraisal.

- Council will review and consider all the information provided.

### **Frequency of Performance Appraisals**

- The performance of an employee shall be reviewed annually.
- Performance is also reviewed prior to completion of an employee's probation period. This time period may be extended with the approval of the department head. The Evaluation of Probationary Employee Form is used for this purpose.
- The obligation to complete the Employee Objectives for this Review Period section of the performance appraisal form for a new employee shall be October or November following the completion of the employee's probation period or at the department head's discretion.
- Performance appraisals may be conducted at times other than the above when requested by the employee and/or deemed necessary or appropriate by the department head and/or supervisor.
- Performance appraisal discussions should closely interface with day to day information and guiding of staff in their development.

### **Administrative Procedures**

- Department heads and/or supervisors are responsible for ensuring that their employees' performance appraisal is completed annually in October or November of a given year. The timing of performance appraisals for seasonal employees shall be determined by the department head.
- The department head and/or supervisor provides the employee with the performance appraisal template for completion and the most recent job description for review by the employee and requests completion and review within a specified period of time.
- The department head and/or supervisor establishes the ratings for the employee's performance after a copy of the completed appraisal template is provided by the employee. The employee is not responsible for providing his or her personal ratings.
- The department head and/or supervisor sets an appraisal interview with the employee to discuss the recommended ratings during an uninterrupted meeting.

- The department head and/or supervisor reviews with the employee the job description to ensure the information is up-to-date.
- The employee, department head and/or supervisor sign the appraisal form.
- The employee is to receive a copy of the completed and signed performance appraisal.
- The original signed performance appraisal shall be sent to the CAO/Clerk in a sealed envelope marked %Confidential.+
- If the employee is struggling in the position, they can be held back from the job step progression until performance improves.
- If the employee is new to the position and a competency is not observed, the rating in the section can be noted as not applicable with comments as to why there was limited or no observance for the specific competency.
- The Township will encourage accurate and consistent evaluations by monitoring each performance appraisal as it is received.





## RATING SCALE

PLEASE BE DESCRIPTIVE AND ENSURE QUALIFIERS ARE INCLUDED IN YOUR COMMENTS.

**Exceeds Expectations:**

Performance at this level far exceeds the maximum requirements of this position and results were excellent. Highest level of capability demonstrated. Exemplary performance.

**Meets Expectations:**

Performance at this level is meeting the requirements for the position consistently and in a satisfactory manner. Can be counted on to get the job done. Work is performed well and competently. Good Performance.

**Needs Improvement:**

Performance at this level does not consistently meet acceptable requirements for the position. Duties and responsibilities are inconsistently met. Results were marginal in some areas that will require improvement.

**Does Not Meet Expectations:**

Performance at this level is below the minimum of acceptable requirements for the position. Duties and responsibilities are not met in an acceptable manner. Significant improvement critical.

### EMPLOYEE OBJECTIVES FOR THIS REVIEW PERIOD

In the space provided, carry-forward the objectives and success indicators from the previous Performance Appraisal and consider to what extent they were achieved or fulfilled during the review period. Mark the appropriate rating with an % and explain any change to objectives that occurred during the period and make sure you identify all factors that caused the goal to be met or not to be met.

**Objective 1:**

Success Indicators:

Rating:

- Exceeded Expectations
- Met Expectations
- Needs Improvement
- Did Not Meet Expectations

Comments:

**Objective 2:**

Success Indicators:

Rating:

- Exceeded Expectations
- Met Expectations
- Needs Improvement
- Did Not Meet Expectations

Comments:

## EMPLOYEE PERFORMANCE FACTORS

Use this section to describe employee performance on specific factors. In the space provided, mark the appropriate rating and provide comments as needed.

### Job Knowledge

- Understands job duties and responsibilities
- Has necessary technical job skills and knowledge
- Understands how to operate equipment
- Understands and promotes departmental objectives
- Keeps current with new developments

Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Does Not Meet Expectations

### Comments

### Dependability

- Meets commitments
- Works independently
- Accepts accountability/responsibility
- Handles change appropriately
- Stays focused under pressure
- Meets attendance requirements

Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Does Not Meet Expectations

### Comments

### Communication

- Listens effectively
- Responds clearly and directly
- Seeks to clarify and confirm instruction and/or direction
- Makes oral and written communication clear and easy to understand
- Flows pertinent information to other team members
- Expresses concerns in an appropriate and constructive manner

Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Does Not Meet Expectations

### Comments

|   |   |
|---|---|
| <p><b>Problem Solving</b></p> <ul style="list-style-type: none"> <li>• Anticipates and prevents problems</li> <li>• Defines problems, identifies root cause</li> <li>• Overcomes obstacles</li> <li>• Generates alternative solutions</li> <li>• Helps solve team problems</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>  |   |

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| <p><b>Productivity</b></p> <ul style="list-style-type: none"> <li>• Manages expected work load</li> <li>• Takes on additional responsibilities as needed</li> <li>• Manages priorities</li> <li>• Develops and follows work procedures</li> <li>• Manages time effectively</li> <li>• Handles information flow</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>  |   |

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| <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• Is attentive to detail and accuracy</li> <li>• Actively supports quality standards</li> <li>• Makes continuous improvements</li> <li>• Monitors quality levels</li> <li>• Takes responsibility for and acts on quality problems</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>  |   |

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| <p><b>Teamwork</b></p> <ul style="list-style-type: none"> <li>• Contributes to team projects</li> <li>• Exchanges ideas, opinions</li> <li>• Helps prevent, resolve conflicts</li> <li>• Works effectively with other departments</li> <li>• Develops positive working relationships</li> <li>• Is flexible and open-minded and promotes mutual respect</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>   |   |

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| <p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>• Understands the organization and knows who can help the customer; referring the customer to the appropriate area and following up</li> <li>• Strives to meet or exceed customer expectations</li> <li>• Focuses on improving service delivery; setting a personal example in modeling client/customer focus</li> <li>• Values diversity and remains sensitive to customer needs</li> <li>• Anticipates customer needs or complaints and develops solutions to meet those needs</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>  |   |

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| <p><b>Planning and Organizing Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Develops realistic plans</li> <li>• Balances short and long-term goals</li> <li>• Aligns plans with section/departamental/corporate goals</li> <li>• Plans for and manages resources</li> <li>• Creates contingency plans</li> <li>• Coordinates and cooperates with others</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>  |   |

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| <p><b>Health and Safety</b></p> <ul style="list-style-type: none"> <li>• Compliant with the provisions of the Occupational Health and Safety Act and regulations, along with the Township's Health and Safety policies</li> <li>• Uses or wears equipment, protective devices or clothing that the Township requires to be used or worn</li> <li>• Reports to employer or supervisor any hazards in any equipment or protective device of which he/she is aware and which may endanger himself, herself or another worker</li> <li>• Understands and operates within the Township's standard operating guidelines, procedures and policies</li> <li>• Demonstrates a positive attitude towards safety at work</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>   |   |

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| <p><b>Training and Development</b></p> <ul style="list-style-type: none"> <li>• Completion of WHMIS training (as required)</li> <li>• Completion of new hire training (if recently hired)</li> <li>• Completion of mandatory corporate training initiative(s) that have been held in past period (i.e. Accessibility, Health and Safety, Harassment in the Workplace, etc.)</li> <li>• Demonstrates a positive outlook towards training and development</li> </ul> <p><b>Applicable to Fire and Rescue Services</b></p> <ul style="list-style-type: none"> <li>• Completes all required documentation, reports, performance sign-off sheets and training books</li> </ul> | <p>Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>  |   |
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| <p><b>PERFORMANCE SUMMARY</b></p> <p>When providing comments consider the employee's performance against objectives, key factors from the Employee Performance section above and also the Management Performance Section below (if applicable), and strengths/potential improvements.</p> | <p><b>OVERALL RATING</b></p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Does Not Meet Expectations</p> |
| <p><b>Comments</b></p>  |   |
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| <p><b>EMPLOYEE REFLECTION SECTION</b></p> <ul style="list-style-type: none"> <li>• List any training, workshops or educational programmes that you have completed within the review period</li> <li>• Share your reflections on the review period</li> <li>• Share any long-term goals</li> <li>• Offer any feedback and/or suggestions for your supervisor(s)</li> </ul> |
| <p><b>Comments</b></p>  |
|   |

**MANAGEMENT PERFORMANCE FACTORS**

Use the following three sections to describe management performance on specific factors. In the space provided, mark the appropriate rating and provide comments as needed.

**Coaching and Mentoring**

- Encourages employees by promoting a positive and supportive culture
- Provides appropriate behavior modeling
- Able to receive coaching and constructive criticism with an open mind and with the goal to improve own leadership style
- Responds calmly and respectfully at all times when working with employees
- Makes it a priority to be available for staff members, providing information or input when requested in a timely manner
- Ensures that employees working off-site are communicated with regularly and steps are taken to include them in team updates

Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Does Not Meet Expectations

**Comments****Performance Management**

- Provides timely and appropriate feedback to team members on performance, including regular verbal feedback and completion of Performance Appraisals
- When a performance concern arises, addresses the concern promptly
- Involves the CAO/Clerk when a performance concern escalates or continues without resolution
- Completes documentation relating to employee performance on a regular basis

Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Does Not Meet Expectations

**Comments****Delegation**

- Utilizes resources appropriately to ensure that tasks are completed
- Considers skill level and best use of time when delegating to team members
- Reviews tasks of team members and recognizes when items should be delegated and follows through

Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Does Not Meet Expectations

**Comments**

**OBJECTIVES FOR UPCOMING REVIEW PERIOD**

Use the following section to record major accountabilities and goals for the next review period. Specify the objectives and success indicators and describe how to measure the extent to which they are achieved. There may be less or more than two objectives identified.

**The comments and rating sections included below are to remain blank until which point this section is carried forward at the next performance review.**

|  |  |
|--|--|
| <b>Objective 1:</b><br><br>Success Indicators: | Rating:<br><br><input type="checkbox"/> Exceeded Expectations<br><input type="checkbox"/> Met Expectations<br><input type="checkbox"/> Needs Improvement<br><input type="checkbox"/> Did Not Meet Expectations |
| Comments:                                      |  |

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|--|--|
| <b>Objective 2:</b><br><br>Success Indicators: | Rating:<br><br><input type="checkbox"/> Exceeded Expectations<br><input type="checkbox"/> Met Expectations<br><input type="checkbox"/> Needs Improvement<br><input type="checkbox"/> Did Not Meet Expectations |
| Comments:                                      |  |

**Please sign below to indicate acknowledgement and understanding of the above objectives and success indicators.**

\_\_\_\_\_  
**Employee Signature**

\_\_\_\_\_  
**Date**