

PERFORMANCE REVIEW & DEVELOPMENT PLAN

Subject: Performance Appraisal for Staff

Ref: Personnel

Code: 18

Date Approved: December 13, 2022

Motion: 474/13/12/22

Replaces: 079/22/02/11

County of Northern Lights believes that a formal Performance Review and Development Plan is a meaningful and constructive process as part of an overall process of on-going performance management and that all employees are entitled to give and receive regular feedback concerning their performance, related training needs, career development and organizational goals.

County of Northern Lights proposes to accomplish this by establishing procedures to:

- a) complement, rather than replace, an ongoing process of daily performance management. There should, therefore, be no surprises in this process for either the employee or his/her supervisor.
- b) discuss mutually agreed upon performance expectations including desired competencies and behaviors.
- c) provide constructive support and assistance for future growth, career development and performance improvement.
- d) obtain and provide as much objective and constructive feedback as possible from multiple sources wherever appropriate.
- e) discuss requirements for training and staff development and increased organizational effectiveness.

Signed: 
Chief Elected Official

Signed: 
Chief Administrative Officer

PERFORMANCE REVIEW & DEVELOPMENT POLICY

PROCEDURE

1. Performance Review and Development Plans (attached as Schedule A) will be completed prior to the end of an employee's probationary period and annually thereafter prior to the employee's anniversary date of hire. Exit Interviews will also be conducted upon termination of employment whenever possible. The CAO's review will be completed by the Council, and all other executive staff reviews will be completed by the CAO.
2. Prior to the review, the employee and the supervisor must share:
 - A thorough understanding of the performance expectations to be discussed.
 - A thorough understanding of the process and its intent as described above.
3. The staff member whose performance is being reviewed and his/her supervisor both complete a draft Performance Review and Development Plan (forms attached). Such forms may be amended from time to time through mutual agreement of the Executive and employees.
4. The staff member and the supervisor meet and mutually share and discuss their respective comments. They mutually reach agreement on future performance expectations, training requirements and any organizational changes that can improve both individual and organizational performance. The CAO's review will take place in a "private session" of the Council meeting. The appraisal will then require a motion of ratification by Council in an "open session" of the meeting.
5. A review form that outlines what was agreed to is completed and signed by both the staff member and the supervisor. A copy will be filed on the employee personnel file, and one provided to the employee.
6. An adjustment of salary may be made as a result of the performance review, as per the Executive Compensation Policy, and in the case of all other employees, the Collective Agreement.

Employee: _____ **Job Title:** _____

Department: _____ **Supervisor:** _____

Period of Evaluation From: _____ **To:** _____

PART I – INSTRUCTIONS

This evaluation form is intended to provide an opportunity for employees to identify skills they wish to improve and outline any goals, training, and development they want to improve upon or learn to continue a successful and fulfilling career.

This form includes an evaluation area for employees' supervisors or managers and the organization. The evaluation feedback will aid in continually improving their department, the organization and succession planning, as well as any barriers and restrictions that may have impacted an employee's ability to perform their job.

<p>NEEDS IMPROVEMENT Occasionally fails to meet specific duties and expectations; improvement is needed to meet job requirements.</p>
<p>MEETS EXPECTATIONS Performs job duties satisfactorily according to the job description, under normal supervision and direction.</p>
<p>EXCEEDS EXPECTATIONS Often exceeds job requirements; consistently meets goals and objectives; accomplishments occasionally made in areas outside normal job role.</p>

PART II – EMPLOYEE EVALUATION

<p>Accomplishments and Achievements</p>
<p>Please list any accomplishments and achievements made in the past year.</p>

	Needs Improvement	Meets Expectations	Exceeds Expectations
Is punctual and meets deadlines, even if they change, and aids other team members when possible.			
Possesses the necessary skills and knowledge to perform their duties efficiently and effectively and utilizes the appropriate tools/techniques to do so.			
Is organized and can prioritize and maintain tasks and workload.			
Pays attention to detail and proactively seeks out and corrects quality control issues			
Communicates with others effectively, professionally, and clearly and maintains a positive and friendly attitude.			
Collaborates well with other staff members to take on new challenges, aids others when recognizing assistance is needed, and brings forward problem-solving solutions.			
Takes the required care for safety measures and precautions when needed.			
Supervisors/Lead hands: Organizes and assigns workloads in an efficient and practical manner; Displays good leadership qualities and maintains the support of staff under their direction			
Comments:			

PART III - ORGANIZATIONAL AND MANAGER/SUPERVISOR FEEDBACK

Organizational Support	YES	NO
The organization's communication efforts to staff are professional, clear, and sent promptly.		
The organization plans for and provides the necessary support needed to accomplish department tasks, goals, and projects.		
The organization's overall and departmental goals, objectives, and priorities are clear and provide sufficient direction, measurements and/or performance indicators.		
Comments:		

Supervisor/Manager Support	YES	NO
Supervisor/manager communications are professional, clear, and timely and have not impeded the ability to accomplish tasks.		
The supervisor/manager recognizes when support is needed to accomplish tasks and provides the necessary support when asked. i.e., additional staff, resources, equipment, etc.		
The supervisor/Manager provides clear and direct goals, objectives and priorities with the applicable performance indicators and measurements.		
Comments:		

PART IV – FUTURE PLANNING, GOALS, DEVELOPMENT AND TRAINING

Areas of Interest
<p>Please list any areas or departments within the Organization you are interested in learning more about or aiding in. <i>Note that interest will not correlate with automatic placement/advancement.</i></p>

Barriers and Restrictions
<p>Please provide any barriers or restrictions that have prevented you from accomplishing your job that has not been identified in this evaluation.</p>

Improvements and Actions			
<p>List any areas of improvement identified in the self-evaluation and the Organization evaluation and your suggested method(s) of improvement to review with your Supervisor/Manager.</p>			
Improvement	Actions for Employee	Actions for Supervisor/Manager	Actions for Organization

Goals, Developmental and Training		
List any goals or areas of professional development and applicable training you wish to accomplish.		
Goal/Professional Development	Training/Course	Time Frame

Part VII – REVIEW SIGN OFF

I have been advised of my performance rankings. The rankings and comments in this review have been discussed and explained to me by my supervisor/manager.

Employee comments:

Employee Signature: _____ Date: _____

Supervisor/Manager comments:

Supervisor/Manager Signature: _____ Date: _____

CAO comments:

CAO Signature: _____ Date: _____



Performance Appraisal – Chief Administrative Officer

Name of CAO _____

Dated Appointed to Position: _____

Date of Appraisal: _____

Current Salary: _____ Date of Last Revision: _____

Purpose of a Performance Evaluation Process

This performance evaluation of the CAO is a valued instrument of this Council and used in order to:

- Underline the importance which this Council places on its relationship to our CAO
- Ensure that both the Council and the CAO understand the essential components/competencies of this position
- Provide a balanced format that is deemed acceptable and useful to both parties and one that serves our purpose of outlining requirements and ensuring sound and regular feedback.
- Provide the CAO with a forum for outlining and discussing her annual objectives and an assessment of the results
- Establish any needed changes in the criteria for future evaluations

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

- Assistance to Council in understanding its governance role
- Relationship building with the Reeve
- Policy advice and leadership on the key issues
- Fiscal management
- Leadership of the administrative team
- Team selection, assessment, training, mentoring
- Development of community relationships
- Accomplishment of goals
- Areas for improvement

Performance Assessment Factors

Rate each factor according to your perception of the CAO's performance in the past twelve months.

Please provide narrative comments or examples to illustrate, if possible.

Rating Categories and Definitions

1. Outstanding Consistently exceeds expectations. Performance is characterized by exceptionally high work quality. This rating indicates that the CAO makes contributions which are far above the requirements of her position. She uses exceptional judgement and regularly exhibits mastery of the job assignments

2. Above Standard Frequently exceeds expectations. Performance indicates thorough attention to the completing of assigned responsibilities. Unusual problems are properly considered and generally well handled. Individuals strive for job improvement and initiative is regularly displayed. The contribution of this individual is usually beyond expectations.

3. Standard Performance meets the requirements of the position. This position is covered in an adequate manner and the responsibilities are being handled competently. **This rating is not considered marginal performance.**

4. Below Standard Performance does not meet expectations of the position. Council needs to provide written expectations for improvement.

1. **Assistance to Council in understanding its governance role**

- a) Preparing an orientation program and suitable materials for a new Council
- b) Identifying the needs/priorities of this Council
- c) Committing to equal treatment/courtesy/assistance
- d) Providing advice on potential areas of conflict/pecuniary issues
- e) Seeking to develop a relationship based on mutual respect, trust, integrity
- f) Ensuring access to relevant training programs for Council members
- g) Being responsive to the feedback and input received from members of Council
- h) Communicating advice to Council that will assist in its governance responsibilities
- i) Communicating any issues of concern to Council impacting its relationship to the administration.
- j) Monitoring legal implications of issues; being aware of Council's legal and legislative requirements
- k) Ensuring ready access to useful policy-based information

- l) Maintaining appropriate boundaries; assuring equal treatment
- m) Providing quality control on advice going forward
- n) Ensuring an ongoing degree of open communication with Council; presenting reasonable and professional views in a straight forward yet pleasant manner.

Rating: _____

Comments:

2. Relationship building with Reeve

- a) Meeting with new Reeve immediately following appointment
- b) Identifying concerns of the Reeve; addressing his/her expectations, style and needs issues
- c) Identifying areas of potential overlap & strategies to address
- d) Ensuring Reeve is prepared for any engagements/speeches
- e) Ongoing briefings and meetings held on scheduled basis

Rating: _____

Comments:

3. Policy advice & leadership on the key issues

- a) Assistance in identifying key issues; offering strategic advice addressing such issues
- b) Ensuring both Council and administration are aware of important policy development
- c) Providing quality advice and guidance to Council on identified policy issues
- d) Coordination and preparation of draft policy statements
- e) Strength of administrative leadership as observed in terms of the CAO's decision making ability (e.g. decisiveness, quality of decisions)
- f) Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session
- g) Developing/recommending a strategic planning session outline; ensuring the recruitment of an appropriate facilitator; working with the Council in identifying the strategic issues; providing coordinated administrative input; ensuring senior staff are at the table
- h) Implementing approved policy; monitoring policy implications
- i) Review/monitoring of financial controls/audit reports/business plan and budget

Rating: _____

Comments:

4. Fiscal Management

- a) Ensuring the development of a comprehensive, inclusive and transparent process of business planning
- b) Ensuring that Council provides guidance to the administration in the development of both plans and budgets
- c) Providing Council with accurate, comprehensive advice on the current status of the fiscal condition of the County
- d) Advising Council on the status of any changes required by the external auditor; acting promptly on audit recommendations

Rating: _____

Comments:

5. Leadership of the administrative team

- a) Providing ongoing, consistent leadership to department heads and through them to the full administration
- b) Communicating effectively and regularly; providing ongoing guidance/direction
- c) Making administrative decisions with constraints of bylaw/policies
- d) Providing inspiration and modeling of a desire to be the best
- e) Delegating/empowering within reasonable limits
- f) Supervising direct reports and expecting results
- g) Disciplining behaviour and correcting promptly
- h) Ensuring sound corporate communications plan
- i) Ensuring that senior staff are involved in the process of developing County goals and priorities; providing a forum for Council and senior staff to engage in discussions relative to the County's strategic plan

Rating: _____

Comments:

6. Discharge of all legislative and CAO bylaw requirements

- a) Determining changes to the organizational structure
- b) Continually assessing the needs of the system; seeking the advice of senior staff in this process
- c) Developing a sound policy based and cross organizational approach to recruitment and selection
- d) Ensuring a planned approach to training/development
- e) Attending suitable conferences/courses as an example
- f) Establishing mechanisms for mentoring other supervisory staff
- g) Fulfilling all MGA and bylaw requirements

Rating: _____

Comments:

7. Development of community relationships

- a) Maintaining a positive profile in the community
- b) Ensuring that Council members and the Reeve have access to sound advice on how to engage the public
- c) Maintaining contact with other administrative leaders in the region
- d) Developing a positive/constructive rapport with media
- e) Ensuring the development of administrative protocol to develop courteous relationships with the public

Rating: _____

Comments:

Annual Objectives/Key Results

These should be developed by the CAO and reviewed with the Reeve and Council

Key Objectives	Key Results

Overall impression of performance and results achieved

Accomplishment of goals

Comments:

Areas for Improvement (Rank in order of importance)

- 1. Assistance in the Council's governance processes _____
- 2. Relationship building with the Reeve _____
- 3. Policy advice and Leadership on the key issues _____
- 4. Fiscal management _____
- 5. Leadership to the administrative team _____
- 6. Discharge of all legislative and bylaw requirements _____
- 7. Development of community relationships _____

Follow Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

Sign Off

Signatures of the Reeve and CAO to indicate completion of the process

Approved Salary Increase: _____ Effective Date of Increase: _____

Signature of the CAO

Date

Signature of the Reeve (or designate)

Date

FEB 22
05.0A