



Policy

POL.COR.22.03

Performance Management Program Policy

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Policy Statement

The Town of The Blue Mountains (Town) 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 (PMP) 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 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 non-union employees (Permanent Full-Time and Permanent Part-Time, Temporary Full-Time and Part-Time and Seasonal) except for the Chief Administrative Officer (CAO). Council shall use CAO Performance Monitoring Policy POL.COR.10.16 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.

Goal: A Goal is an observable and measurable result, having one or more action items to be achieved within a 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 Maintenance activity by the end of the third quarter of the year."

Learning and Development Plan: A valuable tool to plan and manage Learning and Development Goals as they relate to an Employee achieving work objectives and/or Competency development. Developing a Learning and Development Plan requires the Employee, in consultation with their leader, to:

- Identify a Learning and Development Goal, the Competency (core or general) to be developed, or work objective to be achieved.
- Identify the learning experience needed to develop that ability; and
- Identify the support required to develop and apply that ability

Learning and Development Goals and work objectives should be developed using the **SMART** approach.

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.

Performance Planning and Review Form: The Performance Planning and Review Form is a template to be used to complete an employee's performance appraisal and discuss current and future goals and development plans.

Permanent Full-Time Employee: an Employee who is hired to work on a full-time basis (35 hours or more per week) with no predetermined end date.

Permanent Part-Time Employee: an Employee who is hired to work on a part-time basis (less than 35 hours per week) with no predetermined end date.

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.

Temporary Full-Time Employee: an Employee hired to work on a full-time basis (35 hours or more per week) whose employment is terminated upon a predetermined end date or project completion.

Temporary Part-Time Employee: an Employee hired to work on a part-time basis (less than 35 hours per week) whose employment is terminated upon a predetermined end date or project completion.

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

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's 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 the 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, and Stewardship.**

The process is employee-driven and begins early in the calendar year with each Employee working with their Supervisor on a Learning and Development Plan to identify 1 to 3 learning and development goals, work objectives and/or Competencies the Employee is committed to developing or strengthening 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 year-end performance review / Competency assessment 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.

Optional Goals and Objectives Performance Bonus for Permanent Full-Time Employees

A portion of the Town's Performance Management Program for Permanent Full-Time Employees may involve setting SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) Goals and Objectives. This element allows Permanent Full-Time Employees (regardless of which step they are at within their Job Band) the opportunity to receive a monetary bonus of up to a maximum of 4% of their annual wage (this maximum includes any Group Goals) if an "Exceeded Goal" Rating is achieved for the Goal. Additional information can be found in Section C, Step 2 below. **Participation in this portion of the PMP is optional**, and opting out will not negatively impact the Employee's overall performance review.

Performance Management Program information will be used by the Employer to support decisions and recommendations pertaining to the following:

- Organizational Goal setting and budgeting;
- Recognition;
- Training and development requirements;
- Succession planning;
- Restructuring;
- Selection (promotion, transfer, or demotion).

A. Roles and 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 the competencies, skills, and job responsibilities identified in the Employee's job description and participating in the Performance Management Program.

The Supervisor will:

- Explain and clarify expectations.
- Review job descriptions with their employees annually to ensure they are accurate and up to date;
- Work with their direct reports to create Learning and Development Plans annually;

- Work with employees to develop Goals and Objectives, using SMART criteria (measurable, achievable, relevant, and time-bound) if their direct report (Permanent Full-Time only) is participating in this **optional** portion of the Performance Management Program.
- Ensure understanding of how performance and Competencies will be evaluated.
- Monitor progress throughout the year.
- Provide direction, continuous feedback, and training as needed throughout the year.
- Conduct and document mid-year and end-of-year performance reviews/Competency assessments with all direct reports.

The Employee will:

- Actively participate in identifying skills and Competencies to develop priorities and objectives to focus on that reflect the needs of their position/team/division, 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 the required areas of the performance review forms.
- Prepare for their annual review conversation by reviewing accomplishments, and opportunities for development, completing the self-assessment 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.

B. Probationary Employees (New Employees/New to a Position)

- Probationary employees will meet with their Supervisor to develop work plans, establish performance objectives, and identify skill enhancement areas and career planning needs **within the first 30 days** of assuming the job.
- 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.

- A formal review will be scheduled **no later than six months** from the date of employment or promotion. Employees successfully completing their probationary period will move to the regular annual performance review process and receive Step increases based on the following criteria:
 - Probationary Employees that start at Step 1 and have successfully completed their probationary period will receive a step increase on their six-month anniversary date and will follow the performance management review cycle thereafter.
 - Probationary Employees that start at Step 2 to Step 4 and have completed their six-month probation by the Competency Assessment/Year-end Review Step of the performance management cycle for that year (November) will receive a step increase if they receive a successful or outstanding rating and will follow the performance management review cycle thereafter.
 - Probationary Employees that start at Step 2 to Step 4 and have not completed their six-month probation by the Competency Assessment/Year-end Review Step of the performance management cycle for that year (November) will not receive a step increase and will move to the regular annual performance review cycle and are eligible for a step increase in the following performance management review cycle, pending a successful or outstanding Competency Assessment/Year-end Review rating.

C. Performance Review Process

Step 1: Learning and Development Planning (January / February – Dates Confirmed Annually)

- The Employee works with their Supervisor to identify 1 to 3 learning and development goals, work objectives and/or Competencies the Employee is committed to developing or strengthening for the upcoming year. It is suggested that employees use the **SMART criteria (Specific, Measurable, Achievable, Realistic, and Time-bound)** to develop their Learning and Development Plan.

Step 2 Optional for Permanent Full-Time Employees Only: Goals and Objectives Assessment – (January/February – Dates Confirmed Annually)

- **OPTIONAL** – Goals are developed using the **SMART criteria (Specific, Measurable, Achievable, Realistic, and Time-bound)**.
- Each Employee who participates in setting Goals and Objectives is eligible to receive a maximum of 4% of their annual salary (this maximum includes any Group Goals). Each Goal, including the Group Goal, can be worth a different percentage up to a maximum cumulative total of 4%. If a single Goal is deemed to be worth 3% or more, it must be reviewed and approved by the CAO.

Step 3: Mid-Year Review (Complete by June – Date Confirmed Annually)

- Midway through the performance cycle, the Supervisor and Employee will meet to review progress made on the Employee's Learning and Development Plan and, if applicable, the Employee's Goals and Objectives.

Step 4: Competency Assessment / Year–End Review (Completed and to Director by mid-November – Dates Confirmed Annually)

- The Supervisor will schedule year-end review meetings with employees to review the completed performance review form.
- The Supervisor and the Employee shall complete all their respective portions of the performance review form ahead of the meeting. It is important that the Employee complete the self-assessments ahead of the meeting as they may have valuable insights to add to the discussion that their Supervisor is not aware of.
- During this year-end review meeting, the Supervisor and the Employee will review and discuss the entire employee performance review form (Competencies, job performance and Goals and Objectives – if applicable).
- The Supervisor and the Employee will mutually agree on the level of skill enhancement achieved and whether their Goals and Objectives were met.

***NOTE:** Seasonal and Temporary Full-Time or Part-Time Employees may only complete Step 4 (end of year/season/contract review) of the Performance Review Process, depending on the length of their contract.

D. Ratings – Core Competencies, Goal Objectives (Optional for Permanent Full-time Employees) and Overall Performance

Competencies will be evaluated with comments/behavioural feedback using the following rating criteria:

- **Exceeds Expectations** – Consistently excels in all behaviours described for this Competency and 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.
- **Improvement Required** – An area for focused improvement and requiring a performance management plan to be created and agreed upon by employee/director report/Director and Human Resources.

Goal Objectives will be evaluated with comments using the following rating criteria:

- Exceeded Goal

- Achieved Goal
- Did Not Achieve Goal
- N/A

Overall Performance Rating – Assessment of Overall Job Performance, Core Competencies, and Employee Development

Performance ratings are identified **after** the Employee's self-assessment and the performance discussion with the Employee. It considers the achievement of Goals (if applicable), overall job performance and assessment of core Competencies throughout the performance review period.

- **Outstanding:** Performance consistently exceeds the expectations for this position. Exceeds all Goals and skill factor requirements for the job.
- **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.
- **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. The Employee may be new to and still developing in the role.
- **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. The Supervisor will initiate a Performance Improvement Plan and follow-up review.

E. 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 interview candidates are contacted.

F. 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 ongoing record of noted changes and improvements,
- indicates whether sufficient improvement was made within the established timeframe,

- outlines future action steps, including a revision to the improvement plan and/or further training.

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

The Employee is expected to fully participate in the Performance Improvement Plan and make every attempt to improve identified performance/behaviour 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 the department Director for the purpose of discussing next steps will be required.

G. 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 the parties involved will be scheduled to address the Employee's concerns.

H. Salary Administration and Performance Bonus

- Employees who are progressing through 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. Probationary employees will follow the step progression as outlined in Section B.
- Employees who receive a rating of progressing/not acceptable will remain at the current step level until the overall performance rating improves. Employees will be evaluated for improvement, and eligibility to move to the next step will be assessed at the next scheduled competency assessment / year-end review evaluation meeting.
- Employees who receive a not acceptable performance rating will be placed on a Performance Improvement Plan.
- **Optional:** Each Permanent Full-time Employee who participates in the optional Goals and Objectives portion of the PMP (regardless of which step they are at within their Job Band) is eligible to receive a maximum of 4% of their annual salary (this maximum includes any Group Goals) if an "**Exceeded Goal**" Rating is achieved for the Goal. Each Goal, including the Group Goal, can be worth a different percentage up to a maximum cumulative total of 4%. If a single Goal is deemed to be worth 3% or more, it must be reviewed and approved by the CAO. The compensation amount can be referenced on the compensation reference sheet on the Bluenet. Both the percentage and the corresponding compensation amount will be mutually agreed upon and referenced for each Goal on the Employee's performance review form.

Exclusions

Temporary Full-Time or Temporary Part-Time, Seasonal, or Unionized Employees are not eligible for the 4% re-earnable Goals and Objectives Performance Bonus as outlined in Step 2 of the Performance Review Process.

The CAO performance review shall follow POL.COR.18.09 CAO – Annual Performance Review Process.

References and Related Policies

[POL.COR.23.01 Compensation Administration Program](#)

[POL.COR.22.02 Hiring of Employees](#)

[POL.COR.13.24 Progressive Discipline](#)

[POL.COR.18.05 Travel, Business & Expense Policy](#)

[POL.COR.18.09 CAO Annual Performance Review Process](#)

[Schedule 1- Performance Planning and Review Process](#)

Performance Review Form for Employees- Full-Time

Performance Review Form for Employees- Seasonal/ Contract

Performance Form for Managers

Performance Management Program - Mid-Year Review Form

Consequences of Non-Compliance

Compliance with this Policy and Procedure is mandatory for all 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 to legislation and/or changes to our Corporate Strategic Plan.