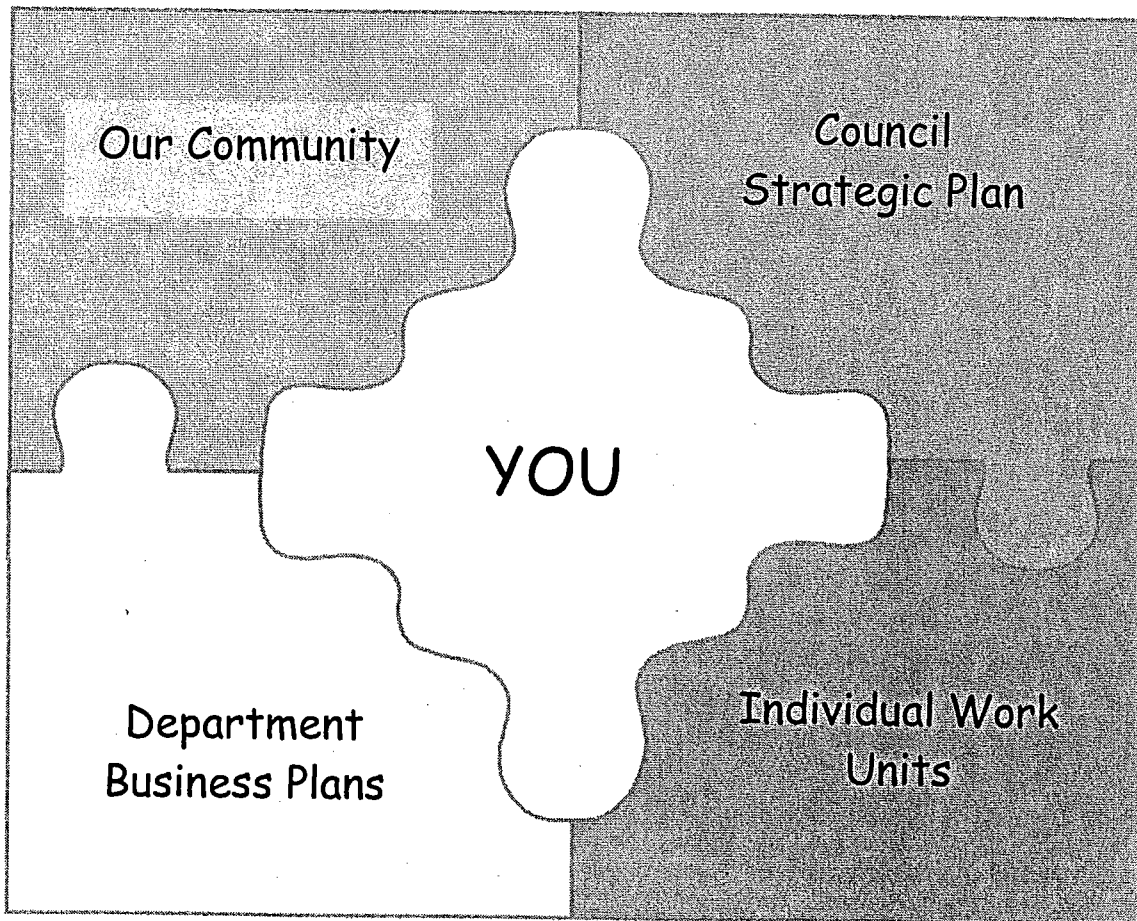




EMPLOYEE PERFORMANCE REVIEW AND PLANNING PROCESS

HANDBOOK



Index

City of Grande Prairie Vision, Mission & Guiding Beliefs	3
Introduction - Employee Performance Review & Planning Process	4
The "BIG" Picture	
The Corporate Planning Process	
Where do I fit in?	
Who Benefits?	
The Expectations	
Communication is Key	
Important Note	
What is an Employee Performance Plan?	7
The Process	
CLARIFY	
PLAN	
Why set goals and what are they?	
Individual or Group Goals?	
COACH	
EVALUATE	
The Annual Performance Review Meeting	11
Many Tools	
Our Tool	
A Suggestion	
Do's & Don'ts	
Tips for the Annual Performance Review	
Training	13
Initial Implementation	
Subsequent Training	
Annual Training Sessions	
Workgroup Presentations	
Additional Training	
Summary	14
Tools in the Tool Kit	15
Appendices	
Other Tools & Information	
Questions - Who Can Help?	

The City of Grande Prairie

Vision

Our quality of life will be envied throughout Western Canada - a magnet to continued growth and prosperity. Grande Prairie is the *indisputable and leading regional service centre* and hub for North Western Alberta and the North - for trade, transportation, health, emergency services, education and culture. Together, we will have created a *model northern city* - colourful, clean and beautiful in all seasons. Community initiative and mature partnerships among preventative and emergency services will have earned our reputation as a *safe city*. And *CyberCity* will have positioned Grande Prairie firmly on the information highway.

Mission

Helping make Grande Prairie the Greatest Place to Be by providing, supporting or facilitating municipal services that meet community needs and enhance quality of life for all.

Guiding Beliefs

SERVICE/CARING

- ❖ Creating an environment where customers receive consideration
- ❖ Being sincere and showing respect

INTEGRITY

- ❖ "walking the talk" and keeping promises
- ❖ being honest
- ❖ accountability for our actions

FUN

- ❖ genuine enjoyment of work

COOPERATION

- ❖ respecting others views and ideas
- ❖ encouraging and providing opportunities for, personal growth and development
- ❖ effectively communicating
- ❖ being helpful to one another
- ❖ supporting employees and their families

FLEXIBILITY

- ❖ being able to adjust
- ❖ acknowledging when wrong and supporting our fellow employees
- ❖ using our common sense.

Introduction

Imagine this:

*You're four minutes into the second half of the championship basketball game. The clock works, but due to a computer glitch, the digits representing the score are meaningless. The numbers are there, but they bear no resemblance to the actual score. You have an idea the game's close, but you don't know for sure. Worst of all, you don't know if you're winning or losing. **

While the scenario outlined above describes a nerve-racking basketball game, it could very easily be transferred to a "work" situation where there are no formal feedback mechanisms in place and where people really don't have an idea of where they are in relation to the scoreboard. Everyone appears to be busy, but without an idea of where they fit in the "big picture", it is difficult to know if they are being effective, or if they are even making the right plays.

The Employee Performance Review & Planning Process was designed to help employees and supervisors overcome this exact situation. It is vital that all employees know which game they are in, what the score is, why it matters and how to improve their individual and team skills so that they are successful in attaining not only the organization's goals, but their own goals as well.

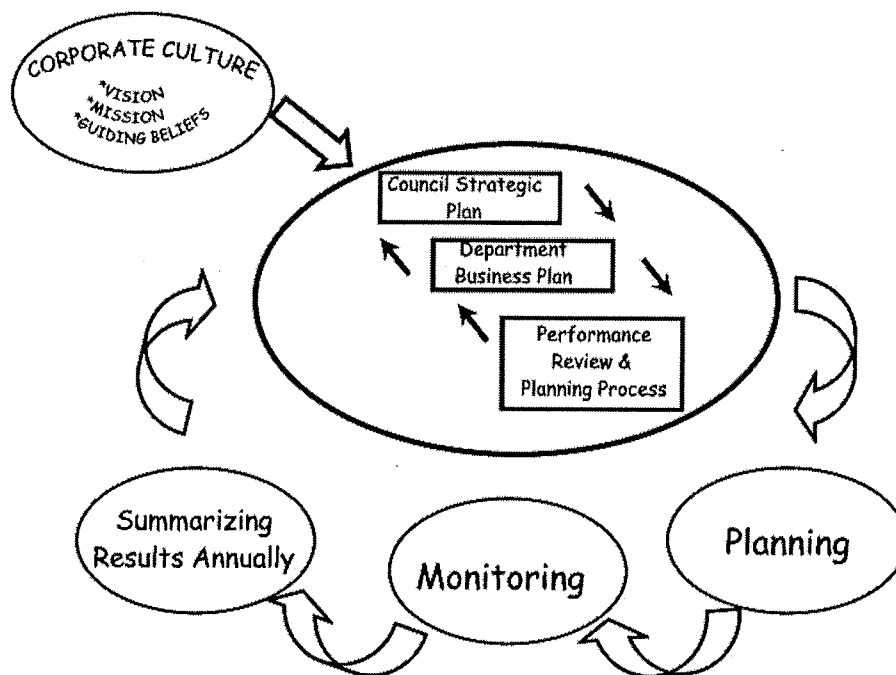
**(taken from "Performance Evaluations - More than Filling Out a Form", September 1999 Issue, Fresh Milk - The Contented Cow Newsletter Feature Articles)*

The "BIG" Picture

Grande Prairie City Council's Strategic Plan describes our overall vision, mission, guiding beliefs and focus areas. Department Business Plans tie into this overall strategic plan by identifying the department's role in it as well as the actions/resources required to accomplish it.

Several of the City's Guiding Beliefs emphasize the importance of having employees understand what is expected of them. We also involve our employees in reviewing the work that they are doing because we want everyone to be successful in their work. When employees understand what is expected of them, have the opportunity to discuss how they are doing, talk about issues throughout the year, and receive formal feedback at the end of the year, their chances of success are very high. Good communication is very important to high morale and quality work.

The Corporate Planning Process



Where Do I Fit In?

Everyone has an important role to play to ensure that the overall strategic plan set by City Council is accomplished so that we can fulfil our mandate of "making Grande Prairie the Greatest Place to Be". Our work matters to the citizens of Grande Prairie and by positively contributing to the community we call home, we all make a difference.

The Employee Performance Review & Planning Process is designed to work for all employees, especially those in the front lines of our organization. While employees may not be able to control all aspects of their work, it is important for them to know what is expected of them and receive feedback so they know how they are doing in their job. This process also provides an opportunity to formally document and discuss any career development plans employees have.

Who Benefits?

The simple answer is EVERYONE! It is hoped that employment with the City of Grande Prairie is one of mutual benefit - the organization thrives because employees are committed to doing the best job that they can. Employees benefit by broadening their skills so that they can do a better (or faster!) job or be prepared for other challenges that the City of Grande Prairie may have to offer.

The Expectations

All employees are entitled to have a performance plan in place and have regular performance reviews. Supervisors need to ensure that a plan is set as early as two/three months into an employee's employment with the City of Grande Prairie and thereafter flexible time periods apply with a maximum performance review period of one year. A performance review is also required prior to completion of the probation period. Once the Performance Review has taken place, follow-up items should be discussed and a reasonable timeframe set for completion. It is not appropriate to leave things for months or even weeks.

Communication is Key

Whenever there is more than one person involved in accomplishing any task, there must be clear, consistent, and ongoing communication to ensure that all parties involved know what is happening, whether they are on track or whether there are changes that need to be made. EVERYONE must commit to this communication process - the employees, the team leaders, and the supervisors - in order for it to work. The right time to start is NOW!

Important Note

The Employee Performance Review & Planning Process is **not to be used as a disciplinary process**. The key to progressive discipline is timeliness of its application, so it is important for issues to be discussed as they arise and not "saved up" for the annual Performance Review. In fact, the annual Performance Review should hold no surprises for the employee or the supervisor, as long as regular communication has occurred throughout the year. Disciplinary action that has been taken during the year can be mentioned as part of the annual review summary, especially if the employee did not meet expectations because of the incidents(s) causing discipline, but this is not to be the focus of the meeting.

What is an Employee Performance Plan?

An Employee Performance Plan (EPP) is a results-orientated plan, which documents an individual employee's goals, objectives, and action plans associated with:

- The main duties of the position
- Assessment of the core criteria,
- Developmental needs of the individual, and
- Appropriate prioritised items from the corporate and department strategic plans.

The purpose of the EPP is to clarify expectations and focus individual activities to achieve specific results. The process results in a documented plan developed by an employee and supervisor, which clearly identifies the expected results, as well as the behaviours and skills the individual is expected to demonstrate.

All employees are entitled to have a Performance Plan in place within two/three months of starting their job and the supervisor is responsible for ensuring this happens. After the first cycle, flexible time periods apply with a maximum review period of one year.

The Process

Both the employee and the supervisor need to work in partnership for this process to work. At first, the supervisor needs to assist with the initial Performance Plan and conduct the first Performance Review. Thereafter, either the supervisor or the employee can initiate this annual process. It is not important how it starts, but it is important that it be done on a regular basis and maintained annually - remember the scoreboard that didn't work in the introduction?

Developing an Employee Performance Plan (EPP) is a negotiation process between the people who are responsible for accomplishing the goal and those who would like to see the goal achieved. Successful performance plans can be developed through the use of the following process:

- Clarify: Identify result areas and the expected end result.
- Plan: Write goals, objectives, action plans to develop a written Employee Performance Plan.
- Coach: Schedule periodic meetings to review the plan and implement changes (additions, deletions, revisions) as necessary.
- Evaluate: Finalize documentation of results. Compare actual results with planned results. Identify high recognition areas; determine evaluation category; document overall evaluation and identify individual developmental needs for the next period.

A Closer Look at the Process

1. CLARIFY

The employee and the supervisor separately review the following, noting areas to be considered when developing the priorities for inclusion in the EPP.

- Job outline
- Departmental strategic plan
- Corporate focus areas and goals
- Desired or necessary personal development
- Desired or necessary behavioural items
- Review of the corporate guiding beliefs and any areas where functioning in accordance with the corporate guiding beliefs needs a specific focus by the individual

The employee and the supervisor separately complete the "Employee Performance Plan Worksheet" (Appendix A). This will assist in ensuring that a wide variety of thought and preparation takes place prior to the first employee/supervisor meeting. The following questions may be helpful in looking deeper into the job.

- Basic responsibilities - What has to be done?
- Performance characteristics - What is needed to get it done?
- Results measurement - How do we know when it is done?
- Special responsibilities - What special projects are possible?

When the worksheets are completed, a meeting is arranged between the supervisor and employee. They discuss the content of each of their worksheets. Result areas are then selected for goal/objective/action planning through this mutual discussion.

Several result areas may be the same from one performance plan to another, unless the job changes substantially, there is a higher priority item or there is a new planned direction.

REMEMBER, the purpose of this *clarification* step in the process is solely to uncover employee preferences and desires for the future and balance them with organization goals.

2. PLAN

For an Employee Performance Plan to be meaningful it must be personally focused, results based, and in harmony with the goals of the department. It works best if the plan is a WIN-WIN between the employee and the organization, with each being committed to the success of the other.

Why set goals and what are they?

Goals, objectives, and action plans provide a "game plan" for the employee so that they can achieve an agreed upon result within a specific time frame. This "game plan" may be developed on an individual or work group basis, with the supervisor then meeting with each individual to complete a developmental plan and any additional work related items.

The advantages gained by effective goal setting are:

- Direction is established for on-going activities
- Expected results are identified
- There is a clear understanding of what is expected
- Performance levels are heightened by defining results to be achieved
- Procrastination is reduced
- Employee ownership for results is increased
- Communication is enhanced
- The focus is on "important rather than "urgent" day-to-day items

A *developmental goal* includes identification of specific skills needing development or the process to be used to enhance certain skills. Developmental items could include skills needed for establishing or enhancing relationships with others, communication, listening, problem solving, work planning and leadership.

The attention on result areas is intended to encourage an employee to focus on results and on more effective ways of achieving these. Some examples are service delivery, customer service, quality, quantity, personal development, budget control, project management and work planning.

Once the result areas are determined, the employee and the supervisor discuss and agree on those to be included in the EPP. Discussion must continue until agreement is reached. This is a give and take process, which requires effective listening skills. Everyone does not see or hear everything in exactly the same way. Deliberate communication enhances the chance that everyone involved will understand the content of the EPP.

Any goals set should be **SMART** Goals - that is, they need to be **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-Bound. If it is a meaningful goal for the employee and the organization, then there needs to be some way to determine whether it has been accomplished and how well it has been accomplished. Giving a goal the **SMART** test will ensure that this happens.

Finally, the employee and the supervisor discuss and document what the expected end result is to be for each of the result areas to be included in the EPP.

IMPORTANT NOTE: A goal/objective/action plan can be developed at any time during the performance period if something emerges that is important to work on and, therefore, document in this way. Special projects that evolve part way through a performance period are an example.

Individual or Group Goals?

Depending on the similarity of work, a work group may decide to set group goals. This can be done effectively using the same process except that any items on the worksheet that pertain specifically to the individual employee are discussed in a one-on-one meeting with the supervisor. This can occur prior to the establishment of group goals or after the group has already established their goals.

3. COACH

The EPP forms the framework for reviewing and discussing performance throughout the performance period. The plan may require revision and either the individual or supervisor may initiate this. It does not have to wait for a progress meeting. Periodic progress meetings to share information and provide informal feedback (i.e., quarterly, semi-annually) are recommended during the annual performance period.

4. EVALUATE

Each objective is reviewed and evaluated by the employee under the following categories:

- Exceeds expectations
- Meets expectations
- Performance was below results agreed to. (needs improvement) Document specifics or explanations.

As each objective/action step is completed, the employee documents the results. When the result is achieved, the employee prepares their evaluation on that item, and meets with the supervisor to review the results and obtain the supervisor's signature. This can be completed as each goal is achieved, or at the end of the performance period.

When an objective is not achieved due to external factors, it is the employee's responsibility to identify these factors and the corrective actions that would be taken if the problem arose again. In situations when expectations are not met, corrective actions are agreed upon. If objectives or action plans are not suitable they are modified by mutual agreement or carried over into the next performance plan.

THE ANNUAL PERFORMANCE REVIEW MEETING

The Annual Performance Review is more than just filling out a form. Instead, it is a formal discussion near the end of the year that summarizes how well the employee has done over the performance period. It is not a one-sided process but a two-way discussion about what went well, what needs to be carried over to the next year and areas for enhanced learning and improvement for the coming year. If communication has been ongoing throughout the year, there shouldn't be any surprises.

Many Tools

To accomplish this end, there are a variety of tools/forms that can be used to record the progress of the employee and provide some meaningful feedback about their performance. It is not so important which tool/form is used as long as the evaluation items are known in advance, that they relate to the City of Grande Prairie's Guiding Beliefs, that they discuss areas for training/development and provide for the development of Employee Goals.

Our Tool

For work groups and supervisors who currently have no "tool" in place to deal effectively with the Annual Performance Review, a standard form has been developed. (See City of Grande Prairie Employee Performance Review - Appendix B). This form can also be modified to tailor it to the work area. The important thing is that it is known in advance and done consistently so that no one is playing without a scoreboard.

In addition to the Employee Performance Review form, instructions for filling it out have also been developed (Appendix C).

At the end of the Annual Performance Review, employees and supervisors should discuss any goals for the upcoming period and document them on the Employee Performance Plan (Appendix D). Goals can be developed around any item that needs improvement, around special projects the employee may be involved in for the upcoming period, for any training that the employee needs to obtain to keep up with changes in the workplace or for career advancement.

A Suggestion

This entire handbook, along with the Employee Performance Review form and instructions for completion will be available online. In order to make it accessible in hard-copy to all work areas, it would be a good idea to create a binder in each area that includes this information as well as the current Department Business Plan and Council Strategic Plan. This would ensure easy access to all, especially frontline employees who rarely use a computer.

Do's & Don'ts

1. **Performance Reviews are required annually.** Where the performance review may impact employee compensation, it should be done in the month prior to the anniversary date.
2. Both employee and supervisor need time to **prepare** for the Performance Review. Preparation time may vary - a **7 - 10 day window is recommended.**
3. The **location** for Performance Review should be **comfortable to both the employee and the supervisor** - sometimes offices are crowded and prone to interruptions. Try a meeting room or other area that will be quiet, comfortable and free of distractions.
4. **Set aside enough time to do a thorough job** - it's easier to set aside a block of time than to have to re-schedule if you don't complete it. The amount of time will vary - a typical timeframe would be 45 minutes to 2 hours.
5. Performance Reviews should **reflect results achieved over the entire year**, not just recent events.
6. Performance Review should result in a **formally documented summary** of what was achieved compared to what was expected.
7. Once the Performance Review has taken place, **follow-up items** (i.e., goal setting, signing off the performance appraisal, having comments typed, etc.) should be discussed and a **reasonable timeframe set for completion.** It is not appropriate to leave things for months or even weeks.

Tips for the Annual Performance Review

1. Prepare throughout the Year

- ❖ Keep of copy of the Employee Performance Plan - note any discussions that have taken place and any circumstances that may impact ability to achieve the goals.
- ❖ Take the time to solicit feedback about how things are going - this does not need to be formal
- ❖ Keep records of items achieved and factors affecting the results

2. Preparing for the Performance Review Meeting

Preparing for the annual review is simple if you have kept notes throughout the year. However, if you have not, it is even more important to take the time to prepare before the meeting. Think about what goals were set, what was accomplished, and the feedback that was shared. By taking the time beforehand, the information will be fresh and the discussion should be easy.

3. The Performance Review Meeting

Following the first 2 steps makes this part easier. Be relaxed. If regular communication has occurred throughout the year, there are no surprises. The meeting is simply to review how well things have gone and to talk about ways to enhance or improve things in the future. This is the perfect opportunity for both parties to ask questions, clarify expectations and set goals that will enhance both the organization and the individual.

TRAINING

EMPLOYEE PERFORMANCE PLAN & REVIEW PROCESS

In order for the Employee Performance Planning & Review Process to work, everyone needs to know about why it is important and how to implement it.

Initial Implementation (in-house)

This will involve mandatory training sessions for all supervisors so that the entire process can be outlined and so that information can be consistently provided. Employees are encouraged and welcome to attend these sessions.

Subsequent Training (in-house)

Annual Training

The Employee Performance Review and Planning Process is ongoing. In order for it to work, additional training will be provided on a regular basis so those supervisors who are new to the organization can be trained on the system and its importance. This will be scheduled on an annual basis. Again, employees would be welcome to attend these sessions and existing supervisors who require a refresher are also welcome.

Presentations to Specific Work Groups

These are available on a request basis at any time. This would allow a more in-depth, work group specific look at the Employee Performance Review and Planning Process. Please contact a member of the HR Team to arrange a presentation.

Additional Training (external)

From time to time external training opportunities are available through a variety of providers that focus on topics relevant to the performance review process, supervision, communication and coaching skills, etc. Discuss additional training with your supervisor and then contact a member of the HR Team to find out about any of these upcoming opportunities.

Summary

The Employee Performance Review and Planning Process is cyclical in nature. The steps are repeated from year to year so it will only be the first year that might seem difficult or time-consuming. After that, you're on a roll!

Remember, the whole process is set up so that employees and supervisors can have meaningful discussions about the work that needs to be done, the projects that need to be accomplished and the career advancement wishes that employees have. And all of these things have the exact same focus, "helping make Grande Prairie the Greatest Place to be." It should be a WIN-WIN for everyone involved as well as the organization.

Step by Step Re-Cap

- 1) Discuss and agree on some goals to strive for during the performance period. These should be in line with the department business plan, the overall City of Grande Prairie Strategic Plan as well as long-term aspirations of the employee within the organization.
- 2) Document the goals agreed to (Appendix D)
- 3) Schedule a few formal meetings (i.e, quarterly) within the performance period to discuss progress toward the goals, to modify the goals or to add new ones.
- 4) Take advantage of informal feedback too - touching base whenever required.
- 5) Keep track of progress and achievements as they happen. Be sure to track additional accomplishments and obstacles encountered.
- 6) At the end of the performance period, review goals and summarize accomplishments. (Appendix A)
- 7) Set up a meeting to complete the formal Performance Review document and sign it off. (Appendix B & Appendix C)
- 8) Start the whole process again - return to #1.

Knowledge is Power
 Knowledge about Performance is the Power to Improve
 Never Play without a Scoreboard.*

**(taken from "Performance Evaluations - More than Filling Out a Form", September 1999 Issue, Fresh Milk - The Contented Cow Newsletter Feature Articles)*

Tools in the Tool Kit

Appendices:

- A) Employee Performance Plan Worksheet
- B) City of Grande Prairie Employee Performance Review
- C) Instructions for filling out (B)
- D) Employee Performance Plan

Other Tools/Information

- ❖ Corporate Guiding Beliefs
- ❖ City/Division/Dept/Work Unit Business Plan
- ❖ Budget
- ❖ Individual Job Classifications/Job Descriptions
- ❖ Systems Approach (an approach to problem-solving that begins with an identified "ideal future" state and works backwards to ensure that proper steps are taken to achieve this state)
- ❖ Developing an "Individual Performance Plan" Handbook

Questions - Who Can Help?

Information on any of the above can be obtained by asking your supervisor or department head. Our HR Team can also provide most of this information.

Appendix A

EMPLOYEE PERFORMANCE PLAN WORKSHEET

- ❖ Review job classification & outline and identify priorities. List important areas for discussion.
- ❖ List present job performance strengths. What has been accomplished in the past few months that was particularly pleasing in relation to effectiveness on the job; planning work and completing work assignments; and relationships with others.
- ❖ What duties take up most of the time?
- ❖ List the less desirable aspects of the job.
- ❖ What has been causing difficulty? What complicates this? What can you do to correct this? How could the supervisor or organization help?
- ❖ What do you especially like? Is the work challenging? If the answer is no, how could the work be more challenging?
- ❖ Are there changes that could be made in the job that would increase effectiveness?
- ❖ Review attendance record, disciplinary actions, personal injuries, accidents. Identify areas of concern and recognition.
- ❖ Review corporate and department strategic plans to identify action items.
- ❖ Review City of Grande Prairie's Guiding Beliefs and identify any areas where functioning in accordance with them needs recognition; a specific focus by the individual; or to be in support of the supervisor in achieving these corporate values within the department.
- ❖ What should our department be doing differently?
- ❖ List any general policy or procedure areas that need discussion.
- ❖ List areas of work for which more training, information, or guidance is needed.
- ❖ List any training or development which would be desirable. Note courses being presently taken.
- ❖ List performance strengths and recognition items.
- ❖ List other matters needing discussion.

Goals/objectives to consider for discussion:

3. ASSESSMENT OF PERFORMANCE CRITERIA

The purpose of this section is to provide an evaluation of the following performance criteria to identify, review and describe the skills used to achieve results or as a basis for identifying development needs (provide examples where applicable). **Supervisors are required to provide comments on all performance criteria. Employees are encouraged to provide comments if they choose.** The rating of "Exceeds Expectations" and "Meets Expectations" is parallel to "Highly Successful" and "Successful".

CORE ASSESSMENT CRITERIA

When evaluating each of the Core Assessment Criteria noted below, be sure consider them within the context of the City of Grande Prairie's Guiding Beliefs and how behavior and attitude "in action" demonstrate these beliefs. Provide examples where appropriate.

Service & Caring ♦ Integrity ♦ Fun ♦ Co-operation ♦ Flexibility

QUALITY OF WORK

- | | |
|--|---|
| <ul style="list-style-type: none">▪ Meet standards and do a job you are proud of▪ Doing it right the first time | <ul style="list-style-type: none">▪ demonstrated knowledge of position▪ ownership/accountability |
|--|---|

Exceeds Expectation Meets Expectation Needs Improvement

COMMUNICATION

- | | |
|--|--|
| <ul style="list-style-type: none">▪ effectiveness in oral/written communication▪ keeping others adequately informed | <ul style="list-style-type: none">▪ listening skills (seeking first to understand) |
|--|--|

Exceeds Expectation Meets Expectation Needs Improvement

TEAMWORK

- | | |
|--|---|
| <ul style="list-style-type: none">▪ treats other with courtesy, respect and dignity▪ supports City and Department goals | <ul style="list-style-type: none">▪ positive participation in team decisions, discussions, and activities |
|--|---|

Exceeds Expectation Meets Expectation Needs Improvement

CONTRIBUTION TO SAFETY

- | | |
|---|--|
| <ul style="list-style-type: none">▪ Positive contribution to Health & safety program (can include safety inspections, Hazard ID's, tailgate meetings, safety committee involvement) | <ul style="list-style-type: none">▪ Always works safely and acts as a role model for other employees |
|---|--|

Exceeds Expectation Meets Expectation Needs Improvement

INITIATIVE

- | | |
|--|--|
| <ul style="list-style-type: none">▪ Taking action without being asked▪ Look for ways to improve work methods, willing to accept change and learn new skills | <ul style="list-style-type: none">▪ Seeks personal development▪ Ability to work independently |
|--|--|

Exceeds Expectation Meets Expectation Needs Improvement

CUSTOMER FIRST SERVICE

- | | |
|--|--|
| <ul style="list-style-type: none">▪ Provides exceptional service▪ Knowing your customer and their needs | <ul style="list-style-type: none">▪ "Going the Extra Mile" |
|--|--|

Exceeds Expectation Meets Expectation Needs Improvement

PLANNING/ORGANIZATION

- | | |
|--|--|
| <ul style="list-style-type: none">▪ Effectiveness in anticipating needs, forecasting conditions, setting goals and standards | <ul style="list-style-type: none">▪ Planning, organizing and scheduling work▪ Time management and ability to prioritize |
|--|--|

Exceeds Expectation Meets Expectation Needs Improvement

OPTIONAL ASSESSMENT CRITERIA

LEADERSHIP

- | | |
|---|--|
| <ul style="list-style-type: none">▪ Ability to focus work group toward organizational goals | <ul style="list-style-type: none">▪ Leads by example▪ Coaches and supports other employees and provides feedback in a positive manner |
|---|--|

Exceeds Expectation Meets Expectation Needs Improvement

CREATIVITY/PROBLEM SOLVING

- | | |
|--|--|
| <ul style="list-style-type: none">▪ Demonstrated effectiveness in generating worthwhile new ideas or techniques having practical application | <ul style="list-style-type: none">▪ Ability to anticipate/analyze problems clearly and determine appropriate solutions or alternatives |
|--|--|

Exceeds Expectation Meets Expectation Needs Improvement

Other _____

Exceeds Expectation Meets Expectation Needs Improvement

Other _____

Exceeds Expectation Meets Expectation Needs Improvement

4. TRAINING RECOMMENDED/CAREER DEVELOPMENT

5. OVERALL PERFORMANCE ASSESSMENT

Exceeds Expectation Meets Expectation Needs Improvement

SUPERVISOR COMMENTS:

EMPLOYEE'S COMMENTS:

6. ADVANCEMENT

(use this section only if it applies)

SUPERVISOR'S SIGNATURE

EMPLOYEE'S SIGNATURE

(Signature means that this review has been read, discussed & understood. It does not necessarily mean agreement.)

DATE

**City of Grande Prairie
Employee Performance Review – Guidelines & Instructions**

Instructions for completion (for both employee & supervisor):

1. JOB CLASSIFICATION/PRIORITIES

- ❖ Review the employee's job classification & description
- ❖ High-light priorities or special projects that the employee has had over the performance period

2. IDENTIFY CONTRIBUTIONS/ACHIEVEMENTS

- ❖ Both the *employee and the supervisor* should be keeping a running list of achievements throughout the performance period
- ❖ Both *employee and supervisor* can create this list for discussion prior to the performance meeting; a completed Employee Development Plan can also be used in this section.

3. A. ASSESSMENT OF CORE PERFORMANCE CRITERIA

- ❖ Employee should be apprised of the core assessment criteria at the beginning of the performance cycle (prior to the performance meeting). This section can also be done independently by the employee and the supervisor for discussion at the performance meeting.
- ❖ All core assessment criteria should be considered within the context of the City of Grande Prairie's Guiding Beliefs
- ❖ For each criterion, an assessment should be made as to whether the employee has Exceeded Expectations, Met Expectations, or Needs Improvement.
- ❖ Comments *must* be made by the supervisor for all core assessment criteria; employees are also encouraged to provide comments if they choose.

3. B. ASSESSMENT OF OPTIONAL ASSESSMENT CRITERIA

- ❖ Not all employees will have other assessment criteria; this section should be used only if it applies. If additional assessment criteria are to be used, both the employee and the supervisor should agree upon them in advance.
- ❖ For each criterion, an assessment should be made as to whether the employee has Exceeded Expectations, Met Expectations, or Needs Improvement.
- ❖ Comments *must* be made by the supervisor for all optional assessment criteria; employees are also encouraged to provide comments if they choose.

4. TRAINING RECOMMENDED/CAREER DEVELOPMENT

- ❖ This section should address any training or career development needs that the employee has (short or long term)

4. TRAINING RECOMMENDED/CAREER DEVELOPMENT (con't)

- ❖ Cross-training and succession planning (planning for future needs within the department or the City, i.e., upcoming retirements) can also be included in this section.
- ❖ Transfer these goals to the Employee Performance Plan

5. OVERALL PERFORMANCE ASSESSMENT

- ❖ This section should recap the comments from all the core assessment criteria, the optional assessment criteria and the achievements during the performance period and provide an overall assessment based on this.
- ❖ Supervisors must make comments that support the rating given.
- ❖ Employees are encouraged to provide any comments in the area following the supervisor comments, if they choose.

6. ADVANCEMENT

- ❖ This section should be used if the supervisor is recommending an advancement for the employee, based on the performance review (i.e., movement from one classification to another)
- ❖ This section can also be used to identify any future progression within the organization that would be suitable for the employee (based on employee's expressed interests).
- ❖ The supervisor and the employee sign and date the document at the end of this section.

7. EMPLOYEE PERFORMANCE PLAN

(Encouraged, but may not be used by all staff)

- ❖ This section is used to set goals for upcoming period and determine the result expected.
- ❖ Any assessment criterion that is rated "Needs Improvement" should have a goal developed around it so that this rating can be improved for the next performance period.
- ❖ Any required training or career development plans should also be written into the *Employee's Performance Plan*
- ❖ It is important to complete the Results Achieved & Assessment portion *as the goals that have been set are achieved*. This provides the opportunity for ongoing dialogue between the employee and the supervisor as well as the opportunity to set additional goals/targets if required.
- ❖ The completed *Employee Performance Plan* will form the basis for the following year's Achievements/Contributions as well as providing information for the Core Assessment Criteria.

EMPLOYEE PERFORMANCE PLAN

EMPLOYEE:	DEPARTMENT:	DEVELOPMENT PERIOD:
GOALS/OBJECTIVES	STANDARDS/RESULTS EXPECTED	RESULTS ACHIEVED & ASSESSMENT
Goals/objectives for upcoming period.	State quality, quantity, cost, how and when to be measured	Describe results actually achieved. Provide assessment: Exceeds Expectations, Meets Expectations, Needs Improvement
FACTORS AFFECTING RESULTS (whether in control of Employee or not. Explain (i.e., Budget, illness, activity did not take place and why)		
SIGNATURES: EMPLOYEE:	SIGNATURES: SUPERVISOR:	

**Note: if number of goals exceeds one page, simply add another sheet.