



## TOWN OF SLAVE LAKE

### Human Resources

Department:	Human Resources	Policy No:	CRS.HR-23.1017
Policy Title:	Performance Review and Career Planning	Issue Date:	08-08-2024

#### **1. PURPOSE**

1.1. The objective of this policy is to:

1.1.1. Provide a systematic review of each employee's performance and evaluate:

1.1.1.1. The employee's past performance relative to the required duties, skills, and responsibilities of the position.

1.1.1.2. The employee's future/professional development regarding the job duties, skills, and responsibilities.

1.1.2. Provide a continuous method of open communication between the employee and their supervisor on work expectations, performance, and productivity.

1.1.3. Provide a reliable and uniform method of measuring performance and recognizing the degree of individual accomplishment.

1.1.4. Integrate the employee's and organization's goals, objectives, and training.

1.1.5. Provide a permanent record of the performance of an employee, as an objective information base for manpower planning, professional development, and other personnel-related decisions.

1.1.6. Apply the appropriate salary grid schedule that has been approved by the Town Council and adopted in policy CRS.HR-23.1024 – Employment Policy

\*\* NOTE: The Chief Administrative Officer does not fall under this policy for his/her performance reviews. See By-Law #15-2016 and Municipal Government Act Chapter M-26 section 205-1.



## **2. POLICY STATEMENT**

- 2.1. The Town of Slave Lake believes that through a solid performance review/career planning program, both the employee's professional development and the Town will be enhanced.

## **3. DEFINITIONS**

### **3.1. Appeal Process:**

- 3.1.1. Authoritative action taken by the Chief Administration Officer to facilitate/create/decide resolutions for differences between the employee and their immediate supervisor regarding their performance review.

### **3.2. Casual Employee:**

- 3.2.1. An employee hired on a part-time or as-needed basis who does not have a termination date and is not a permanent employee.

### **3.3. Immediate Supervisor:**

- 3.3.1. The person designated in the organization chart to whom the employee is to report to.

### **3.4. Performance Assessment:**

- 3.4.1. Standards or measures process by which each responsibility, assignment, and departmental objective is assessed. Performance measures describe major duties, assignments, and objectives in terms of complexity, accountability, and results, and should be specific, measurable, attainable, and relevant.

### **3.5. Performance Evaluation:**

- 3.5.1. Interview conducted in conjunction with the performance review.



### 3.6. Performance Evaluation Form:

3.6.1. Documentation form used for performance review. (Appendix A).

### 3.7. Permanent Employee:

3.7.1. An employee who is employed on a permanent basis.

### 3.8. Seasonal Employee:

3.8.1. An employee hired for a specific task which has an established termination date for a period of six (6) months or less.

### 3.9. Senior Managers:

3.9.1. Department Managers and Chief Administrative Officer.

## 4. **GUIDELINES**

### 4.1. Responsibilities

#### 4.1.1. Chief Administrative Office (CAO):

4.1.1.1. Ensure that this policy is adhered to accordingly, monitor its effectiveness and when needed, recommend changes. Review and sign all permanent staff performance reviews and forward them to Human Resources. Review overall performance ratings annually to ensure that this policy is being applied consistently and equitably throughout the organization. Forward performance reviews of employees under his/her immediate supervision to the Mayor for review and signature.

#### 4.1.2. Department Heads:

4.1.2.1. Provide notice and conduct formal interviews for employees under his/her immediate supervision. Ensure completion of all performance



reviews in their department. Forward all performance reviews to the CAO once reviewed and signed.

#### 4.1.3. Immediate Supervisors:

4.1.3.1. Give notice and conduct formal interviews with employees under his/her supervision. Forward all performance reviews to the Department Head once signed. Make every effort to ensure that the training requirements of employees are followed through as specified in the performance reviews.

#### 4.1.4. Employees:

4.1.4.1. Complete the required parts of the performance review in conjunction with their immediate supervisor. Actively pursue performance training and enhancement as specified in performance reviews in conjunction with their Department Head.

#### 4.1.5. Human Resources:

4.1.5.1. Give reminders to department heads of upcoming performance reviews for probation, seasonal, casual, and permanent employees. Give reminders for quarterly reviews of Goals and Objectives. File performance reviews in personnel file. Advise the CAO if the immediate supervisors are not following the procedure of this policy. Ensure the performance reviews are maintained in a protective state (i.e., locked in a filing cabinet).

#### 4.1.6. Director of Finance:

4.1.6.1. Ensure that all wage adjustments are completed after receiving the information from the CAO.

### 4.2. Standards and Guidelines

4.2.1. Can maintain or improve each employee's job satisfaction and morale by letting him/her know that their supervisor is interested in his/her job progress and personal development.

- 4.2.2. Serve as a systematic guide for supervisors in planning each employee's further training to ensure consistent evaluation of an employee's performance and focus maximum attention on achievement of assigned duties.
- 4.2.3. Assist in planning personnel department transfers and placements that will best utilize each employee's capabilities.
- 4.2.4. Provide an opportunity for each employee to discuss job problems and interests with his/her supervisor.

#### 4.3. Procedures

##### 4.3.1. Professional Development Plan:

- 4.3.1.1. Within the first three months of hire, a new employee and his/her immediate supervisor shall establish a Professional Development Plan. This plan shall include the goals, directions, and courses that will help increase planning and relate performance to assigned responsibilities through joint understanding between the immediate supervisor and the employee as the job description and major performance objectives. These goals and objectives shall be reviewed each year during the employee's performance evaluation. (see Appendix A).

##### 4.3.2. Probationary Evaluation:

- 4.3.2.1. A formal interview for probationary employees shall be conducted within the last two weeks of their probation period. The supervisor and employee shall go over their Professional Development Plan and identify if there need to be any changes or additions. The supervisor may provide positive feedback on the employee's satisfactory performance and goal expectations. The supervisor may determine if an extension of probation is necessary or if performance has been unsatisfactory and termination is to be recommended. (Appendix B).



#### 4.3.3. Periodic Review:

4.3.3.1. It is recommended that there should be scheduled sessions between the immediate supervisor and employee allowing for the exchange of performance-oriented information throughout the year. The employee should be informed of how they have performed to date. In the case of poor performance, the employee should be informed of the steps necessary to improve performance to the desired level. These sessions should include, but not limited to, the following: Job responsibilities, performance of duties, and attendance. (Appendix A).

#### 4.3.4. Annual Performance Evaluation (includes causal employees):

4.3.4.1. An annual performance evaluation shall be conducted during the month of February. Appendix B will be used for all personnel, in conjunction with the employee's job description for reference. Human Resources will have evaluation forms to the Senior Manager two weeks prior to the employees' evaluation date. Each department head may add other attachments as they feel necessary, as long as they follow the same format as Appendix A (all additions need to be approved by CAO prior to being used).

##### 4.3.4.1.1. Annual Performance Evaluation Procedure:

Evaluation forms shall be completed and returned to Human Resources no later than 30 days after the employee's evaluation date. Upon receipt of the evaluation form, the following actions will be accomplished:

###### 4.3.4.1.1.1. The Immediate Supervisor will:

- 4.3.4.1.1.1.1. Complete the upper portion of the Employee Performance Evaluation Form including name, department, etc.
- 4.3.4.1.1.1.2. Set an evaluation time with the employee and provide the employee with a copy of the Evaluation Form at least one week prior to the set time.



- 4.3.4.1.1.1.3. Fill out the supervisor's portion prior to evaluation time with the employee.
- 4.3.4.1.1.1.4. Conduct a formal interview with the employee going over each item together. Following instructions on the evaluation form.
- 4.3.4.1.1.1.5. After the completion of the evaluation both the supervisor and employee shall sign the form.
- 4.3.4.1.1.1.6. Submit the evaluation to the Department Head and then to the CAO for review.
- 4.3.4.1.1.1.7. Review the employee's job description and recommend changes to CAO.

4.3.4.1.1.2. The Employee will:

- 4.3.4.1.1.2.1. Complete their portion of the performance evaluation prior to the set evaluation time.
- 4.3.4.1.1.2.2. Sit with their immediate supervisor and fill out the evaluation form as per instructions.
- 4.3.4.1.1.2.3. After the completion of the evaluation the employee shall be asked to sign the evaluation form along with the supervisor.

4.3.4.1.1.3. The Department Head will:

- 4.3.4.1.1.3.1. Perform those duties as the Immediate Supervisor (4.3.4.1.1. above) if they are direct supervisor.
- 4.3.4.1.1.3.2. Receive all forms from the respective supervisors and review the evaluations for completeness and concerns.
- 4.3.4.1.1.3.3. Take any concerns back to the immediate supervisor for review and modifications.
- 4.3.4.1.1.3.4. Sign the evaluation form once it meets their approval.
- 4.3.4.1.1.3.5. Forward the evaluation form to the CAO for final review.

4.3.4.1.1.4. The Chief Administrative Office (CAO) will:



- 4.3.4.1.1.4.1. Review all full-time performance evaluation forms for consistency and fairness.
- 4.3.4.1.1.4.2. Make any recommendations or changes they see necessary to all employee evaluations.
- 4.3.4.1.1.4.3. Address any Employee Appeals as presented for decision.
- 4.3.4.1.1.4.4. Forward employee evaluations to Human Resources for filing and give appropriate wage information to the Director of Finance for salary changes.

4.3.4.2. All performance evaluations for seasonal employees shall be conducted no later than the last two weeks of employment with the Town. The performance review shall be held by the immediate supervisor and then forwarded to the Department Head as above. CAO does not need to review these evaluations unless a formal appeal has been filed.

## **5. CONTRAVENTIONS OF THE POLICY**

- 5.1. Contraventions of this policy may lead to disciplinary action.

## **6. REVIEW AND POLICY**

- 6.1. This policy will be reviewed periodically to ensure relevance.

## **7. RELATED POLICIES**

- 7.1. CRS.HR-23.1024 – Employment Policy
- 7.2. CRS.HR-23.1001 – Training and Development Policy
- 7.3. CRS.HR-23.1022 – Hiring Policy
- 7.4. Rescind policy – C.a.004 Performance Review and Career Planning

## **8. APPROVAL AND REVISION CONTROL**

APPROVED BY:	SIGNATURE:	DATE:
1. Chief Administrative Officer		2024/08/21



## Appendix A

# Employee Performance Review

**Employee****Name:****Position Title:****Department:****Supervisor****Name:****Review Period****from:****Overall**

Choose an item.

**Performance****Rating (Average  
from all ratings)****Performance Rating Scale:**

<b>5</b> <b>Exceptional</b>	Performance noticeably exceeded expectations in all areas and employee made a unique or significant contribution to the achievement of department and organizational objectives. Achieved annual objectives.
<b>4</b> <b>Exceeds Expectations</b>	Performance consistently met and often exceeded requirements in all areas. All critical annual goals were achieved. Consistently demonstrated highly effective performance.
<b>3</b> <b>Fully Meeting Expectations</b>	Performance consistently contributes what is required of an employee fully performing in this role. Annual objectives were achieved. Employee is a core contributor to departmental and organizational success.
<b>2</b> <b>Below Expectations</b>	Employee may be new in the role. Performance often, but not consistently met position expectations and requirements. One or more of the critical annual objectives was not met. Employee requires further coaching, development, and experience to fully perform the role.
<b>1</b> <b>Falls significantly below requirements</b>	Performance was below expectations in essential areas of responsibility with critical goals and objects not being achieved. Contribution was typically below that of peers.



## PART I – Job Specific Competencies:

<b>Specific Job Criteria</b>		
	<b>Self Evaluation</b>	<b>Supervisor Evaluation</b>
Please itemize and detail core functions specific to the position, refer to Job Description. For example, administrative positions may be broken down into front desk reception, maintaining filing systems, monitoring incoming calls etc.		
<b>For example:</b>  <i>Customer Service: Incoming calls are assessed and responded to in a timely manner and according to department procedures.</i>	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

## PART II – Behavioural Competencies:

<b>Accountability</b>		
	<b>Self Evaluation</b>	<b>Supervisor Evaluation</b>
Takes personal ownership and responsibility for the quality and timeliness of work commitments. Follows organizational guidelines, professional standards, regulations, and principles. Demonstrates reliability and integrity <del>on a daily basis</del> .		
<b>Overall Rating for Competency</b>		
<b>Adaptability</b>	Choose an item.	Choose an item.

Adapts and responds to changing conditions, priorities, technologies and requirements. Recognizes new information and ideas with a willingness to alter opinions and behaviours. Applies versatility, reasoning and innovativeness in the face of change. Able to comfortably collaborate in a variety of situations and with diverse individuals.

	<b>Self Evaluation</b>	<b>Supervisor Evaluation</b>
<b>Overall Rating for Competency</b>	Choose an item.	Choose an item.
<b>Analytical Thinking</b>		
Applies systematic, logical reasoning when addressing problems or situations <i>in order to</i> arrive at an appropriate solution or outcome. Considers the various issues and components of the problem, develops sequential steps to address the situation and determines rational timeframes and priorities.		
	<b>Self Evaluation</b>	<b>Supervisor Evaluation</b>
<b>Overall Rating for Competency</b>	Choose an item.	Choose an item.
<b>Communication</b>		
Expresses and transmits information with consistency and clarity; using active listening techniques <i>in order to</i> effectively understand and provide feedback; summarizing information according to the audience in order to promote engagement and increase understanding.		
	<b>Self Evaluation</b>	<b>Supervisor Evaluation</b>
<b>Overall Rating for Competency</b>	Choose an item.	Choose an item.
<b>Problem Solving</b>		
Demonstrated ability to break a situation down into smaller pieces to identify key issues; figuring out cause and effect relationships <i>in order to</i> solve them using logic and analytical methods to come to a realistic solution.		



	<b>Self Evaluation</b>	<b>Supervisor Evaluation</b>
<b>Overall Rating for Competency</b>	Choose an item.	Choose an item.
<b>Teamwork</b>		
Works cooperatively and effectively with others to reach a common goal. Participates actively in group activities; fostering a team environment.		
	<b>Self Evaluation</b>	<b>Supervisor Evaluation</b>
<b>Overall Rating for Competency</b>	Choose an item.	Choose an item.

### **PART III – Goals and Professional Development:**

- 1. Please describe the employee's top accomplishments during the rating period:**

- 2. List the employee's key strengths that they bring to the role:**

- 3. Identify skills that may require further development, and how they can improve the skills:**



4. Assist employee to identify 2-3 goals and associated action plans for the next review period. **TIP: Use SMART Goals (Specific, Measurable, Achievable, Relevant, Time-bound).**

Objective	How will this be accomplished?	When?	How does this benefit TOSL?	How does this benefit you?

	Signature	Date
<b>Employee</b>		
<b>Supervisor</b>		
<b>Director</b>		
<b>CAO *only needed for Management positions*</b>		



**APPENDIX B**  
**PROBATIONARY EVALUATION TEMPLATE**  
**PROBATIONARY REVIEW**

The probationary period allows the employer and new employee to assess suitability for the position during a defined period, at the beginning of the employment relationship. It provides the employer an opportunity to evaluate the new employee's performance while giving the employee the opportunity to demonstrate their ability to achieve a satisfactory level of performance.

Employee Name:   
Job Title:   
Department:   
Anniversary Date:

**PROBATION ASSESSMENT**

	Improvement Required	Average	Good	Excellent
1. Quality and accuracy of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Time keeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Work relationships (teamwork and interpersonal and communication skills)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Performance Feedback: Outline of areas where employee is performing well against objectives and standards set:	<input type="text"/>			
7. Where any areas require improvement give details below:	<input type="text"/>			
8. Outline any plans to improve performance:	<input type="text"/>			



## PROBATION OUTCOME:

[Type employee's name here] has been under my supervision while serving a probationary period.

I certify that the employee's performance, conduct and general traits have been (check one):

Satisfactory  Unsatisfactory

Therefore, I recommend that the employee be (check one):

Released from Probation (\*waiver)  Retained  Terminated (unsuccessful probation)

\* The employee will be eligible for benefits on the date stipulated in their offer of employment.

[Type employee's name here] has been under my supervision while serving a probationary period.

\*\* I recommend the probationary period be extended until: Tap here and click down arrow to enter date

\*\*\* Use this option if the new employee has been absent for longer than two weeks, during their probation.

Justification/Comments

(Provide additional comments on a separate sheet if necessary)

## APPROVALS:

Recommended Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_

Approved  Yes  No Director Signature \_\_\_\_\_ Date \_\_\_\_\_

Approved  Yes  No \*\*\* CAO Signature \_\_\_\_\_ Date \_\_\_\_\_

\*\*\* CAO signature required for Terminations only.

Please forward the Probationary Review and Probation Recommendation forms to Human Resources.