



CITY OF CORNER BROOK

Policy Statement

Index	Human Resources	Section	Employee Conduct		
Title	Performance Appraisal (Management Staff)	Policy Number	10-05-07	Authority	Council
Approval Date	20 Jan 99	Effective Date	20 Jan 99	Revision Date	

Purpose:

The purpose of this policy is to insure that an accurate and fair performance appraisal is carried out for all staff and is intended to be a constructive and positive experience. It is an opportunity for employees to find out where they stand relative to their job performance. At the same time it will allow the supervisor a formal opportunity to acknowledge the employee who has been carrying out his/her work in an acceptable manner or to offer direction and guidance to those employees who are lacking in job performance and identify the areas that need improvement.

Policy Statement:

It is the policy of the City of Corner Brook to ensure that formal and informal performance appraisal processes are developed and implemented.

Definitions:

Definitions of Rating Used in Employee Performance Evaluation:

- Satisfactory is that level of performance which is considered adequate to meet the requirements of the job. Some day-to-day variation is to be expected and may range, on occasion, from poor to very good. For the most part, however, satisfactory performance would be neither below the required level, nor consistently superior to the required standards.
- Unsatisfactory is that level of performance which consistently falls below the requirements of the job. It does not mean that every aspect of the individual's performance is below adequate standards but that, in general, the employee does not meet the minimum requirements.
- An outstanding rating is reserved for the individual who consistently surpasses standards of adequate performance. Individuals who consistently do a good job should be rated satisfactory, not outstanding. An occasional instance of superior performance is not sufficient justification for an outstanding rating. Outstanding performance requires that the individual, more often than not, has exceeded the supervisor's expectations for satisfactory performance.

Reference:

Approved: 99-03(2) (20 Jan 1999)

Printed on Thursday, July 14, 2011

CPS97-36 (19 June 1997)
CPS97-42 (2 Sept 1997)
CPS98-65 (22 June 1998)
CPS98-72 (6 Aug 1998)
CPS98-88 (26 Aug 1998)
CPS98-107 (5 Nov 1998)

Detailed Action Required:

1.0 Specific Objectives

1.1 The objectives of this policy are to:

- a. establish a process whereby the work performance of each employee in the municipality can be informally evaluated on an ongoing basis
- b. establish standards for quality and quantity of work
- c. provide an annual formal review of each employee's work performance
- d. encourage employees to continually consider their own work performance and to set personal performance standards and goals
- e. assist in identifying specific requirements for the training and development of individual employees (or, if applicable, groups or categories of employees)
- f. permanently record, on an objective basis, the work performance of each employee
- g. eventually, encourage the use of the performance appraisal system as a means of determining whether or not salary adjustments are warranted.

2.0 Responsibilities

2.1 The Council (or its designated committee) will:

- a. review, amend, and adopt changes to the Performance Appraisal Policy
- b. review the performance of the Chief Administrative Officer in accordance with this policy

2.2 The Chief Administrative Officer (or designate) will:

- a. oversee the implementation and maintenance of the Performance Evaluation Policy throughout the municipality with the assistance of, and in consultation with, department heads
- b. monitor the effectiveness of the performance evaluation process and recommend necessary additions, deletions, or modifications to the Performance Evaluation Policy where considered appropriate
- c. conduct informal and formal performance appraisals for department heads and city clerk.

NOTE: The informal approach should be an ongoing process whereby the Chief Administrative Officer, staff person(s), or manager provides continuous feedback to those individuals for whom they are directly responsible.

The formal approach should involve one or two reviews conducted at specific times on an annual basis. The reviews will be formally documented by way of using the Employee Performance Evaluation Form (Appendix A).

2.3 Department heads will:

- a. administer and co-ordinate performance evaluations for Co-ordinators and Supervisors within their respective departments, where applicable, in consultation with the Chief Administrative Officer
- b. perform informal and formal performance appraisals
- c. recommend to the Chief Administrative Officer changes required in the performance appraisal process

- d. report annually to the Chief Administrative Officer on the departmental results of the formal performance evaluations undertaken

2.4 Co-ordinators & Supervisors will:

- a. administer and co-ordinate performance evaluations within their respective departments, in consultation with their department head and, where appropriate, the Chief Administrative Officer
- b. perform both informal and formal performance appraisals
- c. prior to the completion of the annual formal evaluation and discussion of this evaluation with the employee, review the following aspects of the employee's record:
 - attendance record with the municipality
 - relevant background
 - education (upgrading since last evaluation)
 - work history
 - duties, responsibilities, standards and/or measures of performance pertaining to the employee's position and/or applicable rules and regulations of the municipality or department
 - previous performance appraisal documents of the employee
 - productivity and quality control records if these are retained
 - samples of reports, project results, or other work products generated by the employee
 - opinions of other employees and supervisors who, in the course of their work, had dealings with the employee during the assessment period
- d. make every effort to be as objective as possible, basing the evaluation on standards of performance and applicable rules.

Note: In particular, the supervisor, the department head, or the Chief Administrative Officer should keep records regarding the performance of the employee. From time to time, the supervisor should speak with the employee(s) for whom they are responsible and review weaknesses, strengths, and strategies for improvement. These discussions should be noted in an employee's records. In addition, employees should be given the chance to be a part of the evaluation process by allowing them to evaluate their own performance and compare it to the assessments performed by the supervisor, co-ordinator, the department head, or the Chief Administrative Officer. An employee shall complete an evaluation of their own performance each year and, prior to their formal evaluation, should set their personal goals as per page 10.

3.0 General Procedure

3.1 Upon the introduction of the Performance Evaluation Policy, or the implementation of a revised policy:

- a. employees will be made aware of the new procedures
- b. managers and supervisors will be provided with an orientation session so that each may become thoroughly familiar with the performance appraisal system adopted by the municipality.

3.2 Probationary Period Performance Evaluation: Two months prior to the completion of an employee's probationary period, the supervisor (in consultation with the employee) will complete a probationary performance evaluation report in accordance with the Probationary Period Policy.

3.3 Annual Formal Evaluation:

- a. Completion of formal report: Annually, in the month of the employee's anniversary date, the employee's supervisor will formally record a rating of the quality of work performed, general work habits, attendance, and attitude on the Employee Performance Evaluation Form (see Appendix A).

- b. The formal interview: The supervisor will discuss the employee's annual formal performance appraisal report with the employee in order to reinforce an ongoing mutual understanding between the employee and the supervisor in terms of:

- the duties, responsibilities, and requirements of the position, and expected performance level
- any weak areas in the employee's performance and means to address these areas of concern
- positive aspects of the employee's performance and measures to maintain or further enhance these positive features
- short-term work goals which the employee should attempt to achieve
- long-term career objectives of the employee

The formal evaluation form will be signed by the employee and supervisor following the interview and discussion.

Following the formal interview between the employee and the supervisor, the completed form will be forwarded to a reviewing officer (usually the department head or the Chief Administrative Officer). The reviewing officer shall examine the performance appraisal report against the standard expected of the employee and add any remarks to the form.

3.4 Appeals

Employees who feel that their overall rating does not represent a true evaluation of their performance over the review period should try to resolve these differences with their supervisor.

If an informal agreement cannot be reached, the employee shall be given the opportunity to appeal, in writing, to the Chief Administrative Officer (or some other designated official), within 15 days of the interview. A written response shall be given within fifteen days from the date the appeal is received.

3.5 Department Heads' Reports

The department heads shall report to the Chief Administrative Officer on:

- a. completion of the annual formal performance appraisal for each employee in their respective departments
- b. overall results of the performance appraisal process
- c. the steps to be taken to improve the performance of departmental employees during the upcoming year (e.g. recommended training and development activities or changes in the quantity or allocation of work undertaken).

3.6 Effect on Salary

For unionized staff the performance appraisal process would impact on a reclassification request, but not on general increases or step progression as these are negotiated items. It is hoped that changes in salary/wage rates for non-union employees may eventually be directly tied to the ongoing process of performance appraisal. However, before any aspect of the performance appraisal procedure could impact on any salary, the process itself will have to be evaluated.

- 3.7 Retention of the Performance Appraisal Records: Following completion (including signatures), one copy of the evaluation shall be placed in the employee's personnel file and a copy shall be given to the employee and to the supervisor completing the report.

3.8 Points to Remember During the Appraisal Process:

- a. Criticism or praise should be communicated to employees, and discussed, on an ongoing basis.
- b. The purpose of the evaluation process should be explained. Point out that the review can make the employee a more valuable member of staff and provide greater opportunities for job satisfaction, usefulness, and promotion.
- c. Vague, indefensible, or undefinable criticisms of performance should be avoided.
- d. Talk about positive performance first.
- e. Remember that you are discussing an employee's performance; the objective is to improve performance, not to condemn the individual.
- f. Take into account that some failures of an employee may be the responsibility of the supervisor.

3.9 Definitions of Rating Used in Employee Performance Evaluation:

- a. Satisfactory is that level of performance which is considered adequate to meet the requirements of the job. Some day-to-day variation is to be expected and may range, on occasion, from poor to very good. For the most part, however, satisfactory performance would be neither below the required level, nor consistently superior to the required standards.
- b. Unsatisfactory is that level of performance which consistently falls below the requirements of the job. It does not mean that every aspect of the individual's performance is below adequate standards but that, in general, the employee does not meet the minimum requirements.
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IN WITNESS WHEREOF, this policy is sealed with the Common Seal of the City of Corner Brook.

[REDACTED]
MAYOR

[REDACTED]
CITY CLERK

