

**Policy Title:** Performance Management

**Last Approved:** October 2023

### 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.

#### Definitions:

**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.

**Performance Plans** set the platform for rewarding excellence by aligning individual employee accomplishments with the Association's mission and objectives and making the employee and the Association understand the importance of a specific job in realizing outcomes.

#### 8.1 OBJECTIVES OF PERFORMANCE MANAGEMENT

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 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.

#### 8.2 PERFORMANCE MANAGEMENT CYCLE

Performance Management is an ongoing process linked to the Association's planning cycle which is based on the calendar year. There are three main stages in the performance management cycle which include:

- developing an Individual Performance Plan (IPP);
- monitoring, reviewing, and evaluating the plan; and
- finalizing the year-end results.

See 8.0-A Individual Performance Plan (IPP) Form and 8.0-B Employee Guide for Completing an Individual Performance Plan (IPP)

### **Phase 1: Planning Phase (typically in January)**

- Develop the IPP by objective setting (includes 3 types):
  - Create Work Objectives
  - Create Competency Objectives
  - Create Learning and Development Objectives

Each Director is responsible for managing their employees' annual performance management cycle and will undergo each stage of the cycle at approximately the same times. The Director will collaborate with each employee in the formation of an Individual Performance Plan (IPP), typically in January. This plan will identify and include three types of objectives: work, competencies, and personal learning and development. The Director will ensure the IPP is aligned with the Association and department goals and objectives. The Director will ensure they sign the IPP along with the employee. The Director will be responsible for the development and maintenance of a confidential performance management file for each employee (See 8.0-A Individual Performance Plan (IPP) Form).

### **Phase 2: Mid-Year Review (typically occurs in June/July)**

- Evaluate and realign the IPP developed in the Planning Phase
- Ensure regular dialogue
- Evaluate progress
- Realign and ensure rationale is provided
- Problem solve in the event work priorities have shifted

### **Review Meeting**

Performance management should be an ongoing process that 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 mid-year progress performance review will typically occur within six months after the work plan is first developed.

The Director and employee agree on an appropriate time and place for the mid-year progress performance review meeting. Sufficient time should be set aside for preparation and to allow for full discussion. The purpose of the review meeting will be to discuss the progress of the major work goals/tasks highlighting outcomes to date. The discussion regarding the employee's performance must include any unforeseen or external factors which may influence the achievement of major goals/tasks including any issues arising out of the training/development objectives listed in the IPP. This is the opportunity to realign any performance related factors prior to the annual year-end performance review and gives the employee time to adjust priorities and ensure deadlines can be met. Agreement between the Director and the employee is reached on any changes required and signed off by both parties.

Employee Preparation

Ahead of the meeting the employee will list any achievements made to date within the IPP document in the required column.

### **Phase 3: Year-End Review (typically in December)**

- Evaluate progress/achievements
- Dialogue to summarize the results Suggested Performance Rating discussed with final approval to be determined by Executive Director.

#### **Final Review Meeting**

The Director and employee agree on an appropriate time and place for the annual performance review typically conducted in December. Sufficient time should be set aside for preparation and to allow for full discussion. Any relevant information the Director and employee wish to discuss in the meeting or include in the annual performance review, such as feedback from relevant staff or external contacts, or other written information such as statistics, should be gathered by the employee and Director before the meeting.

The annual performance review is similar to the mid-year progress review, except that it provides for more conclusive and formal assessments and decisions.

The annual performance review meeting consolidates the outcomes of the mid- year to year-end progress and unless an exceptional event has occurred since the mid-year progress review, there should be nothing raised that has not already been discussed with the employee.

The annual review should:

- encourage open and constructive exchange of views about employee performance in relation to the IPP;
- acknowledge good performance and results achieved;
- assess overall work competence, learning and development of the employee, and value to the Association;
- review the success of employee training and development activities;
- provide constructive feedback where goals have not been achieved, learning has not occurred and values not demonstrated;
- discuss any feedback on staff performance that may have been received from external stakeholders or clients;
- explore ways in which employee performance can be enhanced in the future;
- propose action relating to further employee training and development.

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. Results of major goals/tasks are agreed upon and noted at the annual year-end performance review. Comments on any internal or external factors affecting outcomes or performance are also noted.

#### **Performance Rating**

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

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

The Director will be responsible to ensure a copy of the final IPP is provided to Corporate Services and placed in the employee's personnel file.

### 8.3 APPEAL PROCESS

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.

### 8.4 CONFIDENTIALITY

All IPP's relating to performance management are confidential. Directors should keep records relating to their employee in a secure place. Copies of IPP's 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 or industrial proceedings.

## REFERENCES

"The Saskatchewan Employment Act"