



POLICY – HR 23

PERFORMANCE MANAGEMENT

APPROVAL DATE:	2013-04-26	CROSS-REFERENCE:	
RESPONSIBILITY:	Administration		
APPROVER:	Council	APPENDICES:	
REVISION DATE (s):	2022-07-07	REVIEW DATE:	2026

POLICY STATEMENT

To establish the process by which Employee performance is reviewed and acknowledged on an on-going basis so as to ensure Employee's are provided with accurate and appropriate feedback regarding their work ethic.

BACKGROUND

The Village of Marwayne recognizes the importance of acknowledging and/or compensating Employees when they demonstrate excellence in their performance. Further, the Village of Marwayne believes it to be important for Employees to have a clear understanding of what is expected of them through the conduct of annual performance evaluations. This policy serves to outline the processes by which performance is monitored so as to ensure Employees are meeting the needs of their position and the organization as a whole.

OBJECTIVE

To establish and maintain high standards of employee conduct; to encourage improved performance and development; provide opportunity for



improvement through an improvement plan; acknowledge competency; improve communication between Employees and management; and to enable decisions regarding employment.

DEFINITIONS

CAO is the Chief Administrative Officer for the Village of Marwayne in the Province of Alberta.

Employee is a full-time permanent Employee of the Village of Marwayne in the Province of Alberta.

Employer is the Village of Marwayne in the Province of Alberta.

Village is the Village of Marwayne in the Province of Alberta.

GUIDING PRINCIPLES

This policy applies to all Village of Marwayne Employees and is subject to the terms set forth below:

- Performance management is utilized as a tool to help ensure the alignment of individual performance goals with that of the strategic direction of the organization through the use of collaborative performance planning, coaching, feedback and annual reviews.
- The Village of Marwayne requires that all Employees take part in the performance management process with records of individual performance plans and reviews to be discussed and kept on file for each staff member.
- The performance review for the CAO is conducted by the Council for the Village of Marwayne as per the rules and regulations of the Municipal Government Act, as amended from time to time.
- On an annual basis, the CAO will review each Employee's job duties and requirements in order to identify key areas of responsibility. Areas of responsibility will be utilized to aid the CAO in creating individual performance plans for each Employee.
- Each Employee will have a performance plan created for them within a designated timeframe based upon prior performance, length of time with



the organization, length of time in the department and/or recent promotions, demotions or significant changes in duties and responsibilities.

- Each performance plan must include the following:
 - A set of specific goals and objectives for achieving the requirements of the Employee's job;
 - An action plan or outline of how these goals and/or objectives will be met, including any plans for training and/or development;
 - A timeframe for when goals and/or objectives should be met by the Employee;
 - An outline of the potential consequences should the Employee not meet their goals and/or objectives; and
 - Additional comments, areas of improvement, areas of concern and/or anticipated workforce constraints.
- The performance plan will be reviewed by the CAO and the Employee in order to allow for discussion of the goals and/or objectives that have been identified. The performance plan is then utilized as a tool for which actual performance will be measured against.
- The annual performance plan review meeting between the CAO and the Employee shall consist of:
 - A full review and discussion of the Employee's performance throughout the current calendar year based upon the goals, objectives and prior year performance established in the performance plan;
 - A full review and discussion of the Employee's overall performance;
 - Any changes to the Employee's performance plan for the upcoming calendar year;
 - Areas of improvement; and
 - Any other item that the Employee or the CAO wishes to discuss relevant to the Employee's performance and/or position within the organization.
- Following review of the performance plan by the CAO and the Employee, the performance plan must be signed by both the CAO and the Employee. The Employee shall receive a copy of the performance plan and the other copy shall be placed in the Employee's personnel file.
- The Employee does not necessarily need to agree with everything contained within the annual performance plan, however, the Employee must acknowledge that all items within the performance plan were



brought to their attention and that the Employee was aware of any recommendations for improvement, training, etc.

- The CAO, in addition to an Employee's direct supervisor, shall provide ongoing coaching to Employee's of the Village of Marwayne.
- Coaching shall take the form of informal and formal feedback, provided either in writing or verbally to an Employee, regarding to their progress in relation to their goals and/or objectives.
- The CAO may provide verbal and/or written warnings, as the case may be, for inadequate Employee performance at any point throughout the year. In any instance, the CAO will keep a record of such instances and communicate areas of improvement with the Employee in question.
- Employees whose performance is not satisfactory, may be subject to disciplinary action, up to and including termination. The CAO shall exercise her or his own judgement, depending on the situation, to determine the appropriate course of action in terms of disciplinary consequences and/or termination.
- During an Employee's probationary period of three (3) months with the organization, an Employee must undergo a performance plan review to ensure they are meeting the needs of the organization. Should the Employee not be meeting the needs of the Village of Marwayne, the Employee may face disciplinary action, up to and including termination, without cause.
- Should Employees be promoted or demoted, a new performance plan must be created by the CAO. After the new performance plan has been created, the CAO and the Employee shall meet to discuss the new expectations of the Employee's new position within the organization.
- The performance plan process is designed to be fair and transparent.
- The CAO shall:
 - Provide all of the necessary tools and forms to facilitate the performance management process;
 - Provide training and guidance to supervisors and Employees throughout and following the performance management process;
 - Work with the Employee's to ensure all goals and/or objectives are fair, attainable and reasonable;
 - Accurately report and document performance observations; and
 - Provide ongoing feedback and coaching.
- Employees must:



- Work with the CAO and their direct supervisors to provide input in the creation of individual Employee plans and reviews;
- Complete and submit required performance review forms within the specified time period and to the appropriate party;
- Attend performance management training requested; and
- Complete all follow up actions as required and outlined in the annual performance plan conducted by the CAO.
- Employees who feel as though they have been subject to an unfair performance evaluation may request a subsequent review of their file by the CAO.
- Upon review of the request, the CAO will review the Employee's file and a subsequent performance evaluation shall be conducted to discuss the issues posed by the Employee. A subsequent review of the Employee's file by the CAO does not guarantee any change to the performance evaluation. A subsequent review is intended merely for the purposes of ensuring no matters were incorrectly reported and all relevant matters pertaining to the Employee's performance were discussed and recorded.
- All information collected throughout the performance management process is kept confidential and in the Employee's personnel file.

ROLES & RESPONSIBILITIES

ROLE/TASK	TITLE (s) OF PERSON RESPONSIBLE
HANDLING INQUIRIES & COMMUNICATING POLICY	Chief Administrative Officer
MONITORING REVIEWS AND REVISIONS	Administrative Assistant



EXEMPTIONS

Information collected throughout the performance management process may be shared with the Council for the Village of Marwayne if deemed necessary by the CAO during closed sessions only.