

THESE DOCUMENTS ARE PROVIDED AS A GUIDE. PLEASE MODIFY THEM TO SUIT YOUR MUNICIPALITY’S REQUIREMENTS.

SAMPLE DOCUMENTS FOR THE ANNUAL PERFORMANCE EVALUATION SCHEDULE

Many respondents to CAMA’s 2014 survey on the current state of performance management in Canada submitted sample forms and templates used for performance evaluation purposes. The following are exemplary examples of best practices used throughout municipalities in Canada.

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1 City of Grande Prairie City Manager Performance Review Process Policy No. 120-1

Performance Review Timelines:

The City Manager Performance Review is scheduled in September of each year. All components of the review, including any salary adjustment will be completed by September 30.



This means that:

In an election year, the outgoing City Council evaluates the City Manager’s performance over the prior year before the new Council is elected.

The City Manager will already have performance goals/key objectives in place to share with a newly elected City Council in the first year of their term.

The new City Council may use the mid-point evaluation as a way to fine-tune the performance goals/key objectives of the City Manager. Alternately, City Council’s quarterly strategic priorities meeting could be used for this purpose.

The first time the new City Council evaluates the City Manager is one year after it has been elected.

City Manager Review Process:

Step 1: Objectives and Goal Setting

The purpose of this step is for the City Manager and Council to jointly decide on any personal development goals and establish key performance objectives that are tied to the annual performance review feedback. These objectives should be established within the overall context of the Strategic Plan for The City.

Goals are established based on annual performance review feedback, City priorities, initiatives and direction for the coming year.

Step 2: Mid – Year Check In (optional)

Council and the City Manager meet to discuss progress on the achievement of key objectives and determine if there are any impediments to success or if objectives need to change as a result of a shift in strategic direction or priority. City Council could also complete periodic review of City Manager progress on key objectives through the quarterly strategic objectives meetings.

Step 3: Annual Performance Review (see detailed schedule below for more details)

City Manager

City Manager prepares a self-assessment of goals, key performance objectives and accomplishments for the year as well as gathers data from community surveys/feedback and employee surveys/feedback that reflect the satisfaction and well-being of our community and our workforce and provides it to the Mayor.

Mayor/Council

Each City Council member completes the City Manager Performance Review form individually and forwards it to the Mayor. The Mayor then collates all feedback into a summary document.

Human Resources

Human Resources prepares and administers confidential surveys of the Corporate Leadership Team and any other members of the City’s workforce identified for each annual performance review. If a 360 tool is to be used in the Performance Review, HR sources and organizes it. Results of these surveys and the 360 (if used) are provided to the Mayor.

Pre-Performance Review Meeting

The Mayor collates all information gathered from the City Manager, Council and HR and holds a formal meeting with Council to discuss the results of the review and the level of success in achieving the key objectives. Council feedback is documented for provision to the City Manager. Council also determines any salary adjustment (merit increase) based on overall performance.

Performance Review Meeting

The Mayor meets with the City Manager to provide formal, documented feedback as gathered above and to communicate Council’s compensation adjustment decision.

Step 4: Cycle repeats with Step 1.

Detailed Annual Performance Review Schedule

DELIVERABLE	WHO	DUE DATE
Send reminder of City Manager review timelines to Mayor	HR	July 15
Meet with Mayor to discuss components of evaluation, i.e., 360 feedback, survey of direct reports, etc.	HR	July 25
Develop and send out surveys for direct reports and/or others	HR	August 1
Source and implement a 360 process/tool for City Manager(if being used)	HR	August 1
Advise City Manager to complete self-assessment	Mayor	August 1
Advise Council members to complete performance review document for City manager	Mayor	August 1

Complete performance review document for the City Manager, each Council member individually and submit to Mayor	Council Members	August 15
Complete self-assessment of goals, key performance objectives and accomplishments, plus gather data from employee or community surveys or feedback	City Manager	August 15
Collate and summarize Council feedback; collate all other information gathered and send to Council for review	Mayor	August 20
Meet to discuss City Manager review and provide overall feedback; decide on salary adjustment	Mayor and Council	September 1
Summarize all feedback from Council into City Manager performance review document	Mayor	September 10
Meet with City Manager to deliver feedback and advise of salary adjustment	Mayor	September 15
Advise HR to process salary adjustment for the City Manager.	Mayor	September 15
Process salary adjustment for City Manager, retroactive to CM anniversary date	HR	September 20
Develop key performance objectives for coming year	City Manager	September 20
Share and discuss key performance objectives for coming year with Council; finalize	City Manager, Mayor and Council	September 30
Mid-year check in (if used) or <i>quarterly review with Council at Strategic Priority Chart review.</i>	City Manager, Mayor and Council	March 30 (Dec, Mar, June)

Supporting Documents

- Annual Goal Setting
- Mid-Year Check-In
- City Manager Self-Assessment Tool
- Annual Performance Review

2 Sample Performance Reviews

2.1 City of Grande Prairie CAO Performance Review Template

Section 1: Annual Goal Setting

(To Be Completed by City Manager & Council)

Performance Objectives

Objective 1:

End of Year Comments (City Manager)

End of Year Comments (City Council)

Objective 2:

End of Year Comments (City Manager)

End of Year Comments (City Council)

Objective 3:

End of Year Comments (City Manager)

End of Year Comments (City Council)

Objective 4:

End of Year Comments (City Manager)

End of Year Comments (City Council)

Objective 5:

End of Year Comments (City Manager)

End of Year Comments (City Council)

Objective 6:

End of Year Comments (City Manager)

End of Year Comments (City Council)

Objective 7:

End of Year Comments (City Manager)

End of Year Comments (City Council)

Summary Ratings

Exceeded all Objectives	Met ALL <i>and</i> Exceeded Most Objectives	Met All Objectives	Met Some Objectives	Did Not Meet Objectives

Mid-Year Check-In

(Optional)

Performance Objective Comments

For example, any changes to objectives.

Objectives 1-7:

Mid-Year Comments (City Manager)

Mid-Year Comments (City Council)

Section 2: Annual Performance Review

(To Be Completed by Members of Council)

Detailed Performance Assessment

Instructions

In this section, provide concrete examples of situations where expectations were met or exceeded or where improvement is needed. Such examples are the foundation for reinforcing good performance or helping to make improvements. The bullet points under each heading are not intended to be all-inclusive. They are only examples to guide the review process.

Where improvement is required, there should be details and examples in the comments section, and where performance has been exceptional, this should also be acknowledged with comments and specific examples.

Definitions:

Rating	Description
Exceeds Expectations	Substantially and consistently exceeds established standards and expectations. Constantly makes an observable and measureable contribution to the City. Would be very difficult to improve on the employee’s performance.
Frequently Exceeds Expectations	More than “doing a good job”; fully engaged in performance and achievement of standards and expectations. Displays a high level of competence and superior performance above standards and expectations.
Meets Expectations	Most people meet expectations most of the time. This implies that they are performing as expected for their role(s), level of skill, and experience. Employee is competent and qualified in the position.
Below Expectations	Performance sometimes meets established standards and expectations, but not on a consistent basis; or some skills meet expectations but others need some improvement (rating may be reasonable at a probationary review). Plans should be outlined (see below) to help the individual improve the consistency of their performance or sharpen specific skills.
Needs Significant Improvement	Performance is consistently below established standards and expectations. Frequent and ongoing direction is required. Specific plans, with targets and timelines, should be outlined in the Career Development Performance Improvement Plan to help the individual improve.

1. Interpersonal Effectiveness

Communication & Interaction

- Demonstrates the ability to listen and respond in a manner that ensures effective interactions and facilitates understanding.
- Encourages full expression of ideas, opinions and concerns
- Able to deliver difficult messages effectively and diffuse high tension situations with skill.
- Builds trust through presenting ideas clearly and effectively listening to others, even when not in agreement.
- Able to effectively engage the media when call upon to do so.

Teamwork & Co-operation:

- Effectively gains the trust and support of others and skillfully negotiates win/win outcomes.
- Respects team decisions while having the ability to challenge others on the team to “think outside the box”.
- Demonstrates the ability to harmonize and foster appreciation of different thinking, working and problem solving styles.
- Identifies and fosters strategic alliances and partnerships.

Influencing Others

- Effectively communicates organizational strategies so they are well understood and staff is motivated and engaged in achieving them.

- Ability to positively influence others through communication and interaction skills and to effectively get ideas and information across to others.
- Provides visible and effective support and leadership of corporate initiatives.

Comments/Examples

Expectation Rating	Exceeds All	Frequently Exceeds all	Meets All Expectations	Below Expectations	Needs Significant Improvement
Communication					
Teamwork And Cooperation					
Influencing Others					

2. Knowledgeable

Business & Political Acumen:

- Understands the key business priorities of the organization
- Provides sound, unbiased advice, recommendations and guidance to the Mayor and Council on the full range of municipal activities and in accordance with the MGA.
- Establishes an interactive and integrated strategic planning process with all stakeholders, based on accurate readings of the environment, customer wants and needs.
- Able to assess results, predict problems and roadblocks, adjust schedules, tasks, people and priorities appropriately.
- Able to build and act on customer/community needs, problems, opportunities and possibilities.
- Creates a customer focused culture, ensuring business strategy is linked to creating value for customers
- Maintains trust and confidence of elected officials and the public.
- Anticipates the possible impacts of decisions in the political context.

Conceptual & Analytical Thinking:

- Demonstrates the ability to gather needed information, assesses results and forecast needed resources.
- Cuts through complexities to identify critical issues.

Decision Making:

Analyses all factors involved to reach a sound conclusion

Helps team members evaluate alternatives to reach a realistic solution

Makes sound recommendations

Comments/Examples

Expectation Rating	Exceeds All	Frequently Exceeds all	Meets All Expectations	Below Expectations	Needs Significant Improvement
Business & Political Acumen					

Conceptual & Analytical Thinking					
Decision Making					

3. Performance Oriented

Achievement/Goal Oriented:

- Correctly scopes out length and difficulty of projects/work, sets goals and objectives accordingly and attends to a broad range of activities at the same time.
- Demonstrates the ability to create plans/programs that support the City’s corporate vision.
- Produces high quality results
- Delivers on commitments

Personal Effectiveness:

- Knows what needs to be done by oneself and when to seek help or resources from others
- Demonstrates ability to trust others to perform by delegating both routine and non-routine work and decisions.
- Shares both accountability and responsibility with others.
- Maintains a high degree of personal integrity and commitment.

Flexibility:

- Analyses organization issues and challenges to be addressed by changes and incorporates new requirements into role.
- Looks for creative solutions that support a culture of continuous improvement and innovation.
- Maintains an open mind to new and different ways of thinking and working
- Appreciates different and opposing views
- Maintains composure and a positive attitude when under stress and pressure
- Comments/Examples

Expectation Rating	Exceeds All	Frequently Exceeds all	Meets All Expectations	Below Expectations	Needs Significant Improvement
Achievement/Goal Oriented					
Personal Effectiveness					
Flexibility					

4. Engaged

Committed to Organizational Goals:

- Aligns behaviour with corporate values, principles, and goals
- Makes choices and sets priorities in alignment with the strategic direction of The City.
- Demonstrates initiative when a problem exists and offers solutions.

Leadership

- Creates and nurtures a culture that attracts, retains and motivates talented people who achieve results though support and collaborative expertise.
- Ability to develop a collective vision amongst employees.
- Fosters an environment of empowerment at all levels in the organization

- Viewed as a change leader; identifies and successfully pursues opportunities that add value
- Challenges others to achieve beyond their expectations and values the contributions of others.
- Able to clearly communicate the strategy of a change process and to create plans, structures and resources to support the change initiative.
- Provides quality feedback and coaching on a regular and timely basis
- Demonstrates and takes a leadership role to ensure the health, wellness and safety of the work environment
- Comments/Examples

Expectation Rating	Exceeds All	Frequently Exceeds all	Meets All Expectations	Below Expectations	Needs Significant Improvement
Committed to Organizational Goals					
Leadership					

5. Overall Performance of the City – “Triple” Bottom Line

Internal Indicators:

- Prudent and strategic financial plans and decisions are demonstrated.
- Proactive method in dealing with changes and growth within the City.
- Successful coordination and assistance in communicating Council priorities to the organization.
- Meeting or exceeding established budget targets.
- Demonstrable progress on Council’s Strategic Priorities

External Indicators

- Public input is proactively gathered on the performance of the City.
- The “development community” views the City as a good place to do business.
- Supports & encourages initiatives that improve the real and perceived safety of the community
- Public concerns are addressed appropriately and in a timely manner.
- Demonstrates collaborative & positive relationships with other municipalities on a provincial scope.
- Leadership and active participation in support of regional initiatives and programs.

Expectation Rating	Exceeds All	Frequently Exceeds all	Meets All Expectations	Below Expectations	Needs Significant Improvement
Internal Indicators					
External Indicators					

Key Areas of Strength

Comments

Key Areas for Development

Comments

Section 3: General Comments & Year End Sign-Off

General Comments

City Manager



City Council

Sign-Off: Annual Performance Review:

City Manager

Date:

For City Council

Date:

2.2 City of Mississauga Performance Evaluation for SENIOR MANAGEMENT - 2015



Employee Name

Employee ID

Position Title

**Performance
Year**

Select:

Agreement

Self-Assessment

Mid-Year

Year-End

X

PERFORMANCE ZONE DEFINITIONS

Exceeds:

This category is used for employees who exceed the requirements and standards set for the job. They consistently demonstrate initiative and ingenuity, exceptional quality and service. Employees are self-motivated and self-directed, continually seeking opportunities to improve job performance and to coach/ assist others. For employees who are still developing, their performance clearly exceeds expectations for someone of their experience level.

**Fully
Satisfactory:**

This category is used for experienced employees who consistently meet the requirements of the job, or for developing employees who are progressing at a fully satisfactory pace in becoming proficient in the job. Day to day performance is solid, reliable and dependable. Appropriate action is consistently taken to respond to work demands.

**Generally
Satisfactory/**

**Some
Improvement
Needed:**

This category is used for employees who need to demonstrate some improvement in order to satisfy the full requirements of the job. While much of the work is up to standard, there are a few areas where improvement is required. For employees who are still developing, this category indicates that progress is somewhat slower than expected for someone of their experience level.

Unsatisfactory:

This category is used on an exceptional basis for employees who are clearly not demonstrating the minimum standards expected of their work. They are not responding to efforts to improve their performance and their attitude clearly indicates lack of interest in doing so.

SETTING SMART OBJECTIVES CRITERIA:

Applies to both setting Key Results (Part II) as well as for setting Development Planning (Part III)

Performance Starts with SMART Objectives

- Specific • What is the precise outcome or result to be accomplished?
- Measurable • How much, how many, how well?
- Attainable • Challenging, yet realistic, maximizing application of knowledge and skill?
- Relevant • Within the employee’s control and high priority?
- Time-Bound • Is there a specific target date or time frame set for achievement?

PART I – LEADERSHIP COMPETENCIES

EVALUATING THE PERSON AGAINST LEADERSHIP COMPETENCIES

Leadership Competencies - 1 Expected Standards of Performance

1 - Applies Strategic Agility:

Maintains an awareness of internal and external trends (political, intergovernmental and community of interest) and applies this knowledge to support the long-term vision and success to the City.

Basis of Evaluation:

-Ensure they are politically savvy and are organization-wide thinkers

- Develops processes to monitor and assess the potential implications of emerging internal and external trends
- Proactively identifies key community issues, anticipates impacts and develops strategies to address them
- Leads in creating and refining the strategic direction of the organization
- Uses flexibility to refine and adapt strategic

-Need to remain current, be sensitive to and anticipate future trends

direction/priorities/tactics as change occurs

-Ensure they are nimble and readily capitalize on opportunities

- Communicates the strategic direction and priorities of the organization in a clear and compelling manner

-Leader must be clearly linking organization strategies to departmental, team and individual contributions

PERFORMANCE ZONES (See Scoring Guidelines)

Exceeds	Fully Satisfactory	Generally Satisfactory/Some Improvement Needed	Unsatisfactory	WEIGHTING 50%
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1 - Comments (if required), or examples provided for other than “Fully Satisfactory” rating:

EMPLOYEE COMMENT:

Leadership Competencies - 2	Expected Standards of Performance
<p>2 - Demonstrates Business Acumen:</p> <p>Enhances performance and builds public trust by understanding the impact of decisions, issues and outcomes to the City’s business needs and strategic priorities</p> <p><u>Basis of Evaluation</u></p> <p>-Applies financial and business planning discipline</p> <p>-Uses fact based business cases which balance</p>	<ul style="list-style-type: none"> • Models business planning discipline and financial rigour • Fosters the creation and use of fact-based business cases • Makes timely decisions that balance risks and benefits of a range of potential solutions • Links business decisions with the strategic direction and long-term sustainability of the organization • Assesses and effectively manages the financial and operational risks for the organization

- intuition of what will drive results
- Empowers and supports decision makers
- Leverages an understanding of interpersonal dynamics to influence business results

PERFORMANCE ZONES (See Scoring Guidelines)

Exceeds	Fully Satisfactory	Generally Satisfactory/Some Improvement Needed	Unsatisfactory	WEIGHTING 50%
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2 - Comments (if required), or examples provided for other than “Fully Satisfactory” rating:

EMPLOYEE COMMENT:

Leadership Competencies - 3	Expected Standards of Performance
<p>3 - Communicates & Builds Relationships:</p> <p>Proactively builds and maintains professional relationships, networks and/or contacts (internally and externally) and effectively works and communicates across the organization.</p> <p><u>Basis of Evaluation</u></p> <ul style="list-style-type: none"> -Seeks to proactively establish and manage stakeholder relationships -Provides clear, timely and transparent communication -Has demonstrated support of cross-departmental collaboration and removes barriers -Has established and maintained effective business networks 	<ul style="list-style-type: none"> • Communicates complex ideas in a persuasive and compelling manner • Demonstrates an organization-wide prospective on business issues • Proactively works to eliminate barriers between departments • Champions and facilitates cross-departmental integration and develops partnerships to promote collaboration • Maintains a robust network of mutually beneficial professional contacts • Capitalizes on opportunities to enhance stakeholder relations • Facilitates the discussion of the Employee Engagement Survey results • Implements identified action items

-Champion the action planning process of the Employee Engagement Survey results

-Raises awareness about the importance of consistent attendance through the application of the attendance management and support program

-Makes every reasonable effort to manage the short-term and long-term accommodate process

resulting from the Employee Engagement Survey results

- Manages attendance issues by counselling employees and taking suitable steps to address employee attendance opportunities
- Manages short-term and long-term accommodation by taking suitable steps to address employee return to work opportunities proactively

PERFORMANCE ZONES (See Scoring Guidelines)

Exceeds	Fully Satisfactory	Generally Satisfactory/Some Improvement Needed	Unsatisfactory	WEIGHTING 50%
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3 - Comments (if required), or examples provided for other than “Fully Satisfactory” rating:

EMPLOYEE COMMENT:

Leadership Competencies - 4

Expected Standards of Performance

4 - Develops Culture & People:

Demonstrates alignment with City values and genuinely fosters the long-term learning and development of others.

Basis of Evaluation

-Lives the corporate values (Trust, Quality and

Excellence)

-Build alignment and engagement among

- Influences others by promoting and modeling the importance of City values (TQE)
- Motivates others by communicating a clear sense of purpose
- Develops leaders through regular coaching, career planning and proactive performance management
- Creates effective leadership teams and supports an open exchange of ideas
- Delegates appropriate levels of

- employees and teams
- Sustains a respectful workplace
- Attracts, retains and develops a talented and diverse labour pool
- Demonstrates active support for the development of individuals identified through the ExLT Succession Program
- authority and empowers others
- Fosters employee engagement and takes time to recognize successes
- Appreciates the impact of cross-cultural and generational differences

PERFORMANCE ZONES (See Scoring Guidelines)				
Exceeds	Fully Satisfactory	Generally Satisfactory/Some Improvement Needed	Unsatisfactory	WEIGHTING 50%

4 - Comments (if required), or examples provided for other than “Fully Satisfactory” rating:

EMPLOYEE COMMENT:

Leadership Competencies - 5	Expected Standards of Performance
<p>5 - Drives Innovative Change:</p> <p>Develops an environment, which embraces change, encourages acceptance and guides others to proactively, effectively and efficiently move through transition.</p> <p><u>Basis of Evaluation</u></p> <p>-Anticipates and leads change</p>	<ul style="list-style-type: none"> • Introduces and champions the rationale for change • Anticipates the effects of change and develops plans to manage impacts • Proactively leads change processes • Fosters innovation and demonstrates a willingness to take calculated risks and learn

-Is open to innovation and manages the change

Processes

-Takes calculated risks

from mistakes

- Monitors organizational progress and adjusts change processes accordingly
- Coaches leaders on how to support people through change
- Drives continuous improvement to ensure organizational practices support the strategic priorities

PERFORMANCE ZONES (See Scoring Guidelines)

Exceeds	Fully Satisfactory	Generally Satisfactory/Some Improvement Needed	Unsatisfactory	WEIGHTING 50%
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5 - Comments (if required), or examples provided for other than “Fully Satisfactory” rating:

EMPLOYEE COMMENT:

Leadership Competencies - 6

Expected Standards of Performance

6 - Accountable For Results:

Takes ownership of responsibilities and produces results through the timely implementation and evaluation of programs and policies.

Basis of Evaluation

- Makes effective decisions
- Creates a sense of urgency
- Holds themselves and others accountable
- Drives continuous improvement

- Sets clear and focused organizational and departmental objectives and plans
- Links organizational plans to strategic priorities and articulates specific expectations and benefits
- Demonstrates a strong sense of initiative in pursuing organizational objectives
- Champions effective resource management to deliver quality results
- Drives accountability by establishing performance measurement against objectives
- Proactively addresses

performance issues and drives solutions to improve outcomes

Implements business plan as approved by Council

PERFORMANCE ZONES (See Scoring Guidelines)

Exceeds	Fully Satisfactory	Generally Satisfactory/Some Improvement Needed	Unsatisfactory	WEIGHTING 50%
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6 - Comments (if required), or examples provided for other than “Fully Satisfactory” rating:

EMPLOYEE COMMENT: