



TOWN OF MINTO

DATE: December 21, 2015
REPORT TO: Mayor and Council
FROM: Bill White, CAO/Clerk
SUBJECT: Staff Performance Review Program

STRATEGIC PLAN:

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Provide cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles, and respect for the natural environment.

3.1 Guiding Principles

- Transparent with public, media, customers
- High level customer service; response commitment to email or phone inquiries
- Diversified, accommodating, versatile, well trained workforce
- Focus on quality and affordability

12.7 Demonstrate innovation in all aspects of municipal business acknowledging the importance of training, succession planning, transparency, communication and team-based approaches to municipal operations.

BACKGROUND

Annually all staff receive a performance evaluation from their immediate supervisor. The current form requires the Supervisor assign a number to indicate whether an employee's performance is Unsatisfactory, Needs improvement, Meets expectations, Exceeds expectations or is Superior. There are 52 questions "scored" over these 8 Factor areas:

- | | |
|----------------------------------|---|
| 1. Achievement of Results | 5. Judgement |
| 2. Initiative and Planning | 6. Communication and Interpersonal Skills |
| 3. Quality of Work | 7. Job Related Skills |
| 4. General Quality and Abilities | 8. Customer/Public Relations |

In addition to scoring, the review form had comment sections, and short and long term goal units to be completed. This performance review form has been modified very little in the eight years or so since approval when the numerical score was used to determine whether an individual moved up one half or one full step in the pay grid.

COMMENTS:

In 2013 Council approved a revised pay policy eliminating half steps in the pay grid. Under the new policy, only staff members with a successful performance review delivered by their supervisor move up the pay grid toward job rate. Council approves any change to the overall

grid, but steps in the pay band are based on performance. This approach reduces the importance of a numerical score for the 52 questions in the old performance review form.

During leadership training some staff was exposed to new performance management models. A search of management books and publications will discover hundreds of approaches and theories. Rather than seek consulting help or sift through endless information, the Senior Management Team developed a new performance evaluation form that accomplishes:

- A fair overall look at employee performance.
- A “two-way” assessment of Leadership/Management qualities.
- Goal Setting linked to performance and “two-way” leadership assessments
- Re-enforcement of Town Strategic direction for employee services

The proposed Performance Review Form contains the following:

- a) Three sections Factor Check, Leadership Check and Goal Check
- b) **Factor Check** includes the 8 factors on the previous review with only one “score” for each area being:

Unsatisfactory; Needs improvement; Meets expectations; Exceeds expectations; Superior.

Any Factor Unsatisfactory or Needs improvement is addressed in the Goals section.

- c) **Leadership Check** asks staff to check six leadership/management qualities that best represent them, and six leadership/management qualities in their favourite leader. To be completed by staff before the performance review is given.
- d) **Goal Check** consists of a) a series of yes or no questions completed when the performance review is given; the person being reviewed answers the questions and the supervisor does not debate the answers; any questions answered “no” are to be listed in b) short, long and other goals.

This new approach will generate dialogue between Employee and Supervisor focussing on self-assessment, feedback and goal setting. The issue with “scoring” 52 questions and linking that score to grid movements is impartiality between Department “scoring”. This new performance review program eliminates that issue.

FINANCIAL CONSIDERATIONS:

There is no cost to developing and implementing this new Performance Review program. Updating the process with two-way feedback and re-enforcing customer service directions in the Strategic Plan helps align all staff more consistently with Department Business Plans.

RECOMMENDATION:

That Council receives the CAO Clerk’s report dated December 21, 2015 regarding Staff Performance Review Program and approves the revised performance review form attached to the report.

Bill White, C.A.O. Clerk