

Department <b>Human Resources</b>	Policy No. <b>HR 020</b>	Page <b>1 of 3</b>
Policy Title <b>EMPLOYEE PERFORMANCE PLANNING &amp; APPRAISAL PROCESS</b>		

Council Resolution No. <b>126-06</b> Date: <b>April 25, 2006</b>	DMCS <i>[Signature]</i>	CC <i>[Signature]</i>	Cross Reference	Effective <b>April 25, 2006</b>
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## PURPOSE

Parkland County is committed to ongoing performance management by providing performance feedback and regular performance evaluations.

## POLICY

County Council believes it appropriate that all employees have a clear understanding of what is expected of them, and that their performance is appraised regularly and the results of the appraisal are reviewed with the employees. Council recognizes that the purposes of an employee performance planning and appraisal process are to:

- establish and maintain high standards of employee conduct
- encourage improved performance
- acknowledge competency
- improve communication between employees and management (and thereby improve morale)
- enable decisions regarding continuing employment (or termination), compensation, and promotion.

## PROCEDURES

### 1. Performance Planning

- a. Performance planning is the process of letting employees know what will be expected of them during the period of time under review.
- b. The supervisor and employee should draft the appropriate information that will enable the employee to understand the expectations (Goals, Projects, Key Result Areas, Performance Indicators, see User Guide for more detail).
- c. The supervisor and employee should discuss and agree upon the expectations and the employee should be given a copy.
- d. The employee's position description should be used in conjunction with developing the information on expectations. The supervisor should ensure that the position description is accurate and up-to-date.

### 2. Performance Appraisal

- a. Employee performance should be appraised formally (i.e. in writing) toward the end of the period of time under review.
- b. The supervisor should prepare the appraisal and review it with the employee.

- c. The appraisal should focus on the employee's demonstration of:
  - the degree of attainment of expectations
  - behaviour consistent with the assignment
  - personal characteristics, which enhance the ability to effectively, fulfill any assigned tasks.
- d. The employee should be given an opportunity to add comments about the appraisal and to sign it. The form should be referred to the next level for review and signature. Once completed, the original should be sent to the Human Resources for filing in the employee's official file. A copy shall be given to the employee, and the supervisor.

### 3. Timing of Appraisals

An employee performance appraisal should be prepared:

- a. For a probationary employee, prior to completion of the probationary period.
- b. For a regular employee, at least once every twelve months, and
  - i. if the regular employee is in a position designated as the Management/Professional/Administrative, the appraisal will normally be completed in December;
  - ii. if the regular employee is in a position designated as Technical/Support, the appraisal will normally be completed in the month ahead of his/her anniversary date in the position;
  - iii. if the regular employee is in a position other than those described in (i) or (ii), the appraisal will normally be completed in the month ahead of his/her anniversary date of employment with the County.
- c. On termination of employment.
- d. When there is a serious performance deficiency.

### 4. Performance Levels

- a. It is not possible to describe levels of performance in an absolute and precise manner, such that they apply to all situations. The following definitions are, therefore, general, and should be applied on a "best fit" basis.
- b. Performance Level Definitions are as follows:

#### **TNR (Too New to Rate)**

Employee has not had sufficient time in the job to rate performance accurately. If this is the case, then do not assign a performance rating, but do comment on progress to date.

#### **Level 1 - Below Expected Performance (BEP)**

Performance **DOES NOT MEET** expectations and/ or is **UNACCEPTABLE** and/or **INCONSISTENT**. **IMPROVEMENT** is **REQUIRED** in what the employee achieves and/or how objectives are achieved. More than normal supervision is required.

**Level 2 - Quality Performance (QP)**

Performance is consistent and **MEETS MOST OR ALL EXPECTATIONS**, for what is achieved and how it is achieved. Activities are carried out **EFFECTIVELY IN AN ORDERLY MANNER** with a normal amount of supervision. Occasionally accomplished more than was expected.

**Level 3 - Superior Performance (SP)**

Performance consistently **EXCEEDS MOST OR ALL EXPECTATIONS** and displays a **HIGH LEVEL OF COMPETENCE** in **VIRTUALLY ALL** achievements and how they are achieved. Minimum supervision is required. Consistently makes an observable and measurable contribution to Parkland County.

- c. Where a supervisor is recommending a Level 3 overall evaluation of performance, the General Manager and County Commissioner must be notified and approve the rating prior to any discussions with the employee.
- d. Where a supervisor is recommending a Level 1 overall evaluation of performance, the General Manager must be notified prior to any discussions with the employee.

**5. Appeals**

- a. Any employee whose performance is rated at Level 1 overall, shall have the right to appeal the rating, in writing, to the County Commissioner within fifteen (15) days of receipt of the appraisal. Any employee who is considering an appeal shall discuss their concerns with the supervisory level one up from their immediate supervisor before filing an appeal.
- b. The County Commissioner shall, within thirty (30) days of receipt of an appeal, discuss the appraisal with the employee, and the supervisor, and render a decision in writing to the employee.
- c. The decision of the County Commissioner is final and no further appeals shall be available to an employee.

**6. Salary Adjustment**

Employees on the Management/Professional/Administrative and Technical Support Grids will receive a one step move for an overall rating of two (2) – Quality Performance.