

Performance Management Policy for Management Employees

1.0 Policy Statement

City of Mount Pearl believes in transparency and will provide employees with means to discuss their performance, potential for advancement, career plans, training and development needs on an annual basis. City of Mount Pearl's employees' performance will be reviewed annually. The final or Annual Review, covering the entire Performance Management Year (PMY) will be from January 1st to December 31st.

2.0 Background

Performance Management is a process that contributes to the effective management of employees to achieve high levels of organizational performance; it is ideally a dynamic two-way process carried out on a regular basis. The City will create programs so employees understand what is expected of them in performing their daily tasks.

3.0 Scope

This policy applies to all management full-time employees of the City of Mount Pearl. It does not apply to unionized employees.

4.0 Purpose

To ensure City of Mount Pearl employee's work towards the City's vision, mission and values. To improve the overall effectiveness of the City of Mount Pearl through meaningful employee/manager discussions on performance and career goals. To evaluate individual performance against corporate objectives.

5.0 Definitions

a. Performance Management Program

A process/system that contributes to the effective management of both individuals and teams to achieve high levels of organizational performance, establishing:

- Shared understandings about what is to be achieved;

- An approach to leading and developing people that will ensure the shared understandings are achieved.

b. SMART Goals:

Specific,
Measurable,
Attainable,
Realistic
Timely

c. GPS- Goals and Plans for Success

The branding name of the City's Performance Management Program.

d. Performance Management Year (PMY)

The PMY starts in November with the setting objectives and writing goals to the end of December the following calendar year, where the employee receives their evaluation and final feedback.

6.0 Procedure

Setting Objectives

During the annual planning cycle, department and position objectives are set. These objectives include specific goals that are written in SMART format. The expected performance is identified in both quality and amount. The employee must be involved in this planning process, to understand and agree to the City of Mount Pearl's expectations. The objectives developed through this process will form the basis of the employee's training needs assessment and performance appraisal.

Performance Reviews

Performance is reviewed against objectives and the expectations for performance. An effective performance management system is predicated on continuous feedback and coaching. The City's performance management program is designed where there are three formal meetings between the employee and their immediate manager/supervisor. The first meeting occurs at the beginning of the PMY planning cycle; this is where the initial conversation occurs, and the goals are set for the upcoming PMY. The second formal meeting occurs in June; this is known as the Mid-Year review. The manager and employee:

- discuss the employee's performance to date (but without assigning an actual rating)
- agree to any changes to individual objectives in light of changed City's needs and circumstances
- reinforce positive performance
- identify any further actions or support required by the employee to achieve objectives
- address any potential barriers to performance that may be outside the employee's control

The third and final meeting occurs at the end of the PMY in the month of December. The manager meets with the employee to:

- review performance against the individual objectives and ensure that day-to-day requirements set out in the role profile have been satisfied
- discuss the extent to which our values have been demonstrated by the employee during the performance year, citing specific examples to support the discussion
- review progress against execution of the Goals

The employee and manager **will not** discuss and/or **imply** the employee's performance **rating** during this meeting (as calibration will not yet have taken place). Following the performance review meeting, the manager will then develop a proposed performance rating for the employee's performance during the performance year.

The manager may conduct more frequent informal reviews, if appropriate or desired, such as when a project is completed, before managers' change, when performance requires improvement, or when exemplary work has been completed.

Probationary Reviews

For employees on probation, appraisals will be conducted quarterly, every three months and two weeks before the end of the probationary period.

7.0 Process

The process for setting objectives and completing formal appraisals is as follows:

- i. Following successful completion of an employee's probationary period, and on a yearly cycle after that, the manager and employee jointly set objectives based on the department's plans for the year. These clearly state the expected performance in measurable terms, with deliverables and end dates. This must be completed as soon as possible to the start of the Performance Management Year.
- ii. The manager and employee will continue to meet informally throughout the year to review performance and make any needed corrections. These corrections might reflect a change in organizational priorities or plans.
- iii. It is essential that performance issues be addressed by managers as soon as they occur: managers must not "save up" their comments or suggestions until the mid-year and/or annual performance appraisal meetings but should discuss them immediately with the employee.
- iv. The Human Resources Division will issue a reminder to the Directors one (1) month before the employee's GPS form is completed for the year end evaluation is due.
- v. The manager and employee set a date within that month to conduct the review. During the month both manager and employee will prepare for the review by individually preparing a written appraisal of the employee's performance over the past year. This will be facilitated by both completing their section of the GPS Form. The manager and employee will complete the sections on *Job Responsibilities, Goal Setting Competencies and Career and Development*.

The manager and employee should maintain ongoing communication throughout the year about needs, problems and issues: there should be no surprises in the performance appraisal.

- vi. One (1) week before the review meeting, the employee completes and submits their GPS-Performance Management Form to their manager.

Prior to the scheduled meeting, the Manager reviews the employee self-assessment.

The manager incorporates the employee's self-assessment and his/her own evaluation into determining the employee's final assessment for the Performance Management Year.

- vii. The manager and employee meet to discuss the appraisal; specifically, they discuss:
 - manager and employee assessment of whether objectives set for the previous year have been met
 - manager and employee perception of barriers to meeting those objectives
 - manager and employee ideas for overcoming those barriers
 - manager and employee perception of employee strengths
 - employee training needs as outline in the GPS Performance Management Form - Career and Development section
 - other needs or issues
 - employee work objectives for the upcoming year
 - action plan, with dates for achieving employee work objectives
 - any action required for employee career development
- viii. Because of the discussion, the manager may change the contents of the appraisal.
- ix. The manager signs the final performance appraisal.
- x. The employee adds any comments he/she wishes to make and signs the final performance appraisal, indicating that he/she has read and understood the document.
- xi. If the manager is not a Director, the manager will send the appraisal to the Director of his/her department for review and approval.
- xii. Human Resources chairs a calibration meeting with the Directors to finalize the employee's ratings.
- xiii. If necessary, the manager updates the final appraisal of the employee and advises the employee accordingly.

General

In the event the employee does not agree with their Performance Appraisal and they believe they have been treated egregiously, the employee is encouraged to address their concerns in the discussions phase. Once the document is signed the process is complete and not grievable.

The Manager of Human Resources will keep the performance appraisal on file for reference when decisions are made about:

- employee promotion or transfer;
- dismissal for inability to perform per the job requirements;
- employee training and development;
- assignment to projects;
- resolution of grievances; and,
- eligibility for corporate rewards and incentives

Confidentiality

The employee appraisal information is strictly confidential and can only be seen on a "need to know" basis. Typically, performance appraisal information is available only to the employee, Chief Administrative Officer, Director, direct manager and/or Human Resources.

8.0 Responsibilities

The Manager of Human Resources is responsible for:

- reviewing and, if required, revising all forms and policies related to the conduct of performance reviews and career and development training;
- developing, updating and maintaining the formal individual performance planning and review process and forms;
- issuing a reminder to managers one month before performance appraisals are due;
- providing advice about and interpreting the process to employees and managers;
- confirming that appraisals are complete, fair, and accurate, and resolving, as required, any differences of opinion regarding quality and level of performance;
- keeping the appraisal in the employee personnel file;
- ensuring that the results remain confidential unless otherwise required.

The Director is responsible for:

- reviewing and approving the performance appraisal; and,
- resolving, as required, any differences of opinion regarding quality and level of performance.

The manager is responsible for:

- explaining to each employee when and on what basis performance will be reviewed;
- giving the employee feedback about performance on a regular, informal basis and in a mid-year and year end formal appraisal per the guidelines in this policy;

The employee is responsible for:

- ensuring that he/she receives adequate and regular feedback regarding performance and, if not, requesting feedback from the manager;
- being aware of the basis on which his/her performance will be evaluated and preparing for the discussion;
- attending the scheduled formal meeting with manager to discuss their evaluation for the current Performance Management Year;
- reviewing and signing the appraisal.

9.0 Approvals



Steve Kent, Chief Administrative Officer

October 16, 2018

Date