



LAC LA BICHE COUNTY PROCEDURE

TITLE: Performance Evaluation Standard Operating Procedure PROCEDURE NO: CS-03-015-08

SPECIAL NOTES/CROSS REFERENCE: POLICY CS-03-015 AMENDMENT DATE:

1.0 Definitions

Performance Improvement Plan (PIP): An action plan that is created after performance deficiencies are identified that is used in the process of improving an employee's performance.

SMART Goals: Goals used in a PIP that are Specific, Measureable, Attainable, Relevant, and Time based that are used to help the Employee achieve and exceed performance expectations that they have set with their supervisor. A good example of a SMART goal would be: that all department filing be completed by the second Friday of each month.

2.0 General Guidelines

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

Performance Reviews:

- Link an employee's expectations to the County's strategic and annual priorities and to the County's core values;
- Review the performance levels against goals and objectives set out at the beginning of the review period;
- Review performance standards, goals and objectives identified in the employees' respective job descriptions;
- Discuss ratings and reviews from co-workers, and superiors as appropriate;
- Discuss the assessments made during the review, and identify new goals and objectives that will improve performance and assist in the development of the employee;
- Discuss career planning information and develop a plan for development;
- Identify actions required to meet new goals and objectives, the timeframe that these must be completed within, and any new forms of training that will be required;
- Prepare a written report of the review and recommendations made, including newly established goals and objectives.

Performance reviews are designed to help keep employees on the right track with direction and set goals that will lead to their continuous improvement and provide career advancement opportunities. Performance reviews assist in the identification of strengths and weaknesses in organizational

abilities and capacities that will aid in the development of effective training, employee placements and productivity forecasts.

3.0 Establishing Performance Expectations

- (a) Performance expectations - goals/projects and/or performance factors (skills/competencies) - shall be established for, and reviewed with employees:
 - (ii) Within 10 working days of appointment to a permanent, term or seasonal position;
 - (iii) Within 10 working days of a General Manager, Manager or Supervisor having been notified of a change in expectations for the unit or position(s) supervised;
 - (iv) Within 10 working days of completion of an employee's annual performance appraisal.
- (b) Since job descriptions are a reflection of County service priorities, County Management must review these job descriptions for consistency with all new OR revised service priorities.

4.0 Review of Performance

The performance of each employee of the County shall be reviewed and documented as follows:

All employees and management staff will be subject to annual performance reviews. Reviews will be based upon performance standards, goals and objectives identified in employees' respective job descriptions.

- (a) The performance of each employee of the County shall be reviewed and documented as follows:
 - i) At least once during the probationary period;
 - ii) One month before the expiry of the employment term of a term position;
 - iii) Prior to, or where it is not possible, immediately following the end of a period of employment;
 - iv) Whenever a serious performance or behavioral problem is encountered and for which informal discussions have had no effect.
- (b) The performance of each seasonal employee shall be reviewed and documented at least one week before the expiry of the position's term.
- (c) Human Resources staff shall notify Supervisors one month prior to the date on which a Performance Appraisal for an employee is due to be completed.

5.0 Performance Evaluation Documents

- (a) A copy of the appraisal shall be given to the Employee and the original document shall be placed on the Employee's personnel file.

- (b) In accordance with the provisions of the *Freedom of Information and Protection of Privacy Act*, access to performance evaluation records shall be restricted to:
- the Employee whose performance is appraised;
 - the Employee's supervisor;
 - members of County Management to whom the Supervisor reports, up to and including the Chief Administrative Officer;
 - Manager of Human Resources;
 - Supervisor to whom the Employee would report as a result of a transfer, promotion, re-deployment or reassignment.

6.0 Accountabilities for Performance Management

Supervisors are expected to complete employee performance evaluations in a regular, consistent and timely fashion. Supervisors are expected to track when their employee's performance evaluations are due, which they can confirm with Human Resources at any time.

In the case that an employee is transferred to a different department, the most recent supervisor must do a performance evaluation on the Employee's performance since the last review period to the date of transfer. The new supervisor will then complete the Employee's performance evaluation on its original due date, adding the documentation from the previous supervisor's evaluation.

Since performance evaluations are closely linked with employee salary reviews and possible increments, it is essential that the reviews be conducted when due. It is only fair that employees be evaluated on a regular basis and that they receive their increments, if earned, when they are due.

The timely processing of increments also contributes to the ability of the Payroll department to process the changes to the payroll system in an efficient and effective manner.

Failure of supervisors to perform regular employee performance evaluations in a timely and fair fashion can be subject to disciplinary action as outlined in Progressive Discipline Policy and SOP's.

All Lac La Biche County employees are expected to perform their job duties at a consistently high level. In the event that any Lac La Biche County employee fails to fulfill his/her specified levels of service he/she may be subject to a review of his/her performance and participate in a required Performance Improvement Plan (PIP) that uses SMART goals.

In the event that an employee is subject to disciplinary action as a result of their failure to meet performance expectations, Lac La Biche County will follow progressive disciplinary steps. However, in the event of a flagrant violation or serious offence, the Employee may be terminated immediately and progressive discipline may be superseded.

7.0 Review and Approval Process

7.1 Accountabilities for Performance Management

- (a) It is the responsibility of the following Management and Supervisory staff to ensure that Performance Planning and Appraisal (Performance Management) is carried out for employees in their respective units:

- Supervisors who have permanent, term, casual or seasonal staff assigned to their department;
 - Chief Administrative Officer and General Managers who have direct responsibility for the supervision of staff; and
 - In the case of an employee who is transferred to a different work unit during the performance period, the Employee's new Supervisor will complete the Performance Planning and Appraisal form, but must seek input from the employee's former Supervisor.
- (b) Lac La Biche County believes it entirely appropriate, but not mandatory, for an employee to complete a draft Performance Planning and Appraisal form in respect of her or his own performance and that the completed form may serve as an initial basis for discussion with the responsible General Manager/Supervisor.

7.2 "Two-up" Performance Appraisal Review and Approval Process

- (a) Performance Appraisal Review and Approval Process will follow the guidelines established in the "Two Up" approval process.
- (b) In the case of employees in positions reporting directly to the Chief Administrative Officer, there shall be no further review, beyond that of the Chief Administrative Officer, of performance appraisals for these employees.

8.0 Performance Planning and Evaluation Forms

- (a) Lac La Biche County's Performance Planning and Appraisal (Performance Management) forms will be used as the basis for planning and assessing the performance of all permanent, term, seasonal and casual employees of the County.
 The County conducts its Performance Management Process using one of two forms:
- Administrative Performance Planning and Appraisal form for employees occupying permanent or term positions;
 - Seasonal Staff Performance Appraisal form for employees occupying seasonal positions with the County.
- (b) The two forms listed in (a) above, have a common foundation which reflects the County's service principles. Each form, however, incorporates expectations which are unique to the nature of the functions performed in the role.

"Original Signed"
 Chief Administrative Officer

November 8, 2013
 Date