

# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Performance Appraisal

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**Creation Date:** August 2002

**Updated:** January 2021

**Resolution Number:** 236 (consent)

**Supersedes Resolution Number:**

**Policy Number:** 3.30

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#### 1. PURPOSE:

The purpose of support staff performance appraisal is to provide regular feedback to employees and facilitate open communication between the supervisor and their employees. This process helps to improve employee effectiveness, by recognizing job performance, identifying areas for growth and helping to identify opportunities for advancement.

#### 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 an important opportunity to establish and maintain open dialogue between the supervisor and employee for the purpose of providing feedback to improve job performance.

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

- While the employee is responsible for their performance, the supervisor plays a critical role in ensuring that the employee is properly supported in their development.
- Performance management is an ongoing process, not something limited to the performance review meeting.
- Effective performance management emphasizes objective measures of performance with respect to results and ongoing responsibilities.
- Throughout the performance management process, employees are encouraged to actively participate in the planning, evaluating, and improving of 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
  - Facilitate communication between employee and supervisor
  - Identify training and development goals for employee
- Secondary:
  - To direct salary progression
  - Human resources planning
  - Succession management / Talent management

#### 5. TIMELINES:

**Performance Appraisals are required as follows:**

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

- New employees: within the first three months after date of hire, and upon completion of the probationary period.
  - Should the probationary period be extended, a performance review will continue to be conducted every three months, or more frequently, if required, until a decision is made as to the incumbent's suitability to remain in the position.
- All Permanent Full-Time and Part-Time employees who have completed their probation shall receive a performance appraisal annually.

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

- **Seasonal employees:** within the first three months after date of hire, and upon completion of the probationary period.
  - Management Non-Union Seasonal employees who have completed their probation shall receive performance evaluations at least prior to progression in the salary / wage range.
  - Seasonal employees in the CUPE 65 bargaining unit shall receive a performance review once per season (e.g., a Seasonal Parks Labourer who works from April to October shall receive an appraisal prior to the completion of their season).
- **Student employees:** shall be evaluated prior to the end of their contract, or prior to being re-hired. A current, satisfactory performance appraisal is required for any student to be re-hired.
- **Interim replacement employees:** within the first three months after date of hire, upon completion of the probationary period, and prior to any progression in the salary / wage range.

##### C. Discretion of the Supervisor

- An employee may be placed on performance appraisal at any time by their supervisor, or at the direction of the Division Manager or Chief Administrative Officer.

## **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

Supervisors are instructed not to score items and indicate an N/A for items which there is no evidence or insufficient evidence of the employee having had the opportunity to perform or demonstrate the competency being evaluated.

## **8. MANAGEMENT / NON-UNION SALARY PROGRESSION**

Salary progression will occur in accordance with the Management Non-Union Salary Administration Policy.

## **9. SUCCESSION MANAGEMENT:**

Succession management is an essential component of the human resources planning process. It involves an integrated, systematic approach for identifying, developing, and retaining capable and skilled employees in line with current and future strategic objectives.

Talent management is designed to help employees to develop the required competencies to address both current and future needs. This approach helps to target the skills needed to meet the organizations strategic goals in the future. Talent management occurs at all levels of the organization and does not exclusively focus on individuals who are on track for a management position.

Replacement planning focuses on identifying suitable candidates for senior level leadership roles. Employees 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 management process:

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

The Chief Administrative Officer (CAO) is responsible for ensuring that Council's direction on succession planning and training is executed, and that Division Managers and Supervisors understand what is required of them in this process.

Senior managers report to the CAO on developmental activities in their divisions each year, and for committing to development goals on an ongoing basis for their divisions.

Employees are responsible for engaging in their own personal and career development to ensure they are ready to meet future challenges, including maximizing their potential for promotions or management positions.

The Human Resources Manager is accountable for taking a leadership role in the development of a succession management plan. The Human Resources Manager will also support Division Managers and Supervisors in creating a plan for the development of their employees.

## 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)

(comment on outstanding performance issues here)

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

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### RECOMMENDED FOR RE-HIRE?

( ) Yes

( ) No

## OBJECTIVES FOR THE PERIOD

To

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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.