



Policy Type: Human Resources

Policy #: HR-500-03

Approved by Council on: June 25, 2018

Human Resources – Performance Management Program

Policy

Developing employees who are effective, dynamic, productive, and successful in their jobs enables the Town of Prescott to deliver quality services to the public. The Town is committed to a Performance Management Program that incorporates a goal-oriented approach and clear, ongoing, two-way communication between supervisors and employees. Employees will receive support and recognition in their efforts to develop and to improve performance.

Objective

The Performance Management Program is intended to be a tool used by staff members at all levels to facilitate self-management and appropriate empowerment, by having a clear understanding with their supervisor about performance expectations.

Performance Management is a comprehensive program for;

- establishing performance expectations.
- designing interventions including training programs to improve performance.
- monitoring the success of those programs.

Procedure

Human Resources will keep a master list of all Town employees and their date of hire. The annual formal performance appraisal should be completed by no later than the anniversary of the employee's hire date, subject to some exceptions where the employee was absent from work for an extended period of time during the performance review period.



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Four weeks before the appraisal is due to be completed, Human Resources will;

- provide the employee with a copy of the previous year's appraisal (if applicable) and a blank performance appraisal form.
- advise the employee when the self-appraisal portion of the performance appraisal is due (14 days from date of issue) and to whom the appraisal should be returned.
- notify the employee's supervisor of the date the appraisal is due to be completed, to whom the self-appraisal is being returned, and the date the appraisal form was sent to the employee.

The supervisor will then complete their assessment of the employee. If an employee has been under the direction of more than one departmental supervisor during the performance review period, he/she may be evaluated by both the previous and current supervisor. However, the current supervisor has the primary responsibility for completing the appraisal form.

In the event an employee regularly reports to more than one supervisor, the supervisor assigned to conduct the performance review must consult with the other supervisor(s) prior to the interview and ensure that the comments are comprehensive.

The supervisor will then meet with the employee to discuss the appraisal. Both successes and failures are to be reviewed at the meeting. It is constructive to review why objectives set at the last appraisal meeting were successfully achieved. It is equally constructive to discuss and/or to review what prevented the successful achievement of other objectives. This review helps to set and achieve new objectives.

Employees will be encouraged to discuss job expectations, developmental plans, concerns, and areas in which they feel additional training would be helpful.

The supervisor and employee will also discuss the employee's self-appraisal during the discussion.

Should the supervisor feel follow-up sessions are required prior to the next scheduled appraisal, the initial date for such follow-up should be set at the meeting.



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If the appraisal discussion is not satisfactory, problems, and/or disagreements should first be discussed between the employee and the supervisor. If problems still exist after this process, the employee and/or supervisor may contact the Department Head and/or Human Resources for assistance.

Once the supervisor and employee have completed the annual performance appraisal discussion, the supervisor will sign, and the employee will be asked to sign, the appraisal form. If an employee disagrees with the appraisal, he/she can provide a written explanation of any disagreement to be attached to the form. The package will be kept in the employee's personnel file.

Probationary Employees

Every probationary employee will participate in a formal performance appraisal with his/her supervisor prior to the extension of the probationary period or attaining non-probationary status.

If the appraisal discussion is not satisfactory, problems, or disagreements should be discussed between the employee and the supervisor. If problems still exist after this process, the employee or supervisor may contact Human Resources for confidential assistance.

Once the supervisor and employee have completed the probationary performance appraisal discussion, the supervisor will sign the appraisal form and the employee will be asked to sign the form. If an employee disagrees with the form, he/she can provide a written explanation of any disagreement that will be attached to the form.

Should the supervisor feel that the employee's probationary period needs to be extended or that the employee should not be granted non-probationary status, a recommendation should be made to the CAO and Human Resources.