

13.0

Policy Title: Performance Management

Last Approved: February 2025

BACKGROUND

The purpose of this policy is to guide the Association in the use of a performance management system that identifies, evaluates and develops employee work performance and ensures that the Association's goals and objectives are achieved. Managing performance is central to effective management of human resources as well as day-to-day management and strategic planning purposes.

APPLICATION

This policy applies to all Association employees.

POLICY STATEMENT

The Association recognizes the importance of maximizing the performance and contribution of employees. Performance management will ensure the Association is successful in achieving its organizational goals and objectives.

13.1 PERFORMANCE MANAGEMENT

Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of employees. The major objectives of performance management are:

- To assist the Association to achieve its organizational goals by aligning individual and team performance goals/plans with organizational goals;
- To maximize the performance and contribution of employees in order to maintain/improve the organizational efficiency;
- To measure and assess individual performance in a manner that is fair, objective and transparent against job related criteria and agreed performance targets; and
- To develop ways in which employees might enhance their performance and develop new skills/competencies and reach their personal potential.

13.2 PERFORMANCE MANAGEMENT CYCLE

Performance Management is an ongoing process linked to the Association's planning cycle which is based on the calendar year. Each Director is responsible for managing their employees' annual performance management cycle and will undergo each stage of the cycle at approximately the same time.

The performance management cycle includes regular interaction between the employee and their Director. Two documented reviews will occur each year: a mid-year progress performance review meeting and a year-end performance review meeting. The result of the annual year-end performance review is an assessment of the extent to which the employee has achieved each of the work goals/tasks agreed upon in the IPP taking into account any external factors that influence the results.

The performance measurement criteria provides the standard against which performance can be assessed. The suggested rating is discussed and will be reflected on the IPP and signed off by both

13.0

parties. The final decision resides with the Executive Director with regard to all employee's final performance rating.

Any employee who does not agree with their performance review assessment or believes that they have not received sufficient feedback should discuss the matter with their Director in the first instance. If the issues that are of concern are not resolved, the matter will be referred to the Executive Director for review.

All IPPs relating to performance management are confidential. Directors should keep records relating to their employee in a secure place. Copies of IPPs will be kept within the employee's personnel file within Corporate Services. This information may not be released to another employee, government department, or other person(s), without the written approval of the employee or former staff member, unless the information is required as an exhibit or evidence in legal proceedings.

Related resources:

- 13.2.A – Performance Management Cycle Process
- 13.2.B - Individual Performance Plan (IPP) Form
- 13.2.C - Employee Guide for Completing an Individual Performance Plan (IPP)

13.3 PERFORMANCE IMPROVEMENT

It is the policy of the Association to ensure that employees are given reasonable opportunities to improve both behavioural and performance issues. To this end, the Executive Director/Directors are expected to follow the Association's Performance Improvement Process. When a Director determines there is an unacceptable performance or behavioural issue, the Director will document the issue(s) and required change(s) in a Performance Improvement Plan (PIP) and work with the employee to implement the plan.

When the employee has met the plan objectives, the Director will formally close the PIP process by recognizing the employee's successful accomplishments and documenting the goals as being met. There may be times where an extension may be warranted and agreed to.

If the employee is unable to improve his or her performance and/or behavior or if things worsen during the process, the Director will consult with the Senior Consultant, Employee and Labour Relations to determine next steps which may include, but are not limited to a placement into a suitable role or ending the employment contract. In cases of termination of employment, Legal Services will be consulted.

Related resources:

- 13.3.A – Performance Improvement Plan (PIP) Process

REFERENCES