



Performance Management Policy

Intent

The City of Clarence-Rockland has adopted this policy to ensure that all staff members are provided with accurate and appropriate feedback regarding their performance within the organization. By utilizing a performance management system, the City will work with its full time employees to ensure organizational objectives are met through the achievement of individual performance goals and objectives.

All full time employees and management staff will be subject to annual performance reviews. Performance reviews will be benchmarked against previously determined goals and objectives for the position.

The City of Clarence-Rockland values its workforce and will endeavor to aid in employee achievement of professional goals and objectives. Performance management will be utilized as a tool to help ensure the alignment of individual performance goals with that of the strategic direction of the organization through the use of collaborative performance planning, coaching and feedback, and yearly performance reviews. A user-friendly platform has been introduced to centralize employee information (profile, career development planning, historical reviews, etc.) with automated workflows and forms to decrease the time needed to complete reviews.

The City of Clarence-Rockland requires that all full time employees and supervisors take part in the performance management process with records of individual performance plans and reviews to be discussed and kept on file for each staff member.

The Performance Management Process

Performance management is on-going and cyclical in nature with the process being broken down into three interrelated phases of planning, coaching/feedback and review.

Planning

The City of Clarence-Rockland supervisors will review each of their employee's job duties and requirements in order to identify key areas of responsibility. Areas of responsibility will be utilized to aid the supervisor in creating individual performance plans for each employee.

Each Performance Plan will include the following information:

- A set of specific goals and objectives for achieving the requirements of the job;
- An action plan or outline of how these goals or objectives will be met; this will include plans for training and development;
- A time-frame for when goals or objectives should be met by the employee;
- Additional comments and areas of concern or anticipated restraints.

The performance plan will be reviewed by the employee with their supervisor to discuss the goals and objectives that have been established. The performance plan will be utilized to not only establish performance objectives but will also act as a tool for which actual performance can be measured against.



The performance plan must be signed by both the supervisor and the employee following a discussion of its contents with a copy of the plan being kept on the employee's profile. These plans are changeable and can be amended throughout the course of the performance review period.

Coaching and Feedback

Coaching will be continually utilized by supervisors throughout the performance review period. The coaching period will consist of informal and formal feedback being provided to the employee directly pertaining to the progress of the individual towards their established goals and objectives.

Formal feedback sessions will be scheduled for each employee at quarterly intervals of the performance review period, or as required based upon the individual's performance and length of time with the organization and within the department. Formal feedback sessions are conducted to allow for discussion of the employee's progression towards the established goals and objectives. During the quarterly reviews performance concerns may be formally addressed and documented and the performance plan may be formally altered.

Review

On the anniversary date of the employee all supervisors will be required to schedule time with each of their employees to conduct a period ending performance review. Prior to the scheduled performance review meeting, supervisors will start the performance management work flows for the employee self-evaluation and optional peer reviews. Self-evaluations are used to help initiate a dialogue, encourage personal growth, and facilitate employee development. Peer reviews are totally confidential and allow an employee's colleagues to help the supervisor assess the individual's performance.

The performance review meeting will consist of:

- A full review and discussion of the individual's performance in the review period based upon the goals and objectives established in the performance plan;
- A full review and discussion of the individual's performance review;
- The establishment or amendment of the employee's performance plan for the upcoming performance review period.

Timelines for Performance Management Administration

The following timelines should be adhered to when administering employee performance plans and feedback meetings:

- Performance plans should be created or updated yearly and at the end of the performance review period for each employee who is no longer considered probationary and is not exhibiting any performance problems. Employees in this category must also have at least three formal feedback meetings with their supervisor, or as deemed necessary by the incumbent's supervisor;
- Performance reviews must be completed on or before employees anniversary date;
- New, probationary employees should have a performance plan created for them within their first week of employment. A formal review should be held at the end of the probationary period or earlier if the employee is exhibiting performance problems;
- Employees who have been promoted, have changed departments, or have had their duties or responsibilities significantly changed should have a performance plan created within the



first week of their new position. A formal feedback meeting should be scheduled within the first three months so that performance and progression towards established goals and objectives may be assessed within the new role.

The City of Clarence-Rockland

- Will provide a performance management process that is fair and transparent;
- In conjunction with Human Resources, provide the tools and forms necessary to facilitate the performance management process;
- Provide training and guidance to supervisors and employees on the performance management process.

Supervisors

- Will work with their employees to ensure fair and attainable performance goals and objectives are established;
- Must create performance plans for their employees within the specified timeframes;
- Provide ongoing feedback to employees in the form of coaching and formal feedback meetings;
- Accurately report and document performance observations;
- Conduct performance reviews utilizing performance review forms and conducting review meetings;
- Will utilize the proper forms and documentation provided by the City in order to facilitate the performance management process;
- Attend performance management training as required.

Employees

- Work with direct supervisors to provide input in the creation of individual employee performance plans and reviews;
- Complete and submit required performance review forms within the specified time period and to the appropriate party;
- Attend performance management training as required.

Confidentiality

All information including performance management forms and discussions in performance management meetings will be kept strictly confidential. All forms utilized for the performance management process will be signed and kept on the employee's file.

Acknowledgement and Agreement

I, (Employee Name), acknowledge that I have read and understand the Performance Management Policy of The City of Clarence-Rockland. Further, I agree to adhere to this Policy and will ensure that employees working under my direction adhere to these guiding principles. I understand that if I violate the rules/procedures outlined in this Policy, I may face corrective action, up to and including termination of employment.



Name: _____

Signature: _____

Date: _____

Witness: _____