

<b>POLICY NO:</b>	PE 004
<b>POLICY TITLE:</b>	EMPLOYEE PERFORMANCE PLANNING AND APPRAISAL PROCESS
<b>DEPARTMENT:</b>	PERSONNEL
<b>APPROVAL DATE:</b>	14-01-96
<b>REVISION DATE:</b>	52-04-98; 61-05-05; 22-12-13 (December 10, 2013) ; January 12, 2016 (2016-01-23)
<b>REVIEW DATE:</b>	

**Policy Statement:**

Council values an open process and recognizes that recruiting and long term retention of excellent employees is facilitated by compensating/recognizing excellence in performance.

County Council also believes it appropriate that all employees have a clear understanding of what is expected of them and that their performance is appraised on an on-going basis with an annual summary of the observations/appraisal to be recorded and reviewed with the employees.

This performance planning and appraisal process is to:

1. Establish and maintain high standards of employee conduct
2. Encourage improved performance & development
3. Provide opportunity for improvement through an improvement plan
4. Acknowledge competency
5. Improve communication between employees and management to jointly explore opportunities to improve their performance, pursue promotions, share ideas to improve a specific County operation
6. Enable decisions regarding employment

**Procedures and Regulations**

1. Staff Establishment
  - a. The County Administrator, in conjunction with Council, shall be responsible for determining the organization structure, number of positions and organization relationships to carry out work within the County operations.
2. Performance Planning
  - a. Performance planning, is a process of letting employees know what will be expected of them during the period of time under review

- b. The supervisor will use appropriate information which will enable the employee to understand the expectations (Work Plan for Targets).
  - c. The supervisor and employee should discuss job expectations and/or concerns.
  - d. The employee's Job Description will be used in conjunction with developing the information on expectations. The supervisor will ensure that the Job Description is accurate and up-to-date.
3. Performance Appraisal
- a. Employee performance will be appraised formally in writing toward the end of the period of time under review.
  - b. The appraisal should focus on the employee's demonstration of:
    - i. The level of accomplishment of expectations set out in the form of targets
    - ii. Performance consistent with the assignment
    - iii. Personal characteristics that enhance the ability to effectively fulfil any assigned task
  - c. All employees should be given an opportunity to review and add comments on the appraisal and to sign it. The original is to be kept in County personnel file and a copy shall be given to the employee.
4. Timing and Procedure of Appraisals
- a. Periodically for a probationary employee and/or prior to completion of the probationary period
  - b. Annually, during October-November for:
    - i. Continuous employees, by the supervisor/foreman
    - ii. Management Personnel, by the Administrator and County Council
  - c. County Council will formally conduct a performance planning and appraisal for the County Administrator annually, in the month of November and the Reeve will review it with the employee.
  - d. The County Administrator, in conjunction with County Council, will conduct a performance planning and appraisal for the Director of Corporate Services, Planning Manager, Public Works Superintendent, Gas Utility Manager and Agriculture Fieldman
  - e. An overall performance planning and appraisal will be compiled and the County Administrator/Manager/Supervisor/Foreman will sign and review it with the employee and discuss the positive performance and any expectations/changes/targets with assigned timelines that are identified
  - f. An employee will be given an opportunity to document right on the performance evaluation any statement that they do not agree with in the performance evaluation – they will be asked to sign the performance evaluation to verify they have received/reviewed it and then the employee must be given a copy of the signed evaluation

5. Performance Deficiencies

- a. If a performance deficiency arises, the supervisor will:
  - i. Identify the deficiencies
  - ii. Develop a plan for improvement, which is to be attached to the evaluation
  - iii. Determine expected results
  - iv. Set timelines
  - v. Advise County Administrator and/or County Council

6. Performance Levels

- a. It is not possible to describe levels of performance in an absolute and precise manner such that they apply to all situations. The following definitions are, therefore, general and should be applied on a “best fit” basis.
- b. Performance Level Definitions are as follows:

Level 1: Does not meet an acceptable level of performance, as a result of ability and/or willingness; Improvement is unlikely therefore the Administrator/Manager must explore the appropriate action that must be taken.

Level 2: Meets some, but not all, of the major expectations and goals of the job; Improvements required in ability and/or willingness to perform in areas of deficiency; Improvement is possible and a 3 month follow-up is required; Appropriate for an employee who is not consistently demonstrating expected performance; Administrator/Manager must explore the appropriate action that must be taken

Level 3: Fully satisfactory performance; Meets the major expectations and goals of the job; Is a willing and consistent performer who is a positive ambassador for the County; Appropriate for an employee who is consistently demonstrating expected performance

Level 4: Consistently exceeds in a significant way, the major standards, expectations and goals of the job; Achievements resulted from significant effort and constituted a unique contribution to the County as an outstanding ambassador for the County; This employee goes above and beyond expectations, demonstrating leadership & initiative, working without supervision and is will to invest personal time in training

- c. Each Manager is to provide a summary of all their staff evaluations to the County Administrator by December 31<sup>st</sup> of each year.
- d. Each Supervisor/Foreman is to provide a summary of all their staff to their Manager by December 31<sup>st</sup> of each year/

7. Salary Adjustment

- a. Salary adjustments will be effective January 1<sup>st</sup> of each year based on performance evaluations

- b. The Administrator/Manager may approve an employee to receive a one or more step move for an overall rating of three (3) or higher until the maximum grid level is reached.

Managers may establish ceilings within Foreman/Senior Grids for various positions as they deem appropriate.