

<b>Corporate Policies and Procedures</b>			
<b>DEPARTMENT:</b> Human Resources			<b>POLICY #:</b> B-01
<b>POLICY:</b> Performance Management Program (PMP)			
<b>DATE:</b> OCT30/91	<b>REV. DATE:</b> MAR29/12	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 6

**POLICY STATEMENT:**

The County of Renfrew conducts annual performance appraisals to evaluate the employee's performance relative to corporate, departmental and position competencies and agreed to performance goals and to outline any areas requiring improvement or development. Performance appraisals also assess the suitability of the employee for additional responsibilities, succession planning or promotion and where applicable determine the employee's eligibility for the purpose of salary/merit increment progression.

**PROCEDURE:**

1. The following apply to performance appraisal dates:
  - (a) Non-union salaried employees (Appendix A):
    - (i) An Employee's anniversary date, is either January or July, whichever is the closest to the Employee's date of hire, promotion, or reclassification.
    - (ii) Performance appraisals are conducted annually, approximately one (1) month prior to an Employee's anniversary date, which is either January 1<sup>st</sup> or July 1<sup>st</sup>.
  - (b) Non-union hourly paid employees (Appendix B):
    - (i) Performance appraisals are conducted annually.
    - (ii) A more condensed Performance Appraisal form is used.
    - (iii) For new employees, refer to Corporate Policy A-11 – Probation.
  - (c) Non-union end of term seasonal/part-time/student (Appendix C):
    - (i) Performance appraisals are conducted at the end of the employment term.
    - (ii) A more condensed Performance Appraisal form is used.
  - (d) Unionized staff:
    - (i) Performance appraisals are conducted on full-time staff on an annual basis and part-time staff a minimum of once every twenty-four (24) months.
    - (ii) A more condensed Performance Appraisal form is used.

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2. The following apply to the Performance Appraisal Report:
  - (a) The Performance Appraisal form, for non-union salaried staff, is Step 5 of the Performance Management Program (PMP) template. The Human Resources Department advises Department Heads of the employees whose performance appraisals are due, two (2) months prior to an Employee's anniversary date.
  - (b) The Performance Appraisal form is completed by the employee's supervisor.
  - (c) The completed form, including the supervisor's comments and signature, are presented to the employee for his/her comments and signature; a copy of the signed appraisal is given to the employee.
  - (d) All completed forms, involving non-union salary increases or merit increments are returned to the Human Resources Department for processing no later than three (3) weeks prior to January 1<sup>st</sup> or July 1<sup>st</sup>. No merit increment is allowed until the performance appraisal is completed and the new performance goals are set.
  - (e) An Employment Record is completed by the Department and is then submitted to the Human Resources Department for approval. The Human Resources Department informs the Payroll Office of the approved salary or merit increments.
  - (f) The completed Performance Appraisal form, including the corporate, departmental and position competencies and new performance goals are placed on the employee's personnel file that is maintained by the Human Resources Department.
  
3. Corporate competencies were selected by the Chief Administrative Officer/Clerk. Departmental and position competencies are determined by each Department Head in consultation with their managers/supervisors and should align with the goals and objectives found in the annual business plan. It is important to discuss these competencies with each employee to ensure they understand how they are related to performance expectations and the overall Performance Appraisal process.
  - (a) The four (4) Corporate Competencies are (Appendix D):
    - (i) Honesty & Integrity.
    - (ii) Professionalism.
    - (iii) Client Service Orientation.
    - (iv) Focus on Results.

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- (b) The Department Heads, with the assistance of Human Resources and the annual business plan, will choose the departmental and position competencies (Appendix D) from the following list:
- (i) Accuracy and Thoroughness.
  - (ii) Analytical/Systematic Thinking (Problem Solving).
  - (iii) Coaching and Feedback.
  - (iv) Commitment and Perseverance.
  - (v) Communication.
  - (vi) Creative Thinking.
  - (vii) Decisiveness.
  - (viii) Development of Self and Others.
  - (ix) Efficiency.
  - (x) Flexibility/Adaptability.
  - (xi) Forward Thinking.
  - (xii) Leadership/Vision.
  - (xiii) Managing Change and Transition.
  - (xiv) Personal Sensitivity/Empathy.
  - (xv) Relationship Building.
  - (xvi) Teamwork.
  - (xvii) Self-Awareness.
  - (xviii) Holding People Accountable.

Additional competencies may be introduced by Department Heads with the approval of the Chief Administrative Officer/Clerk.

#### 4. Rating Process for Competencies

- (a) Non-Union Salary/Hourly/End of Term Seasonal/Part-time/Student  
The corporate, departmental and position competencies performance rating is based on the employee's supervisor providing detailed comments and feedback with examples of performance.

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(b) Union

The following four (4) level rating system is used when rating corporate, departmental and position competencies:

- (i) Level 1: This rating is given when the all of the employee's behaviour is demonstrated consistently and soundly through job performance.
- (ii) Level 2: This rating is given when the employee's behaviour is frequently demonstrated through job performance.
- (iii) Level 3: This rating is given when the employee's behaviour is demonstrated on occasion but not consistently through job performance.
- (iv) Level 4: This rating is given when the employee's behaviour is not demonstrated through job performance.

5. Performance factors provide the employee with the supervisor's evaluation of how he/she is assessed in terms of meeting the goals and expectations including the previous performance appraisal outcomes.

Non-Union Salary Only

6. Yearly performance goals play an important role in an Employee's development

- (a) Goals are established as "an improved end result toward which efforts are directed".
- (b) Goals are specific efforts that will create a measurable result in a specific period of time.
- (c) In preparing goals, consideration should be given to the SMART audit:
  - S - pecific
  - M - easurable
  - A - ction oriented
  - R - ealistic
  - T - ime and resource constrained

7. The following apply to the progressive Steps (1-5) in the wage grid:

- (a) If the employee is eligible, a merit increment is recommended when it is evident that the employee has improved or added to the skills and knowledge required for

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the performance of his/her duties, and has performed his/her duties to the satisfaction of the Department Head.

- (b) The rating system used for performance goals will be:
    - (i) Achieved.
    - (ii) Not Achieved.
  - (c) Recommendations for merit increments must be approved by the Department Head and by the Chief Administrative Officer/Clerk.
  - (d) Performance appraisals are completed whether or not an employee has reached the maximum of the salary range.
  - (e) When an employee is at the maximum of the range, it is important that discussions relevant to the employee's special strengths or specific weaknesses are conducted to ensure that both the supervisor and employee have an understanding of potential for future advancement.
  - (f) It is equally important that the employee is not given a false impression for position reclassification when an employee is properly classified, regardless of special attributes beneficial to other classifications.
  - (g) If an increment is withheld, the employee is given the reasons and advised that his/her performance shall be reviewed again in six (6) months; if at that time the employee qualifies for a merit increment, his/her anniversary date will become the date of the re-qualification.
8. Where an employee is not at the maximum level of their wage grid (Step 5), the Department Head may withhold the movement on the grid to the next level until they are satisfied that the employee meets the expectations and goals set out for the employee. Where the movement on the grid is delayed or withheld, an appropriate notation must be made on the PMP document on the reasons it is being delayed and the actions necessary to reinstate the movement on the grid. There will be no partial portion of the increment paid out as there are no salaries paid that are at any level but the steps set out by By-law.
9. Where an employee is at Step 5 on the grid the Department Head has greater flexibility, they can:
- (a) Withhold the merit entirely.
  - (b) Pay out 100% of the lump sum or pay out only a portion – typically 25, 50 or 75% of the lump sum.

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- (c) Delay the decision to pay any portion or all of the merit until a further review. This is usually subject to the achievement of clear guidelines for achievement of the merit.

10. A delay could also suggest a change to the annual January/July schedule for an employee.

Hourly, End of Term Seasonal/Part-time/Students

11. The following four (4) level rating system is used when rating performance standards:

- (a) Exceeds performance standards.
- (b) Meets performance standards.
- (c) Needs improvement to meet performance standards.
- (d) Not relevant.

12. Performance appraisals for Department Heads are completed by the Chief Administrative Officer/Clerk. The Warden completes the Chief Administrative Officer/Clerk's performance appraisal.

**APPENDIX A:**

Form B-01A: [Performance Appraisal – Non-Union Salaried](#)

**APPENDIX B:**

Form B-01B: [Performance Appraisal – Non-Union Hourly](#)

**APPENDIX C:**

Form B-01C: [Performance Appraisal – End of Term Seasonal/Part-time/Student](#)

**APPENDIX D:**

Form B-01D: [Corporate, Departmental & Position Competencies](#)