


Policy Area – General Government		Content Last Updated:
Policy Section: Human Resources		Supersedes Policy: All any past employee performance or similar related policies.
Policy Name: Performance Review		Approval: October 7, 2021
Policy No: GG-HR001		Number of Pages: 2

POLICY PURPOSE

Council believes that its employees are its most valuable resource essential for the effective and efficient operations of the Resort Village and for the provision of services to its residents. Council further believes that there is a need to ensure that staff is well trained, knowledgeable about their work and effective in the performance of their duties and that all employees are entitled to give and receive regular feedback concerning their performance, related training needs, career goals and organizational goals.

The Resort Village also recognizes that very good performance should be rewarded. To that end, the purposes of this Policy are:

1. To provide a structure, format and process by which staff are evaluated;
2. To provide the basis for staff to move to the next step in their salary progression; and
3. To ensure accountability for work done at all levels.

POLICY STATEMENT

- 1) All full-time employees shall undergo a formal review of their performance at least once in the calendar year. Reviews will also be conducted before termination of employment.
- 2) New employees shall have their performance reviewed:
 - a) at the mid-term of their probation period; and
 - b) prior to taking the employee off of probation.
- 3) Performance evaluation shall be conducted using criteria as approved by Council.
- 4) The overall performance review process includes:
 - a) A review and update of the current years job description that outlines primary duties to ensure they are correct.
 - b) Clarification of duties, responsibilities and expectations for each position.
 - c) For Management staff, identifying major goals for the ensuing 12-month period.
 - d) Ongoing performance monitoring and feedback.
 - e) Annual performance appraisal.
 - f) Determination of rewards if applicable.
- 5) A performance evaluation that attains the minimum percentage requirement (75% as identified in Appendix A) shall be the basis for advancing the employee to the next salary progression if the employee is still eligible for such a progression or if the top of their progression, paid days off.

RESPONSIBILITIES

- 1) The Mayor and Council shall evaluate the performance of the Chief Administrative Officer (CAO) and in accordance with the CAO Performance Review Template (Appendix B).
- 2) The performance evaluation of Managers shall be conducted by the CAO.
- 3) Performance evaluations of employees in a Department shall be conducted by the Managers of the Department.

PROCEDURES & GUIDELINES

- 1) Those conducting the performance evaluation of a particular employee shall meet in person with the employee for the purpose of reviewing and evaluating the employee's performance. In the case of the CAO, this could involve all of Council or the Mayor if so desired by the majority of Council.
- 2) All performance reviews shall be completed by the evaluators and reviewed by staff by no later than January 15th of any year.
- 3) A written evaluation, duly signed by the evaluator, shall be provided to the employee who shall have the right to make written comments on the form about any aspect of the evaluation.
- 4) The employee shall sign the form to confirm that the report was discussed with the employee and that the employee has read it and is aware of and understands the contents. The report shall be dated.
- 5) If an employee refuses to read the performance evaluation report, the evaluator shall read the report to the employee and note that this was done.
- 6) If an employee refuses to sign the report, the evaluator shall so note on the report.
- 7) A copy of the duly signed performance evaluation report shall be provided to the employee at the conclusion of the evaluation.
- 8) A copy of the employee's performance evaluation report shall be placed in the employee's confidential personnel file.
- 9) A consolidated report to Council shall be submitted upon completion of all employee performance evaluations by the CAO.
- 10) An employee may appeal the performance evaluation, in writing, to the CAO who shall meet with the employee and evaluator and render a decision within five (5) working days of the receipt of the appeal.
- 11) In the case of the CAO being dissatisfied with their evaluation, the decision of Council is final with no appeal.
- 12) This policy shall be reviewed after every fourth year in unison with reviewing the salary grid.

APPENDIX A

Criteria for Assessing Employee Rewards (after year 1 of policy implementation)

For Employees who have not reached the top of their salary grid.

- 1) There shall be three (3) elements that will be considered to determine if an employee shall be recommended to move to the next salary progression:
 - a) Review and rating of the primary duties of the employee as identified in their job description to determine if the employee is meeting the minimum requirements of the position. Employees must “meet the requirements” for all primary duties identified on their job description in order to be consider for salary grid movement.
 - b) Review of the areas of improvement and requirements from the previous year’s performance review to determine if improvement has been made in some or all areas identified and agreed to with the employee (50%);
 - c) Evaluator’s written judgment with respect to the overall performance of the employee considering intangible elements of performance such as employee attitude, work ethic, punctuality, and any other related factor the Evaluator deems appropriate (50%).
- 2) In order for an employee to eligible to be placed in the next step of their salary progression for the next calendar year, they shall be required to achieve an overall performance rating of at least 75% as determined by the cumulative total of 1(b) and 1 (c) elements identified above.

For Employees who have reached the top of their wage grid.

- 1) Employees who have reached the top of their salary progression and have performed to a higher level shall be eligible for up to 3 paid days off for the ensuing calendar year. These days off shall not be considered vacation and may not be carried over from year to year.

Changes in Salary

- 1) Changes to base salaries for current employees can take three forms:
 - a) Employee achievement of personal performance objectives and move to the next step of their salary progression; or
 - b) Changes in position or promotions; or
 - c) Changes resulting from a progression system review and adjustment.

Changes in Responsibility or Promotions

- 1) Where a position has been changed to include additional responsibilities or where there is an operational need to support a higher-level position and an employee has demonstrated the necessary competencies and the potential for growth into that new position, a position evaluation or promotion may occur.
- 2) In this case, the salary would be reviewed and adjusted as deemed appropriate by the CAO and a job description and progression will be drafted or amended as required.

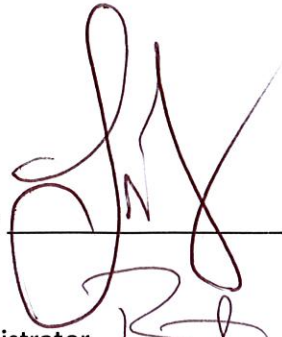
Evaluation Rating Table Example – Year 2 – 2022 forward

Element 1 (a)	“Meets the requirements” for all primary duties.		Yes	
Element 1 (b)	TOTAL Max 50%			
1	Improvement 1	Yes	10%	
2	Improvement 2	Yes	10%	
3	Improvement 3	Yes	10%	
4	Improvement 4	Yes	10%	
5	Improvement 5	No	0%	
				4/5=40%
Element 1 (c)	TOTAL Max 50%			
Example 1	Attitude	Yes	10%	
Example 2	Work Ethic	Yes	10%	
Example 3	Punctuality	Yes	10%	
Example 4	Working with coworkers.	Yes	10%	
Example 5	Public Relations	No	0%	
Example 6	Flexibility	Yes	10%	
Example 7	Good communication skills	Yes	10%	
Example 8	Judgement	No	0%	
Example 9	Initiative	Yes	10%	
Example 10	Delegation (management)	N/A		7/9=77%/2=39%
Total				79%
				Move to next step.

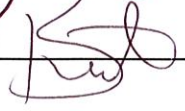
DATE APPROVED: October 7, 2021

RESOLUTION NUMBER: 421/2021

Mayor

A handwritten signature in dark ink, consisting of several loops and a long vertical stroke, positioned above a horizontal line.

Administrator

A handwritten signature in dark ink, appearing as a series of connected loops and curves, positioned below a horizontal line.

Responds effectively to assigned responsibilities

Comment

Approachable and responds well to directions

Comment

Effectively directs and supervises the performance of all employees in accordance with Municipal policy

Comment

Takes responsibility for actions

Comment

Honours commitments

Comment

Demonstrates effective problem-solving skills

Comment

Generates creative ideas and solutions

Comment

Meets challenges head on

Comment

Sound decision making ability

Comment

Offers quality advice

Comment

Compliance with policies

Comment

Is organized and ensures assigned work gets done

Comment

Effectively communicates with those they interact with

Comment

Identify and develops policy where required

Comment

Works well with staff and contractors

Comment

Sets good example for staff

Comment

Established a positive relationship with community members

Comment

Report writing skills

Comment

Technical requirements of the position

Comment

Budget management & control

Comment

Additional Comments:

--

OBJECTIVES MET FOR THIS REVIEW PERIOD? (Review previous performance review and comment below)

--

STRENGTHS, CONTRIBUTIONS, AND ACCOMPLISHMENTS (Comment on outstanding performance issues here)

--

AREAS FOR DEVELOPMENT / SUGGESTED TRAINING (In addition, where 'improvement required' performance issues have been identified, be specific including timeframes and results expected)

--

SUPERVISOR'S GENERAL COMMENTS

--

EMPLOYEE'S GENERAL COMMENTS

--

OBJECTIVES FOR THE PERIOD To:		
	Insert Date	
(be specific including time frame and results expected)		

IMMEDIATE SUPERVISOR (If recommended for progression in the salary / wage range, please indicate here)

REVIEW GUIDELINES

Areas that are deemed to not meet requirements should contain specific examples of where the performance was such so that appropriate corrective actions can be identified and followed up on by the next performance rating period.

While generally this performance evaluation should be based on performance, and not personality, it should be recognized that personality characteristics cannot be divorced from performance. Personality will dictate to a great extent how other individuals interact with the position, and to a great extent will reflect on the ultimate performance of the organization.

EVALUATION

<u>JOB KNOWLEDGE AND ACHIEVEMENT</u>	Meets Requirements	Does Not Meet Requirements
Understands Job Methods and Procedures	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	
Optimizes use of available resources	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	
Establishes Priorities Appropriately	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	
Work is thorough and accurate	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	
Minimizes Controllable Costs	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	
Works in an organized manner	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	
Produces appropriate amount of quality work for time spent	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	
Works in a safe manner	<input type="checkbox"/>	<input type="checkbox"/>
Comment	<input type="text"/>	

Adheres to applicable legislation / regulations and policies, procedures, standards and guidelines

Comment

Resolves problems / enquiries promptly and effectively

Comment

Expresses self clearly and concisely

Comment

Keeps supervisor informed

Comment

ATTITUDE / INITIATIVE

Meets Requirements

Does Not Meet Requirements

Manages time effectively

Comment

Ability to suggest and / or take action independently

Comment

Has minimal absenteeism. Arrives and starts on time.

Comment

Is flexible / adaptable to change and new / conflicting priorities

Comment

Stays abreast of new technology / trends in job

Comment

Is innovative; identifies new / better ways to achieve results

Comment

Regularly meets operational objectives

Comment

Demonstrates ownership and commitment to job

Comment

Shows pride and professionalism in work

Comment

Accepts special assignments positively

Comment

Works co-operatively / effectively with others

Comment

Is friendly and helpful toward all contacts

Comment

Demonstrates concerns for others safety

Comment

Contributes to a positive, productive work environment

Comment

IMMEDIATE SUPERVISOR IF SEASONAL, CASUAL OR PART TIME

RECOMMENDED FOR RE-HIRE:

 YES NO