HRPOL
Chapter 7: PERFORMANCE MANAGEMENT

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APPLICATION

7.1   This policy applies to all Category I and Category II full-time and part-time employees.

APPROVAL AUTHORITY

7.2   Chief Executive Officer (CEO) or delegate

OPI

7.3   Chief Human Resources Officer (CHRO)

ENQUIRIES

7.4   All inquiries on the interpretation and application of this policy are to be directed to the HRM or the RMHR and when required, forwarded to the OPI.

GUIDING PRINCIPLES

7.5   Performance management is a collaborative approach placing emphasis on the following guiding principles:

   a.   Employee-Centered – I am at the center of MY**PERFORMANCE** and it starts with me.

   b.   Continuous – MY**PERFORMANCE** is a continuum.

   c.   Meaningful – MY**PERFORMANCE** is the foundation for my growth and development.

   d.   Value – MY**PERFORMANCE** reflects the contributions that I bring.

POLICY

7.6   The objective of this policy is to provide a framework to manage performance and drive performance results.

7.7   It is the policy of CFMWS to plan, review and evaluate the performance of employees, to define expectations through goal setting, to maintain and/or improve performance, to support their development and to recognize their contributions.

7.8   The Shared Competencies form the foundation for any aspects of talent management including performance. The behaviors under each shared competency represent the requirements for all employees and they are used to evaluate performance and support employee development.

CYCLE AND TIMING

7.9   Performance management is a fluid business practice throughout the year involving the employee, the manager/supervisor, and senior management to provide on-going

communication between managers and employees through regular discussions and feedback exchange.

7.10 The **Kick Off the Year** occurs at the beginning of the fiscal year to plan and set goals and priorities as well as identify and establish learning needs. Senior management communicates with management to ensure goals and priorities are set with alignment to corporate and divisional goals.

7.11 The **Mid-Year Checkpoint** occurs halfway through the fiscal year to discuss progress and review the priorities as needed, exchange feedback, and recognize contributions.

7.12 The **End of the Year Cycle** takes place at the end of the fiscal year up to May 31st to discuss the employee's progress against their goals and the shared competencies. The closing meeting also includes a discussion related to learning and development as well as career management.

7.13 Managers/supervisors and employees are required to conduct an evaluation at the end of the probation / assessment period. The evaluation may be waived in cases where an end of probation/assessment was conducted within 3 months prior to the End of the Year cycle,

7.14 The Manager/Supervisor who has not observed or been made aware of an employee's performance for at least one half of the review period must communicate with the previous manager/ supervisor, if possible, to ensure that they have comments for the entire evaluation period.

7.15 Individuals employed on a contract with Deployed Operations shall receive a performance review prior to the end of their contract.

7.16 The requirement for a performance review may be waived by the manager with the appropriate delegated authority for:

   a. Employees that have been hired for a period of six (6) months or less;

   b. Employees on approved leave of absence (i.e. sick leave, maternity/parental, leave without pay) for a period of less than six (6) months;

   c. Employees on approved leave who have not returned to work within six (6) months and whose review was partially completed by the manager.

7.17 Managers and employees are encouraged to resolve any disagreement with the overall evaluation. Failing this, employees will have access to the applicable grievance procedures as per HRPOL 11 – Grievances.

AUTHORITIES / RESPONSIBILITIES

7.18 The levels of accountability are as follows:

   a. Division Heads have overall accountability for performance management and are responsible for ensuring compliance with the Performance Management policy. They are responsible to communicate the Corporate/ Divisional priorities and may provide further guidelines with regards to Divisional requirements in order to meet their business needs;

   b. Managers/supervisors are responsible for the following:

      i. Communicate priorities and support employees to help them create their goals and identify learning activities.

      ii. Provide guidance, motivate and coach employees throughout the year to ensure employees achieve their goals.

      iii. Maintain ongoing discussions throughout the cycle to offer feedback and recognition.

      iv. Evaluate employees based on the Qualitative Evaluation Chart.

   v. Work with newly hired or appointed employee to create their goals within 3 months following the start or appointment date.

   vi. Take actions to address performance issues in a timely manner, as they arise.

  c. Employees are at the center of performance management, and are responsible for playing an active role throughout the year as per the following:

   i. Work collaboratively with their manager/supervisor on setting goals at the beginning of the fiscal year.

   ii. Monitor and update their own progress on an ongoing basis.

   iii. Have regular conversations with their manager/ supervisor regarding their accomplishments, challenges and learning activities.

   iv. Be open to give and receive feedback.

   v. Meet with their manager/supervisor at the mid-year checkpoint.

   vi. Evaluate their own performance based on the Qualitative Evaluation Chart.

  d. HRMs and RMHRs are responsible for providing guidance to managers/supervisors and employees on the application of performance management.

REFERENCES

7.19 The following documents should be read in conjunction with this policy:

- MY**PERFORMANCE** – A guide for managers and employees
- Guide to Effective Conversations
- Qualitative Evaluation Chart