Staff Report

Human Resources

Report To: Committee of the Whole
Meeting Date: June 30, 2020
Report Number: FAF.20.095
Subject: Performance Management Program
Prepared by: Jennifer Moreau, Director of Human Resources

A.   Recommendations

THAT Council receive Staff Report FAF.20.095, entitled "Performance Management Program";

AND THAT Council approve the new policy entitled "Performance Management Program", POL.COR.20.XX as attached;

AND THAT Council approve the new policy entitled "Compensation Administration Program", POL.COR.20.XX as attached;

AND THAT Council direct staff to proceed with Option ___ for the 2020 Performance Bonus allocation as outlined in this report.

B.   Overview

This report provides Council with two policies that outline the policies and procedures related to performance management and compensation administration.

C.   Background

The Town updated the Compensation Program for the Management/Non-union Employee Group in 2018 and introduced a market competitive grid with job rates reflecting the 50th percentile of the defined pay market. The Salary Grid consists of 5 steps, with Step 5 defined as 'job rate' and 4% between each step. There is a performance review program in place with general reference to competencies; however, there is no reference to SMART goals or alignment with the Town's strategic direction. Movement through the salary grid is based on the employee's anniversary date and is not directly linked to performance.

The Town of The Blue Mountains has a new Strategic Plan that will set the course for future growth. Council received the final draft of the Strategic Plan at the June 2nd Committee of the Whole meeting.

Council has directed staff to develop a Performance Management Program and a pay for performance system for implementation in 2020, incorporating municipal best practice and

utilizing a defined allotment of funds to recognize employee performance in 2020, applicable to employees in the Management/Non-union Employee Group.

D.   Analysis

In developing a Performance Management Program staff, in consultation with a compensation consultant, reviewed best practice and the Town's Draft Strategic Plan to determine the best approach to develop and introduce a new Performance Management Program that measures goals and competencies while aligning pay and performance. Consideration was also given to the principles of simplicity, fairness, transparency, consistency in application and pay equity impacts.

Staff have developed a Performance Management Program that addresses goals, competencies, and career planning and development. The program addresses salary increases tied to performance outcomes and performance bonuses for staff who have reached job rate. A Compensation Administration Program was developed to compliment the Performance Management Program and outline the compensation strategies and practices that the Town currently has in place.

The senior management team (SMT) has developed an implementation strategy for the Performance Management Program for 2020, taking into consideration the impact that COVID-19 has had on the workload of managers. Implementing a Performance Management Program requires thoughtful change management strategy and training for all management and staff.

In 2020 SMT will implement the Performance Management Program for all levels of the Town's management. The Performance Management Program cycle will be shorter for 2020. Training will be provided to the management group in developing goals, assessing competencies, and developing career plans. This training and use of the Performance Management Program will allow managers to learn by doing. This experiential learning will provide the tools managers need to roll out the Performance Management Program to their direct reports in 2021. In the fall of 2020, all staff will receive training on the Performance Management Program.

Staff recommend that Council consider returning the $150,000 dedicated to performance bonuses to assist in recovering revenue and additional expenses related to COVID-19 or to create a reserve fund for future years performance bonuses. Staff have prepared the following options for Council consideration regarding allocation of performance bonuses:

> **Option A:** Utilize the funds to assist with the decrease in revenue due to COVID-19, or

> **Option B:** Establish a reserve fund for performance bonuses to be utilized in future operating years, or

> **Option C:** That Council approve the $150,000 to be used as proposed in the 2020 approved budget.

E.   The Blue Mountains Strategic Plan

Goal #4:   Promote a Culture of Organizational & Operational Excellence
Objective #1   To Be an Employer of Choice
Objective #2   Improve Internal Communications Across our Organization
Objective #3   To Consistently Deliver Excellent Customer Service
Objective #4   To Be a Financially Responsible Organization
Objective #5   Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

F.   Financial Impact

In consideration of the financial impact that COVID-19 has had on our municipality:

1. SMT would like to return the budget allocated in 2020 for performance bonuses. SMT recommends that Council consider allocating these funds to the revenue shortfall for 2020; or

2. Create a reserve to be used in future years for performance bonuses; or

3. Proceed with strategies to allocate the 2020 performance bonuses as approved in the 2020 budget.

G.   In Consultation With

Ruth Prince, Director Finance and IT Services

Nathan Westendorp, Director Planning and Development Services

Shawn Carey, Director of Operations

Will Thomson, Director Legal Services

Ryan Gibbons, Director of Community Services

Shawn Everitt, Chief Administrative Officer

Marianne Love, ML Consulting

H.   Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Comments regarding this report should be submitted to Jennifer Moreau, hr@thebluemountains.ca.

I.   Attached

1.   POL.COR.20.XX Performance Management Program

2.   POL.COR.20.XX Compensation Administration Policy

3.   Performance Management Program Review Form Employees

4.   Performance Management Program Review Form Managers

5.   Performance Management Program Mid-Year Review Form

Respectfully submitted,

_____

Jennifer Moreau
Director of Human Resources

For more information, please contact:
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519-599-3131 extension 244

Policy

POL.COR.20.XX
Performance Management Program

Policy Type: Corporate Policy

Date Approved: June XX , 2020

Department: Human Resources

Employee Report: FAF.20.095

By-Law No.: Not Applicable

Policy Statement

The Town of The Blue Mountains 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 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. The Performance Management Program is also a tool to develop personal learning and development plans to support staff in achieving successful delivery of goals and assist in succession planning.

Purpose

Being part of an organization means more than just working for it. It also means having the assurance that one's contribution is important and is valued. Every employee has the right to have that assurance, and with that, the responsibility to contribute to the best of their ability.

The Performance Management Program is the process by which the Corporation evaluates employee job performance to help support the ongoing growth of each employee's contribution within their job, the professional growth of the employee, and the growth of the Corporation.

Application

This policy applies to all permanent full-time and part-time non-union employees, except for the Chief Administrative Officer (CAO). Council shall use POL.COR.10.16 CAO Performance Monitoring Policy for the annual CAO's review process.

Definitions

Competencies: A Competency is a combination of skills, knowledge, ability and personal attributes that are necessary for success. Competencies will be measured through the performance planning and review program.

Values: A value is a principle that guides an organization's internal conduct as well as its relationship with external parties.

Goal: A goal is an observable and measurable result, having one or more action items to be achieved within a more or less fixed time frame.

Goal statements need to be "SMART':

- S - Specific - Does it define results?

- M - Measurable - Can it be measured? How do we know when it is done?

- A - Achievable - Can it be done?

- R - Relative - Does it support broader team, department, division and corporate goals?

- T - Time - When will it be fully completed?

Example of a performance goal:

- "To implement an effective system for tracking monthly Road's Maintenance activity by the end of September, 2020"

Performance Planning & Review Form: The Performance Planning & Review Form is a template to be used to complete an employee's performance appraisal and discuss current and future goals and development plans. There are two (2) forms to select from based on the Town's employee groupings, i.e.:

- Manager

- Employees

Performance Improvement Plan: The Performance Improvement Plan is a written tool available to supervisors for the purpose of:

- Addressing performance deficiencies identified during the Performance Planning and Review Process
- Improving the performance or behaviour of an employee at any time throughout the year when the Supervisor becomes aware of the deficiencies

Supervisor: For the purpose of this policy, "supervisor" is the person that the employee directly reports to; it can be the CAO, Director, Manager or Supervisor.

Procedures

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.

The Town of The Blue Mountains Performance Management Program provides everyone in the organization with a framework for both individual and corporate success by aligning individual performance expectations and career planning objectives with business goals of the operating units, and ultimately the strategic direction of the organization. Throughout the Performance Management Program process we strive to embed the values of the organization in everything we do: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

The process is employee-driven and begins early in the calendar year with each employee working with their Supervisor to identify goals for the upcoming year. The Supervisor and employee will meet mid way through the year to review progress. The employee will complete the mid year review form in preparation for this meeting. A performance appraisal meeting will then be scheduled toward the end of the year where the supervisor and employee will discuss performance achievements and opportunities of the previous period.

Performance Management Program information will be used by the Employer to support decisions and recommendations pertaining to:
- Organizational goal setting and budgeting
- Recognition
- Training and development requirements
- Succession planning
- Restructuring
- Selection (promotion, transfer or demotion)

Roles & Responsibilities

All Supervisors (CAO, Director, Manager, Supervisor) will be held accountable for ensuring the Performance Planning and Review Forms are completed for all their direct reports. This responsibility is identified in the Supervisor's job description and will be measured through the Performance Management Program.

Every employee is responsible for performing their duties to acceptable standards as identified by their Competencies, Values, Goals and Job Responsibilities as identified in the employee's job description and participating in the Performance Management Program.

The Supervisor will:
- Explain and clarify expectations.

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

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 Supervisor 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.

Human Resources will:
- Administer the Performance Management Program.
- Develop and maintain Performance Management Program systems and related forms as required. The type of performance review format will be developed in consultation with the Senior Management Team.
- Conduct an analysis to determine overall Corporate-wide training and development needs.
- Secure/file confidential personnel records.

Phase I: Performance Planning (January/February)
Establishing Performance Objectives and Goal Setting

1. At the start of the performance cycle:
- The Supervisor will schedule performance planning meetings with employees early in January of each year. The prior year's work plan will 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.
- The 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.
- Using the Performance Planning and Review Form (Schedule A), the Supervisor and employee will jointly develop work plans and establish three to five performance objectives for the current calendar year. Using SMART criteria, goals and objectives will be recorded in the Performance Planning and Assessment area (Schedule A, Step 1).

- The Supervisor and employee will jointly discuss and identify the employee's skills development and career planning needs, completing the Skills Development and Career Planning area (Schedule A, Step 3).
- Probationary employees will meet with their Supervisor to develop work plans, establish performance objectives, and identify skills development and career planning needs within the first 30 days of assuming the job.

Phase II: Performance Feedback and Coaching (Mid-Year, June-July)

1. Midway through the performance cycle the Supervisor and employee will meet to ensure that:

   a) The Performance Plan is being followed and continues to accurately reflect the employee's accountabilities, goals and objectives and remains aligned with Corporate strategies, priorities, and departmental work plans.

   b) Where changes have been identified, the Performance Planning and Review Form (Schedule A, Step 1, Performance Planning and Assessment area) is amended, and any additional mid-year review comments are noted therein.

   c) The employee receives informal on-going feedback and coaching on performance; notations on informal feedback are noted in the Mid-Year Review Form (Schedule B) comments area.

   d) The Supervisor and employee will discuss and identify any required changes to the employee's skills development and career planning needs, amending the Skills Development and Career Planning area (Schedule A, Step 3).

2. Either party can request more frequent in-progress reviews.

3. Probationary Employees
   - For probationary employees, a follow-up meeting will take place within 90 days from the date of employment or promotion to discuss and address the items noted above in 1. a) through d).
   - A formal review (see Phase III, Performance Assessment) will be scheduled no later than 6 months from the date of employment or promotion. Employees successfully completing their probationary period will move to the regular annual performance review process.

Phase III: Performance Assessment (Year-End Review, December/January)

1. In preparation for the Competency Assessment and Year-End review meeting:

   - The Supervisor will schedule a Year-End review meeting in December of each year (December is preferred, if the review is in January it shall be in the first week to conclude the years Performance Management Program).
   - The Supervisor will review the prior year's assessment for cross-referencing purposes.
   - The Supervisor will ask the employee to conduct a self-assessment by completing the Status/Results Employee Assessment columns, and the

- employee comments areas in the Performance Planning and Review Form (Schedule A, Steps 1, 2, 3)*, and provide a copy to their Supervisor in advance of the meeting.
- The Supervisor will complete the Status/Results Employee Assessment columns and Supervisor comments areas in the Performance Planning and Review Form (Schedule A, Steps 1, 2, 3), in advance of the meeting.
- When completing the Competency Assessment (Schedule A, Step 3), consideration will be given by the parties to discussions/meetings held during the Performance Feedback and Coaching Phase.
- The parties will meet to review and discuss the employee's self-assessment and Supervisor assessment and make any required modifications/comments.
- The Supervisor will assess and complete the Overall Performance Rating section of the Performance Planning and Review Form (final page), 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 Supervisor.
- In circumstances when an employee is temporarily transferred to another division/department, it is the responsibility of the current supervisor to complete the performance review based on the current job of the employee. Consultation with the previous direct supervisor should form part of the review process and should be reflected on the form.

2. Once the final rating has been completed, the evaluation will be reviewed, discussed, and signed by the employee, Supervisor and director at the end of the performance cycle. A copy will be provided to the employee, and the original will be forwarded to Human Resources for analysis of overall Corporate-wide training and development needs and filing purposes.

Ratings, Goal Objectives, Core Competencies and Overall Performance

3. **Goal Objectives** will be evaluated with comments using the following rating criteria:
- Exceeded Goal
- Achieved Goal
- Did Not Achieve Goal
- N/A

4. **Competencies** will be evaluated with comments/behavioural feedback, using the following rating criteria:
- Exceeds Expectations
- Meets Expectations
- Developing

5. **Overall Performance** will be evaluated with comments using the following rating criteria:
- **Outstanding** - exceeds requirements of the job:

This rating is used to acknowledge exceptional performance in one of the following achievements: completion of a major goal outside of the employee's normal job responsibilities, work performance that far exceeded expectations throughout the year due to exceptional quality in all essential areas of responsibility, and/or an exceptional or unique contribution in support of the division, department, or corporate objectives.

- **Successful** - meets requirements of the job:
  To be selected when an employee is **consistently meeting** the core competencies, values and responsibilities of their job.

- **Progressing:** meets most requirements of the job and/or exceeds some requirements of the job, however, there may be one or a couple of areas where expectations are not being met and require improvement or learning and development opportunities.

- **Not Acceptable** - fulfillment of requirements of the job was less than adequate and performance is below satisfactory:
  To be selected when an employee is not fulfilling the Competencies, Values and responsibilities of the job to effectively carry out their duties. Performance is consistently below expectations, and/or employee has failed to make reasonable progress toward agreed upon goals. Significant improvement is needed in most areas of the job. The Supervisor will initiate a Performance Improvement Plan and follow-up review.

6. **Applications for job postings**
   An employee whose overall performance has been rated "Not Acceptable" in the past 12 months, shall not be considered for any job postings that may become available and for which the employee has applied. Human Resources will review past performance reviews for internal applicants before interviews candidates are contacted.

7. **Performance Improvement Plan**
   When a supervisor has identified significant areas needing improvement during the performance review and/or throughout the year, the supervisor shall initiate a Performance Improvement Plan that:
   - sets out what needs to be improved, to what level, and in a time limited plan,
   - provides an on-going record of noted changes and improvements,
   - indicates whether sufficient improvement was made within the established timeframe,
   - outlines future action steps including revision to the improvement plan and/or further training

The supervisor is required to regularly monitor and provide feedback to the employee regarding his or her performance on the Performance Improvement Plan and take additional action as warranted (i.e. revisit expectations, modify plan, amend timelines, etc.).

The employee is expected to fully participate in the Performance Improvement Plan and make every attempt to improve identified performance/behavior deficiencies within the specified timeframe.

If the supervisor finds that the employee has not shown improvement through no fault of their own, further consultation with Human Resources and department Director for the purpose of discussing next steps will be required.

8. Appeal

Any employee who feels that their overall rating does not represent a fair or objective review may submit in writing to their Supervisor and/or HR, to request a further assessment and adjudication. Appropriate follow-up with parties involved will be scheduled to address the employee's concerns.

9. Salary Administration and Performance Bonus

- Employees who are progressing thru steps one (1) to four (4) of the compensation band and receive an overall performance rating of successful/outstanding rating will proceed to the next step in the band.
- Employees who receive a rating of progressing/not acceptable will remain at the current step level until the overall performance rating improves.
- Employees who receive a not acceptable performance rating will be placed on a performance improvement plan.
- Employees who are at Step 5 of the compensation band (Job Rate) will be eligible for a one-time re-earnable performance bonus if they achieve an overall performance rating of outstanding. All performance bonuses will be verified and approved by the CAO. Performance bonuses will be the equivalent of one step of the grid which is four percent (4%) of the employees' overall salary.

Exclusions

This policy does not apply to contract or unionized employees.

References and Related Policies

POL.COR.20.XX Compensation Administration Program

POL.COR.07.06 Hiring of Employees

POL.COR.13.24 Progressive Discipline

POL.COR.18.05 Travel, Business & Expense Policy

POL.COR.10.16 CAO Performance Monitoring

Consequences of Non-Compliance

Compliance with this Policy and Procedure is mandatory for all Supervisors and employees. Non-compliance will result in disciplinary measures, up to and including termination.

Review Cycle

This policy will be reviewed once per term of Council or as required due legislation and/or changes to our Corporate Strategic Plan.

Policy

POL.COR.20.XX
Compensation Administration Program

Policy Type: Corporate Policy (Approved by Council)

Date Approved: June, XX, 2020

Department: Human Resources

Staff Report: FAF.20.095

By-Law No.:   Not applicable

Policy Statement

The Town of The Blue Mountains offers a Compensation Administration Program that will identify salary levels needed to be sufficiently competitive in current comparator market conditions in order to attract and retain highly qualified employees. The Town seeks to ensure equitable salary administration standards and execute this program in a fiscally responsible manner.

Purpose

The purpose of this policy is to provide a work environment where all individuals are treated in a fair and consistent manner as it relates to, among other items, the administration of pay. The Town will maintain a compensation administration program that is internally equitable, externally competitive and legislatively compliant.

Application

This policy applies to all non-union employees.

Procedures

Market Competitiveness

1. The comparator municipalities for the purposes of evaluating pay for employees under the scope of this policy will be defined by these criteria:
   - Of a comparable size
   - With similar employment markets
   - Providing equivalent scope of services
   - With seasonal influx
   - The comparator municipality has completed and implemented a market review within the past five years.

A market review will be undertaken every four (4) years to determine the average market increase for the comparator group which will then be presented to Council during the budget process. If approved, it will be appropriately budgeted for and applied on the date recommended within the budget or retroactively on January 1st of the applicable year.

External market survey data will be collected and/or external compensation consultants will be accessed to ensure an objective documented review assessment. Consideration will be given to committed union settlement amounts to address wage compression issues.

Annual Salary Adjustments
The employee's annual salary will be adjusted by the following two adjustments:
1. Economic Increase: Annually a Cost of Living Adjustment (COLA) will be applied. This COLA increase will be set to match the Canadian Consumer Price Index (CPI) as reported in September annually, as approved thru the budget process;
2. Progress through the compensation band (if employee has not reached the job rate). All employees who have not yet reached the maximum of their level are to be granted these increases if performance is satisfactory as per the Towns POL.COR.20.XX Performance Management Program.

Salary Grid Administration
1. All employees will be paid in accordance with the salary band corresponding to their position classifications.
2. Each band will be comprised of five (5) levels; level 5 is considered the job rate.
3. Positions will be assigned bands based on the Town's job evaluation system, considering levels of skill, effort, responsibility, working conditions and current applicable legislation.
4. Differentials between bands will be sufficiently wide to provide adequate recognition of the differences, responsibilities, and requirements between positions.
5. The Salary Band will be reviewed each year, as part of the current budget process. An annual review for pay equity compliance will also be performed by Human Resources (HR).
6. Newly hired employees who possess the minimum qualifications to assume the duties and responsibilities of a position will normally be assigned to the minimum salary for the band.
7. Decisions to hire new employees at a salary above the minimum for the band in recognition of prior experience will require the approvals of the Department Head and the Director of HR. Successful candidates with direct, applicable experience may be hired at level 2, 3, 4 or 5 to ensure that job rate for the respective job is reached in an appropriate time frame.
8. Advancement through the salary band will reflect performance, recognizing that performance standards will increase as the employee approaches the maximum for the band.

Seasonal, Student or Contract Employees
1. Seasonal and student employees will be paid an hourly wage based on market competitiveness and pay equity. Advancement through the seasonal/student wage scale will be based on years/seasons of service in the identified position.
2. Contract employees will be eligible for pay level increases annual based on satisfactory performance.

Transfers, Promotions & Demotions
1. When an employee is permanently promoted to a position in a higher pay range, the new rate of pay will provide for an appropriate increase (usually 5%). The percentage differentials that exist between salary levels will allow for a meaningful adjustment. Again, experience will be a factor in determining the appropriate level.
2. If an employee is permanently transferred to a position in a lower pay grade, the salary will reflect this new position.

Wage Compression
1. Wage compression issues will be monitored and, wherever possible, adjusted by the Town.
2. Management positions will be paid at least ten percent (10%) more than the employees they supervise, having regard to salary grid band differentials.

Red Circling
1. When a position is evaluated and the conclusion is that an employee's compensation exceeds the job rate, the Town will "red-circle" (e.g., freeze) that employee's rate of pay. The intent of "red-circling" is to curtail the growth of wage increases.
2. The employee's compensation will not be adjusted with any annual salary adjustments until economic growth of wages indicates that the red-circled wage is consistent with the level of compensation payable for the position in question.
3. The Town will continue to provide an annual performance review in accordance with POL.COR.20.xx Performance Management Program.

Acting Responsibility
An acting appointment may occur when there is:
- A vacancy due to resignation, termination, reclassification, or the creation of a new position;
- A project of significant length is assigned to the employee that is not consistent with the current level of responsibility within the employee's regular role;
- An approved leave of absence; or
- An absence due to illness.

Procedures for Acting Responsibility:
1. An appointment is deemed "Acting" when an employee is made specifically accountable for the duties of a position/project other than their own. The "Acting" employee will be responsible for all the duties of that position/project and any duties that become the

responsibility of that position. An Acting appointment may be assigned at the discretion of the Department Head.
2. Employees who revert from an Acting appointment to their former position will receive the salary rate aligned with their original position.
3. In special circumstances, the CAO may approve compensation outside the guidelines for Acting appointments.
4. Council may approve compensation for an Acting CAO appointment outside the guidelines.
5. If an employee is temporarily assigned to a position/project in a higher pay level for a period longer than fifteen (15) regular work days, they should be paid either at the start rate of the new pay grade or receive an increase of 10%, whichever is higher retroactive to the date they started. Department managers should discuss each situation with HR. If the temporary position normally pays less than the employee's current pay rate, the employee will retain their current salary during the assignment.
6. Temporary positions and Acting assignments will be reviewed after twelve (12) months.

Administration
- HR is responsible for the administration of this policy.
- The Chief Administrative Officer will be consulted regarding any deviations to this policy.

Exclusions

This policy does not apply to unionized staff members, volunteers, and members of Council.

References and Related Policies

POL.COR.20.XX Performance Management Program

POL.COR.07.06 Hiring of Employees

POL.COR.13.24 Progressive Discipline

POL.COR.10.16 CAO Performance Monitoring

Consequences of Non-Compliance

Breaches of this policy will be dealt with thru the Town's progressive discipline policy.

Review Cycle

This policy shall be reviewed once per term of Council or as required due to legislative change.

Performance Planning & Review Form for Employees

Performance Management Process Overview

The Town of The Blue Mountains' performance management process (PMP) provides everyone in the organization with a framework for both individual and corporate success by aligning individual performance expectations and career planning objectives with business goals of the operating units, and ultimately the strategic direction of the organization. Throughout the PMP process we strive to embed the values of the organization in everything we do: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

The process is employee-driven and begins early in the calendar year with each employee working with their supervisor to identify goals for the upcoming year. The Supervisor and employee will meet mid way through the year to review progress. The employee will complete the mid year review form in preparation for this meeting. A performance appraisal meeting will then be scheduled toward the end of the year where the supervisor and employee will discuss performance achievements and opportunities of the previous period.

Final performance ratings will be communicated to the employee once the supervisor has reviewed the employee's self-assessment and performance feedback has been communicated at the year end meeting. Overall performance ratings must be aligned with the ratings assigned throughout the form, for goal, competency, and development achievement.

When completing this form, please remember to look at the activities, behaviours and achievements that have occurred throughout the entire performance period, not just recently. Provide as many comments and concrete examples of achievements as possible, to support the ratings.

Step 1: Performance Planning and Assessment

Establish priorities and expected results at the beginning of the performance period. Please do not include daily/routine tasks and activities. Performance goals should enhance, improve, streamline, or introduce new programs and procedures that help achieve specific departmental priorities, and support Council and Management's strategic directives, operating/capital budgets, department business plans, and organizational values. Make your goals **SMART** – using **SMART criteria - Specific, Measurable, Achievable, Realistic, and Time-bound.** Set 3-5 goals for the performance period. The goal assessment ratings are noted on each goal planning page.
NOTE: The form provides space for 5 **SMART** goals. To streamline your review form, please delete any **SMART** goals that you are *not* using in the next performance period.

Step 2: Competency Assessment

Assess **key** competencies for the performance period. Just as goals guide the "what we do", competencies focus on "the how." Assign a rating for each competency factor assessed and provide specific examples to support the assessment rating. Please pay close attention to the link between these competencies and the core values of Town.

Step 3: Skills Development Planning and Career Planning

Identify 1 to 3 skills and/or competencies you are committed to developing or strengthening in the upcoming performance period. Your development plan will benefit from using the **SMART** criteria - what **Specific** actions you plan to take to develop the skill or advance your career? (e.g. take a course, act in a different role, seek a mentor, etc.) How will you **measure** success? **When** do you expect to complete the development plan or when do you want to discuss and track your progress? Be sure to identify the link between the development of this skill or competency and the organization's core values: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

1

Performance Planning & Review Form for Employees

Name:	Position Title:	Time in Position:
Department:	Reports to:	Period Covered: Date of Planning Meeting: Date of Performance Review Meeting:

Step 1 - Set Goals

 Set 3-5 goals that enhance or improve or streamline or introduce... new processes or procedures or programs or efficiencies

Remember - *daily tasks and activities are NOT performance goals*

Make Them SMART

Specifc

Measurable

Achievable

Realistic

Time-based

Make Them Linked

- To departmental business plans

- To the organization's strategic goals

 - To our core values: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**

2

Performance Planning & Review Form for Employees

<table>
<tr>
<td colspan="4" align="center">Goal #1</td>
</tr>
<tr>
<td align="center">SMART Goal
Describe the goal, including the outcomes.
What do you expect to achieve?</td>
<td align="center">Measures and Timelines
How will you measure results/success?</td>
<td align="center">Milestones
Note key dates or measures to track progress.</td>
<td align="center">Alignment Check
How does this goal line up?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>☐ Supports dept. and strategic goals
☐ Supports core values (specify):</td>
</tr>
<tr>
<td>Employee Assessment of Results</td>
<td>☐ Exceeded ☐Achieved</td>
<td>☐ Did not Achieve</td>
<td>☐ N/A</td>
</tr>
<tr>
<td colspan="4">Comments:</td>
</tr>
<tr>
<td>Supervisor Assessment of Results</td>
<td>☐ Exceeded ☐Achieved</td>
<td>☐ Did not Achieve</td>
<td>☐ N/A</td>
</tr>
<tr>
<td colspan="4">Comments:</td>
</tr>
<tr>
<td colspan="4">Goal assessment definitions:
Exceeded Goal: Exceeded the expected outcome and consistently demonstrated an outstanding level of performance.
Achieved Goal: Achieved expected outcome and consistently demonstrated a solid level of performance.
Did Not Achieve Goal: Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal.
N/A: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.</td>
</tr>
</table>

Performance Planning & Review Form for Employees

Goal #2			
SMART Goal *Describe the goal, including the outcomes.* *What do you expect to achieve?*	**Measures and Timelines** *How will you measure results/success?*	**Milestones** *Note key dates or measures to track progress.*	**Alignment Check** *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):
Employee Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Supervisor Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Goal assessment definitions: **Exceeded Goal:** Exceeded the expected outcome and consistently demonstrated an outstanding level of performance. **Achieved Goal:** Achieved expected outcome and consistently demonstrated a solid level of performance. **Did Not Achieve Goal:** Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal. **N/A:** This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.			

Performance Planning & Review Form for Employees

Goal #3			
SMART Goal *Describe the goal, including the outcomes. What do you expect to achieve?*	**Measures and Timelines** *How will you measure results/success?*	**Milestones** *Note key dates or measures to track progress.*	**Alignment Check** *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):
Employee Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Supervisor Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Goal assessment definitions: **Exceeded Goal:** Exceeded the expected outcome and consistently demonstrated an outstanding level of performance. **Achieved Goal:** Achieved expected outcome and consistently demonstrated a solid level of performance. **Did Not Achieve Goal:** Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal. **N/A**: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.			

Performance Planning & Review Form for Employees

Goal #4			
SMART Goal *Describe the goal, including the outcomes.* *What do you expect to achieve?*	**Measures and Timelines** *How will you measure results/success?*	**Milestones** *Note key dates or measures to track progress.*	**Alignment Check** *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):
Employee Assessment of Results	☐ Exceeded ☐ Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Supervisor Assessment of Results	☐ Exceeded ☐ Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Goal assessment definitions: **Exceeded Goal:** Exceeded the expected outcome and consistently demonstrated an outstanding level of performance. **Achieved Goal:** Achieved expected outcome and consistently demonstrated a solid level of performance. **Did Not Achieve Goal:** Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal. **N/A**: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.			

Performance Planning & Review Form for Employees

Goal #5			
SMART Goal *Describe the goal, including the outcomes.* *What do you expect to achieve?*	**Measures and Timelines** *How will you measure results/success?*	**Milestones** *Note key dates or measures to track progress.*	**Alignment Check** *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):
Employee Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Supervisor Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Goal assessment definitions: **Exceeded Goal:** Exceeded the expected outcome and consistently demonstrated an outstanding level of performance. **Achieved Goal:** Achieved expected outcome and consistently demonstrated a solid level of performance. **Did Not Achieve Goal:** Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal. **N/A**: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.			

Step 2: Competency Assessment
Provide a rating for each competency factor assessed for the performance period and document specific examples to support the assessment rating.

Competency – Working with Others

Competency Indicators for Working well with others include:
- Establishes and maintains positive and productive working relationships; demonstrates teamwork and core values
- Respects corporate time and resources in attendance and punctuality
- Keeps supervisor and co-workers informed on work progress
- Works effectively as a team member within and across departments; can motivate and re-energize others

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Competency – Focus on Results and Continuous Improvement

Competency Indicators for focus on results and continuous improvement include:
- Works effectively to produce accurate, quality work within deadlines and in accordance with business plans
- Completes assignments as specified on time or according to schedule and contributes to section/organizational objectives
- Accepts responsibility for own work, actions, and decisions; follows up to ensure achievement
- Provides input to improve existing practices and resolve problems where applicable
- Participates in annual objective setting and is an active participant in interim reviews
- Manages time and prioritizes objectives to effectively complete tasks or coordinate projects/activities (if applicable)

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency

Performance Planning & Review Form for Employees

Competency – Focus on Results and Continuous Improvement

Employee Comments: Provide specific examples that demonstrate this competency.

Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency

Supervisor Comments: Provide specific examples that demonstrate this competency.

Competency – Problem Solving and Using Innovative Approaches

Competency Indicators for problem solving and using innovative approaches includes:
- Proactively identifies problems, provides solution within scope of duties, and participates in developing solutions/options for complex problems
- Escalates more complex problems promptly, ensuring search for solution can begin in a timely fashion
- May monitor innovative approaches after implementation action to ensure successful outcome
- May engage others in problem solving for preferred solutions or courses of action

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency

Employee Comments: Provide specific examples that demonstrate this competency.

Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency

Supervisor Comments: Provide specific examples that demonstrate this competency.

Performance Planning & Review Form for Employees

Competency – Focus on Customer Service (internal and external)

The "Customer" includes residents, businesses, service providers, agencies, employees, and the public.

Competency Indicators for customer service include:
- Creates an environment in which concern for customer satisfaction is a key priority
- Understands the organization and knows who can help the customer; referring the customer to the appropriate area and following up
- Strives to meet or exceed (if required) customer expectations each time; anticipates customer needs/ concerns and develops solutions
- Focuses on improving service delivery; setting a personal example in modeling client/customer focus
- Demonstrates tact and diplomacy; values diversity and remains sensitive to customers' needs

Employee Self- Assessment	☐ **Exceeds Expectations** Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ **Meets Expectations** Consistently exhibits all behaviours described under each competency	☐ **Developing** Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ **Exceeds Expectations** Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ **Meets Expectations** Consistently exhibits all behaviours described under each competency	☐ **Developing** Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Competency – Effective Communication

Competency Indicators for effective communication:
- Adapts communication style based on an understanding of the needs of the audience, shares appropriate information; resolves or refers conflict appropriately
- Delivers consistent messages providing the right information at the right time to the right audience
- Actively listens and expresses ideas and concerns clearly, both verbally and in written form
- Responds promptly and appropriately to both verbal and written instructions, questions, or issues

Employee Self- Assessment	☐ **Exceeds Expectations** Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ **Meets Expectations** Consistently exhibits all behaviours described under each competency	☐ **Developing** Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			

Performance Planning & Review Form for Employees

Competency – Effective Communication			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Competency – Application of Job Knowledge and Skills			
Competency Indicators for job knowledge and skills include: ▪ Displays extensive knowledge of all aspects of the job, engages in self-development to expand capabilities ▪ Demonstrates that technical/professional knowledge is up to date and applied to own work; utilizes appropriate safety measures ▪ Consistently applies policies, practices and procedures; speaks knowledgeably and answers questions about relevant issues and considerations ▪ Demonstrates adaptability and flexibility to get things done individually or in a team setting when required ▪ Seeks out diverse ideas, feedback, and approaches to achieve intended outcomes			
Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Performance Planning & Review Form for Employees

Step 3: Skills Development & Career Planning

Identify 1 to 3 skills and/or competencies you are committed to developing or strengthening in the upcoming performance period based on the requirements of the position. Development of this competency should support one or more of the organizational values: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

Assess progress using this assessment scale:
Completed: Has completed the steps, activities and/or programs to develop skills and/or advance career as planned.

In progress: Has commenced but not fully completed the steps, activities and/or programs to develop skills and/or advance career as planned.

Not Started: Has not begun taking the steps, signing-up for or performing activities and/or programs to develop skills and/or advance career as planned

Development Area	Action(s) to be Taken Use SMART criteria as you plan your development: *Specific, Measurable, Achievable, Realistic, and Time-based*	Result – Employee Assessment	Result – Supervisor Assessment
		☐ Completed ☐ In Progress ☐ Not Started	☐ Completed ☐ In Progress ☐ Not Started
		☐ Completed ☐ In Progress ☐ Not Started	☐ Completed ☐ In Progress ☐ Not Started
		☐ Completed ☐ In Progress ☐ Not Started	☐ Completed ☐ In Progress ☐ Not Started

Planning for the Future
Are you interested in performing another role within the organization?　☐ YES　☐ NO

If yes, describe your aspirations – both short and longer term.

Performance Planning & Review Form for Employees

Statement of Health & Safety Compliance
Employee Is aware of and works in compliance with the Occupational Health and Safety Act, Regulations, and other applicable federal/provincial legislation, promoting health & safety in the workplace through training, inspection, observation, correction, and commendation: ☐ Full Compliance ☐ Requires Greater Awareness
Employee Comments: Provide specific examples that demonstrate health and safety compliance.
Supervisor Comments: Provide specific examples that demonstrate health and safety compliance.

Overall Performance Rating	
Performance ratings are identified **after** the employee's self-assessment and the performance discussion with the employee. It considers the achievement of goals, overall job performance and assessment of core competencies throughout the performance review period. 1. **Outstanding :** Performance consistently exceeds the expectations for this position. Exceeds all goals and skill factor requirements for the job. 2. **Successful:** Achieved a solid level of performance on goals and skill factors on a consistent basis. Performance consistently meets or exceeds expectations for this position. 3. **Progressing:** Met or partially met most, but not all goals. Achieves a solid level of performance on most skill factor expectations, but not all. Improvement may be necessary in some areas. Employee may be new to and still developing in the role. 4. **Not Acceptable:** Did not meet most or all goals. Did not achieve an acceptable level of performance on skill factors on a consistent basis. Improvement is necessary. Performance is below expectations for this position.	**Overall Rating:**
Assessment of Overall Job Performance, Core Competencies, and Employee Development Employee's Comments: Supervisor's Comments:	

Final Sign Off and Approvals		
Employee's Signature: Date:	Supervisor's Signature Date:	Next Level Signature Date:

Performance Planning & Review Form for Managers

Performance Management Process Overview

The Town of The Blue Mountains' performance management process (PMP) provides everyone in the organization with a framework for both individual and corporate success by aligning individual performance expectations and career planning objectives with business goals of the operating units, and ultimately the strategic direction of the organization. Throughout the PMP process we strive to embed the values of the organization in everything we do: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

The process is employee-driven and begins early in the calendar year with each employee working with their supervisor to identify goals for the upcoming year. The Supervisor and employee will meet mid way through the year to review progress. The employee will complete the mid year review form in preparation for this meeting. A performance appraisal meeting will then be scheduled toward the end of the year where the supervisor and employee will discuss performance achievements and opportunities of the previous period.

Final performance ratings will be communicated to the employee once the supervisor has reviewed the employee's self-assessment and performance feedback has been communicated at the year end meeting. Overall performance ratings must be aligned with the ratings assigned throughout the form, for goal, competency, and development achievement.

When completing this form, please remember to look at the activities, behaviours and achievements that have occurred throughout the entire performance period, not just recently. Provide as many comments and concrete examples of achievements as possible, to support the ratings.

Step 1: Performance Planning and Assessment

Establish priorities and expected results at the beginning of the performance period. Please do not include daily/routine tasks and activities. Performance goals should enhance, improve, streamline, or introduce new programs and procedures that help achieve specific departmental priorities, and support Council and Management's strategic directives, operating/capital budgets, department business plans, and organizational values. Make your goals **SMART** – using **SMART criteria - Specific, Measurable, Achievable, Realistic, and Time-bound.** Set 3-5 goals for the performance period. The goal assessment ratings are noted on each goal planning page.
NOTE: The form provides space for 5 **SMART** goals. To streamline your review form, please delete any SMART goals that you are *not* using in the next performance period.

Step 2: Competency Assessment

Select and assess **key** competencies for the performance period. Just as goals guide the "what we do", competencies focus on "the how." Assign a rating for each competency factor assessed and provide specific examples to support the assessment rating. Please pay close attention to the link between these competencies and the core values of the Town.
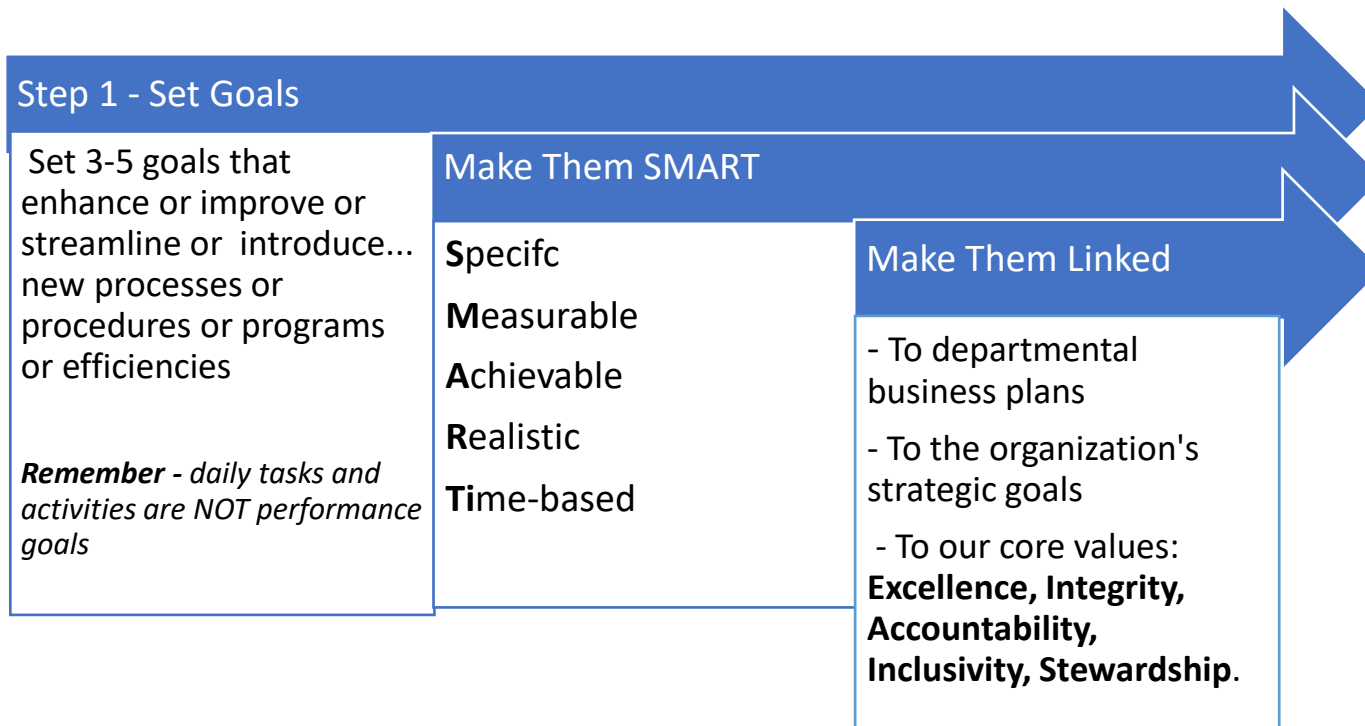
Step 3: Skills Development Planning and Career Planning

Identify 1 to 3 skills and/or competencies you are committed to developing or strengthening in the upcoming performance period. Your development plan will benefit from using the **SMART** criteria - what **Specific** actions you plan to take to develop the skill or advance your career? (e.g. take a course, act in a different role, seek a mentor, etc.) How will you **measure** success? **When** do you expect to complete the development plan or when do you want to discuss and track your progress? Be sure to identify the link between the development of this skill or competency and the organization's values: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

Performance Planning & Review Form for Managers

Name:	Position Title:	Time in Position:
Department:	Reports to:	Period Covered: Date of Planning Meeting: Date of Performance Review Meeting:

Step 1 - Set Goals

Set 3-5 goals that enhance or improve or streamline or introduce... new processes or procedures or programs or efficiencies

Remember - daily tasks and activities are NOT performance goals

Make Them SMART

Specifc

Measurable

Achievable

Realistic

Time-based

Make Them Linked

- To departmental business plans

- To the organization's strategic goals

- To our core values: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

Performance Planning & Review Form for Managers

Goal #1			
SMART Goal *Describe the goal, including the outcomes. What do you expect to achieve?*	**Measures and Timelines** *How will you measure results/success?*	**Milestones** *Note key dates or measures to track progress.*	**Alignment Check** *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):
Employee Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Supervisor Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Goal assessment definitions: **Exceeded Goal:** Exceeded the expected outcome and consistently demonstrated an outstanding level of performance. **Achieved Goal:** Achieved expected outcome and consistently demonstrated a solid level of performance. **Did Not Achieve Goal:** Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal. **N/A**: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.			

Performance Planning & Review Form for Managers

Goal #2

SMART Goal *Describe the goal, including the outcomes.* *What do you expect to achieve?*	Measures and Timelines *How will you measure results/success?*		Milestones *Note key dates or measures to track progress.*	Alignment Check *How does this goal line up?*
				☐ Supports dept. and strategic goals ☐ Supports core values (specify):
Employee Assessment of Results	☐ Exceeded ☐Achieved		☐ Did not Achieve	☐ N/A
Comments:				
Supervisor Assessment of Results	☐ Exceeded ☐Achieved		☐ Did not Achieve	☐ N/A
Comments:				
Goal assessment definitions: **Exceeded Goal:** Exceeded the expected outcome and consistently demonstrated an outstanding level of performance. **Achieved Goal:** Achieved expected outcome and consistently demonstrated a solid level of performance. **Did Not Achieve Goal:** Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal. **N/A**: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.				

Performance Planning & Review Form for Managers

Goal #3

SMART Goal *Describe the goal, including the outcomes. What do you expect to achieve?*	Measures and Timelines *How will you measure results/success?*	Milestones *Note key dates or measures to track progress.*	Alignment Check *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):

Employee Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			

Supervisor Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			

Goal assessment definitions:

Exceeded Goal: Exceeded the expected outcome and consistently demonstrated an outstanding level of performance.

Achieved Goal: Achieved expected outcome and consistently demonstrated a solid level of performance.

Did Not Achieve Goal: Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal.

N/A: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.

Performance Planning & Review Form for Managers

Goal #4			
SMART Goal *Describe the goal, including the outcomes. What do you expect to achieve?*	**Measures and Timelines** *How will you measure results/success?*	**Milestones** *Note key dates or measures to track progress.*	**Alignment Check** *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):
Employee Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Supervisor Assessment of Results	☐ Exceeded ☐Achieved	☐ Did not Achieve	☐ N/A
Comments:			
Goal assessment definitions: **Exceeded Goal:** Exceeded the expected outcome and consistently demonstrated an outstanding level of performance. **Achieved Goal:** Achieved expected outcome and consistently demonstrated a solid level of performance. **Did Not Achieve Goal:** Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal. **N/A**: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.			

Performance Planning & Review Form for Managers

Goal #5

SMART Goal *Describe the goal, including the outcomes.* *What do you expect to achieve?*	Measures and Timelines *How will you measure results/success?*	Milestones *Note key dates or measures to track progress.*	Alignment Check *How does this goal line up?*
			☐ Supports dept. and strategic goals ☐ Supports core values (specify):

Employee Assessment of Results	☐ Exceeded ☐ Achieved	☐ Did not Achieve	☐ N/A
Comments:			

Supervisor Assessment of Results	☐ Exceeded ☐ Achieved	☐ Did not Achieve	☐ N/A
Comments:			

Goal assessment definitions:

Exceeded Goal: Exceeded the expected outcome and consistently demonstrated an outstanding level of performance.

Achieved Goal: Achieved expected outcome and consistently demonstrated a solid level of performance.

Did Not Achieve Goal: Did not achieve expected outcome and/or did not demonstrate an acceptable level of performance. May have partially achieved goal.

N/A: This priority or result no longer applies because it changed during the year, due to circumstance usually outside of the control of the employee.

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Performance Planning & Review Form for Managers

Provide a rating for each competency factor assessed for the performance period and document specific examples to support the assessment rating.

Competency – Leadership

Competency Indicators for Leadership include:
- Demonstrates long range perspective; supports/communicates the Town's strategic/operational directives, effectively executes Council/management decisions
- Sets department objectives; charts a course for others to follow and exhibits strong leadership
- Promotes a positive work environment, ensuring value and respect of employees, promoting teamwork and core values, giving appropriate direction, information and feedback to employees
- Empowers and coaches employees, delegates effectively and provides opportunities to employees
- Prepares timely and constructive performance reviews; identifies and manages performance problems in a timely and effective manner
- Manages and resolves conflict effectively

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Performance Planning & Review Form for Managers

Competency – Fiscal Effectiveness and Business Management			
Competency Indicators for fiscal effectiveness include: ▪ Manages budgets, budget plans, and resources effectively and continuously seeks ways to reduce expenses or increase revenues ▪ Demonstrates fiscal accountability in all activities and decisions, with effective procurement and deployment of resources ▪ Regards the resources/assets of the organization as a public trust, seeking efficiencies, controls and proper return on investment of time or money			
Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Competency – Visioning and Planning			
Competency Indicators for visioning and planning include: ▪ Develops business strategy and policy; develops business plans and defines work and responsibilities ▪ Sets, communicates, and regularly assesses department priorities that are in line with direction and goals of the organization ▪ Foresees obstacles and opportunities for the organization and/or department, and acts accordingly ▪ Ensures systems are in place and effectively utilised to support the priorities			
Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Performance Planning & Review Form for Managers

Competency – Decision-Making			
Competency Indicators for decision-making include: ▪ Demonstrates relevant knowledge and skill (e.g., theory, methods, practices and techniques); remains current with changes, trends, and regulatory requirements ▪ Demonstrates organizational awareness; consults and engages with appropriate people; and utilizes appropriate safety measures ▪ Gathers and synthesizes relevant facts, concepts and principles, alerts appropriate persons to emerging problems; balances competing priorities in making decisions ▪ Alerts appropriate persons to emerging problems; effectively manages risk; considers risk mitigation and political implications in making decisions			
Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Competency – Dealing with Ambiguity			
Competency Indicators for dealing with ambiguity include: ▪ Demonstrates flexibility in responding to change ▪ Effectively responds to crisis and unplanned events ▪ Performs effectively through continuous change, ambiguity, and apparent chaos			
Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Performance Planning & Review Form for Managers

Competency – Working with Others and Engagement

Competency Indicators for working well with others include:
- Develops and leverages working relationships and partnerships to influence and support organization and department objectives
- Respects corporate time and resources in attendance and punctuality
- Works effectively across departments, breaking down barriers and facilitating sharing of information and expertise
- Acts in a manner that reflects courtesy, respect and civility, appreciation, empathy, trust, inclusion and consultation

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
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Supervisor Comments: Provide specific examples that demonstrate this competency.			

Competency – Focus on Customer Service (internal and external)

The "Customer" includes residents, businesses, service providers, agencies, employees, and the public.

Competency Indicators for customer service include:
- Internal and external customer requirements are viewed as a personal priority; workflow and quality are adapted and developed to achieve highest standard of service
- Creates a "customer centric" environment in which concern for customer satisfaction is a key priority
- Demonstrates tact and diplomacy; values diversity and remains sensitive to customers' needs

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Performance Planning & Review Form for Managers

Competency – Effective Communication

Competency Indicators for Effective Communication include:
- Adapts communication style based on an understanding of the needs of the audience; is an effective presenter
- Delivers consistent messages providing the right information at the right time to the right audience; responds promptly and appropriately to both verbal and written instructions, questions, or issues
- Actively listens and expresses ideas and concerns clearly, accurately and effectively, verbally and in writing
- Written reports and communication are professional, timely, accurate and effective.

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Competency – Focus on Results and Continuous Improvement

Competency Indicators for Focus on Results and Continuous Improvement include:
- Seeks change and innovation; models excellence and motivates employees to follow example
- Encourages constructive questioning of policies and practices in place, and fosters innovation; encourages challenges to conventional approaches to doing things
- Holds employees accountable for achieving high standards and results

Employee Self- Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency. Regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Employee Comments: Provide specific examples that demonstrate this competency.			
Supervisor Assessment	☐ Exceeds Expectations Consistently excels in all behaviours described for this competency; regularly goes beyond what is expected	☐ Meets Expectations Consistently exhibits all behaviours described under each competency	☐ Developing Exhibits some but not all behaviours described under each competency
Supervisor Comments: Provide specific examples that demonstrate this competency.			

Performance Planning & Review Form for Managers

Step 3: Skills Development & Career Planning

Identify 1 to 3 skills and/or competencies you are committed to developing or strengthening in the upcoming performance period based on the requirements of the position. Development of this competency should support one or more of the organizational values: **Excellence, Integrity, Accountability, Inclusivity, Stewardship**.

Assess progress using this **assessment scale:**

Completed: Has completed the steps, activities and/or programs to develop skills and/or advance career as planned.

In progress: Has commenced but not fully completed the steps, activities and/or programs to develop skills and/or advance career as planned.

Not Started: Has not begun taking the steps, signing-up for or performing activities and/or programs to develop skills and/or advance career as planned

Development Area	Action(s) to be Taken Use SMART criteria as you plan your development: *Specific, Measurable, Achievable, Realistic, and Time-based.*	Result – Employee Assessment	Result – Supervisor Assessment
		☐ Completed ☐ In Progress ☐ Not Started	☐ Completed ☐ In Progress ☐ Not Started
		☐ Completed ☐ In Progress ☐ Not Started	☐ Completed ☐ In Progress ☐ Not Started
		☐ Completed ☐ In Progress ☐ Not Started	☐ Completed ☐ In Progress ☐ Not Started

Planning for the Future
Are you interested in performing another role within the organization?   ☐ YES   ☐ NO

If yes, describe your aspirations – both short and longer term.

Performance Planning & Review Form for Managers

Statement of Health & Safety Compliance
Employee Is aware of and works in compliance with the Occupational Health and Safety Act, Regulations, and other applicable federal/provincial legislation, promoting health & safety in the workplace through training, inspection, observation, correction, and commendation: ☐ Full Compliance ☐ Requires Greater Awareness
Employee Comments: Provide specific examples that demonstrate health and safety compliance.
Supervisor Comments: Provide specific examples that demonstrate health and safety compliance.

Overall Performance Rating	
The final performance rating takes into consideration achievement of goals, overall job performance and assessment of core competencies throughout the performance review period. 1. **Outstanding :** Performance consistently exceeds the expectations for this position. Exceeds all goals and skill factor requirements for the job. 2. **Successful:** Achieved a solid level of performance on goals and skill factors on a consistent basis. Performance consistently meets or exceeds expectations for this position. 3. **Progressing:** Met or partially met most, but not all goals. Achieves a solid level of performance on most skill factor expectations, but not all. Improvement may be necessary in some areas. Employee may be new to and still developing in the role. 4. **Not Acceptable:** Did not meet most or all goals. Did not achieve an acceptable level of performance on skill factors on a consistent basis. Improvement is necessary. Performance is below expectations for this position.	**Overall Rating:**
Assessment of Overall Job Performance, Core Competencies, and Employee Development Employee's Comments: Supervisor's Comments:	

Final Sign Off and Approvals		
Employee's Signature: Date:	Supervisor's Signature Date:	Next Level Signature Date:

Performance Management Program – Mid-Year Review Form

Employee Data

Employee _____   Department _____

Position _____   Supervisor _____

Performance Period _____

Progress Check

Date _____

Comments regarding progress, issues to address, etc. including any action plan(s) agreed to

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Mid-Year Check-in Confirmation

Employee's Signature _____   Date _____

Supervisor's Signature _____   Date _____