

## **Administration & Finance Division**

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**To: Mayor & Council**

**From: Aaron Petrin, Human Resources Manager**

**Date: June 7, 2017**

**Subject: Succession Planning**

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### **Background**

On April 24, Council directed that a policy be developed regarding succession planning, as per strategic plan goal #31.

On May 16, the Administration & Finance Executive Committee approved a recommendation to update the Corporation's performance appraisal policy in this regard.

The performance appraisal policy now includes a section on succession planning, in the interest of identifying opportunities for future career growth and progression. The proposed amendments are attached for your review.

### **Recommendation**

The Administration & Finance Executive Committee approved the recommended changes to the attached performance appraisal policy.

<p>Council approval of this report will agree to the recommendation to revise the Corporation's Performance Appraisal Policy as attached.</p>
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# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Performance Appraisal

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**Creation Date:** August 2002

**Review Date:** 2017

**Resolution Number:**

**Supersedes Resolution Number:**

**Policy Number:** 3.30

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#### 1. PURPOSE:

The purpose of support staff performance appraisal is to improve employee effectiveness, to recognize job performance, and to identify opportunities for succession planning.

#### 2. RATIONALE:

Employees are accountable for their performance and are entitled to know what is expected of them, how they are performing and what resources are available to improve their performance. The performance review process provides the vehicle to establish and maintain open dialogue between the supervisor and employee for the purpose of providing feedback to improve personal and professional performance.

#### 3. BASIC PRINCIPLES OF PERFORMANCE MANAGEMENT:

- The supervisor and the employee are jointly responsible for the employee's performance
- Performance management is an ongoing, cyclical process, not something limited to the performance review meeting.
- Effective performance management emphasizes objective measures of performance with respect to both results and ongoing responsibilities.
- Throughout the performance management process, employees are encouraged to actively participate in the planning, evaluating, and improving their performance.
- Honesty and openness, with effective two-way communication are essential elements of the supervisor / employee relationship.
- Performance management is intended to be a positive future oriented process.

#### 4. OBJECTIVES:

- Primary: Provide feedback  
Identify performance gaps  
Provide positive reinforcement

- ⊖ Secondary: To direct salary progression  
Human resources and succession planning

## 5. TIMELINES:

### A. Permanent Full-Time and Part-Time Employees

- Upon completion of the third month after date of hire and upon completion of the probationary period.
- Should the probationary period be extended, performance review will continue to be conducted every two months or more frequently, if required, until a decision is made as to the incumbent's suitability to remain in the position.
- Upon successful completion of the probationary period, annually thereafter.

### B. Seasonal, Students, Interim Replacement Employees

- Prior to progression in the salary / wage range or contract renewal, upon exiting seasonal / temporary employment, and at minimum annually.

## 6. APPEALS:

There is no formal avenue of appeal established regarding Performance Reviews. An incumbent not agreeing with the review is encouraged to discuss the same with his / her Immediate Supervisor and Division Manager. Should this process not alleviate the incumbent's concerns, he / she may request an interview with the Human Resources Manager. The incumbent may register dissent in the 'comments' area provided in the performance review form. The document will remain in the individual's personnel file in the Human Resources Department.

## 7. SCORING AND EVALUATION METHOD:

### OVERALL ASSESSMENT OF PERFORMANCE

E – EXCELLENT: Significantly and consistently exceeded the standard	5 Points
V – VERY GOOD: Exceeded the standard	4 Points
S – SATISFACTORY: Met the standard	3 Points
ID – IMPROVEMENT DESIRED: Did not meet the standard	2 Points
IE – IMPROVEMENT ESSENTIAL: Significantly below the standard	1 Point
N/A – NOT APPLICABLE: Component not included in everyday duties	N / A

### MANAGEMENT / NON-UNION SALARY PROGRESSION

		Improvement Essential	(20%-29%)
		Improvement Desired	(30%-49%)
After 6 months	3%	Satisfactory performance or higher	(50% or higher)
After 1 year	3%	Satisfactory performance or higher	(50% or higher)
After 2 years	5%	Satisfactory performance or higher	(50% or higher)
After 3 years	4%	Satisfactory performance or higher	(50% or higher)
After 4 years	2%	Very good performance	(70%-89%)
	2.5%	Excellent performance	(90%-100%)
After 5 years		Progression continues at 2%, or 2.5% until individual reaches the top of the salary scale.	

Percentage increase applies to employee's current salary

## **8. SUCCESSION PLANNING:**

Succession planning focuses on identifying suitable candidates for more senior level leadership roles. Employees designated as “high performers” are typically chosen based on their readiness to move into senior roles, their skills and competencies, performance in their current roles, and future leadership potential.

Potential successors should be chosen based on their suitability for the role in question, not just with respect to their current position within their department or the organizational hierarchy.

While this exercise attempts to prepare candidates to move into leadership roles, being included as part of a succession plan does not guarantee any type of promotion or a specific job in the future. Each level of the organization would be accountable to the succession planning process:

Council is accountable for providing direction and for ensuring that the human and financial resources necessary to achieve its succession planning goals are properly allocated each year

The Chief Administrative Officer is responsible for ensuring that Council’s direction on succession planning and training is executed in a cost-effective manner

Senior managers report to the CAO on any developmental activities in their divisions each year, and for committing to development goals for the coming year for high performers who are willing to advance or move laterally within the organization

The supervisor’s focus is on helping to identify top talent and providing on-the-job learning, development, coaching, mentoring and performance management to such individuals.

Employees are responsible for engaging in their own personal and career development to ensure they are ready to step into suitable leadership roles in the future

The Human Resources Manager is accountable for ensuring the proper succession planning policies, procedures, information, tools and templates exist to facilitate decision making by senior leaders to help develop employees for future opportunities in the organization.



## PERFORMANCE REVIEW FORM

Seasonal, Students, Interim Replacement Employees  
(Museum, Library, Memorial Sports Centre, Public Works, Parks / Cemeteries)

Performance Management is the ongoing process through which managers work with individual employees to plan, support, and improve the employee's on the job performance.

NAME: \_\_\_\_\_

DIVISION: \_\_\_\_\_

POSITION TITLE: \_\_\_\_\_

SUPERVISOR: \_\_\_\_\_

STATUS:      ☐ Seasonal      ☐ Student      ☐ Probationary

This reviews performance for the period: From \_\_\_\_\_ To: \_\_\_\_\_

### OVERALL ASSESSMENT OF PERFORMANCE

E – EXCELLENT: Significantly and consistently exceeded the standard	5 Points
V – VERY GOOD: Exceeded the standard	4 Points
S – SATISFACTORY: Met the standard	3 Points
ID – IMPROVEMENT DESIRED: Did not meet the standard	2 Points
IE – IMPROVEMENT ESSENTIAL: Significantly below the standard	1 Point
N/A – NOT APPLICABLE: Component not included in everyday duties	N / A

**This performance appraisal has been reviewed with me and I have received a copy.**

Employee's signature \_\_\_\_\_ Date: \_\_\_\_\_

**This performance appraisal has been completed by me and reviewed with the employee.**

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Once completed, discussed and all signatures obtained, the original of this form is to be forward to the Human Resources Department for retention in the employee's personnel file.

Contribution Checklist Technical Competence		Excellent	Very Good	Satisfactory	Improvement Desired	Improvement Essential	N / A
<b>JOB KNOWLEDGE AND ACHIEVEMENT</b>							
1	Understands Job Methods and Procedures						
2	Plans work assignments						
3	Optimizes use of available resources						
4	Work is thorough and accurate						
5	Works in a safe manner						
6	Adheres to applicable regulations and policies, procedures, standards and guidelines						
7	Utilizes tools / equipments carefully and appropriately						
8	Resolves problems / enquiries promptly and effectively						
9	Keeps supervisor informed						
<b>ATTITUDE / INITIATIVE</b>							
10	Manages time effectively						
11	Ability to suggest and / or take action independently						
12	Is dependable and punctual. Arrives and starts on time.						
13	Has minimal absenteeism.						
14	Is flexible / adaptable to change						
15	Demonstrates ownership and commitment to job						
16	Shows pride and professionalism in work						
17	Works co-operatively / effectively with others						
18	Is friendly and helpful toward all contacts						
19	Demonstrates concerns for others safety						
20	Contributes to a positive, productive work environment						
<b>Total (out of a possible 100 points)*</b>		+	+	+	+	=	

\*If there is an N / A, please adjust the total score accordingly (i.e., 3 N/As – total score is out of 85)

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

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

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**SUPERVISOR'S GENERAL COMMENTS**

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**EMPLOYEE'S GENERAL COMMENTS**

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<b>RECOMMENDED FOR RE-HIRE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
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**OBJECTIVES FOR THE PERIOD** \_\_\_\_\_ **To** \_\_\_\_\_  
(be specific including time frame and results expected)

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**IMMEDIATE SUPERVISOR**

If recommended for progression in the salary / wage range, please attached completed New Hire / Change of Employee Information Form.

## PERFORMANCE REVIEW FORM

Full-Time & Part-Time Administrative, Technical, and Supervisory Staff

Performance Management is the ongoing process through which managers work with individual employees to plan, support, and improve the employee's on the job performance.

NAME: \_\_\_\_\_

DIVISION: \_\_\_\_\_

POSITION TITLE: \_\_\_\_\_

SUPERVISOR: \_\_\_\_\_

STATUS:      ( ) Part-Time      ( ) Full-Time      ( ) Probationary

This reviews performance for the period: From \_\_\_\_\_ To: \_\_\_\_\_

### OVERALL ASSESSMENT OF PERFORMANCE

E – EXCELLENT: Significantly and consistently exceeded the standard	5 Points
V – VERY GOOD: Exceeded the standard	4 Points
S – SATISFACTORY: Met the standard	3 Points
ID – IMPROVEMENT DESIRED: Did not meet the standard	2 Points
IE – IMPROVEMENT ESSENTIAL: Significantly below the standard	1 Point
N/A – NOT APPLICABLE: Component not included in everyday duties	N / A

**This performance appraisal has been reviewed with me and I have received a copy.**

Employee's signature \_\_\_\_\_ Date: \_\_\_\_\_

**This performance appraisal has been completed by me and reviewed with the employee.**

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Once completed, discussed and all signatures obtained, the original of this form is to be forward to the Human Resources Department for retention in the employee's personnel file.



Contribution Checklist Technical Competence		Excellent	Very Good	Satisfactory	Improvement Desired	Improvement Essential	N / A
<b>JOB KNOWLEDGE AND ACHIEVEMENT</b>							
1	Understands Job Methods and Procedures						
2	Plans work assignments						
3	Optimizes use of available resources						
4	Establishes Priorities Appropriately						
5	Work is thorough and accurate						
6	Minimizes Controllable Costs						
7	Works in an organized manner						
8	Produces appropriate amount of quality work for time spent						
9	Works in a safe manner						
10	Adheres to applicable legislation / regulations and policies, procedures, standards and guidelines						
11	Resolves problems / enquiries promptly and effectively						
12	Expresses self clearly and concisely						
13	Produces high quality written correspondence						
14	Keeps supervisor informed						
<b>ATTITUDE / INITIATIVE</b>							
15	Manages time effectively						
16	Ability to suggest and / or take action independently						
17	Has minimal absenteeism. Arrives and starts on time.						
18	Is flexible / adaptable to change and new / conflicting priorities						
19	Stays abreast of new technology / trends in job						
20	Is innovative; identifies new / better ways to achieve results						
21	Regularly meets objectives						
22	Demonstrates ownership and commitment to job						
23	Shows pride and professionalism in work						
24	Accepts special assignments positively						
25	Works co-operatively / effectively with others						
26	Is friendly and helpful toward all contacts						
27	Demonstrates concerns for others safety						
28	Contributes to a positive, productive work environment						

Contribution Checklist Technical Competence		Excellent	Very Good	Satisfactory	Improvement Desired	Improvement Essential	N / A
<b>SUPERVISORY SKILLS</b>							
29	Interviews job candidates appropriately: makes effective hiring recommendations						
30	Ensures orientation and training of staff						
31	Recognizes and develops the capabilities of staff						
32	Encourages employee input to issues, and solutions to problems						
33	Motivates and empowers staff						
34	Comprehensively, effectively and regularly reviews employee performance						
35	Handles problem staff situations promptly and effectively						
36	Ensures compliance with health & safety legislation and policy						
37	Manages staff within the terms / conditions of administrative procedures and / or collective agreements which may apply						
38	Provides adequate day-to-day supervision and direction						
39	Ensures staff produce high quality work						
40	Promotes a positive work environment: advocates respect, integrity and personal growth among all staff						
41	Sets appropriate and professional example for staff						
<b>TOTAL (out of a possible 205 points)*</b>		+	+	+	+	=	

\*If there is an N / A, please adjust the total score accordingly (i.e., 3 N/As – total score is out of 190)

\*If Supervisory skills are not included in this evaluation the total is out of 140 points

#### OBJECTIVES MET FOR THIS REVIEW PERIOD?

(Review previous performance review and comment below)

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**STRENGTHS, CONTRIBUTIONS, AND ACCOMPLISHMENTS**

(Comment on outstanding performance issues here)

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**AREAS FOR DEVELOPMENT / SUGGESTED TRAINING / SUCCESSION PLANNING**

(In addition, where 'improvement required' performance issues have been identified, be specific including timeframes and results expected)

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**SUPERVISOR'S GENERAL COMMENTS**

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**EMPLOYEE'S GENERAL COMMENTS**

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**OBJECTIVES FOR THE PERIOD** \_\_\_\_\_ **To** \_\_\_\_\_

(be specific including time frame and results expected)

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**IMMEDIATE SUPERVISOR**

If recommended for progression in the salary / wage range, please attach a completed New Hire / Change of Employee Information Form.