

# **THE CORPORATION OF THE MUNICIPALITY OF TEMAGAMI**

**BY-LAW NO. 13-1157**

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**Being a by-law to adopt a Performance Management Policy for the Municipality of  
Temagami.**

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**WHEREAS** under Section 8. (1) of the Municipal Act, 2001, S.O., 2001, c.25, as amended, (the Municipal Act) the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** the Council of the Corporation of the Municipality of Temagami passed resolution 13-552 on the 21<sup>st</sup> day of November 2103, to consider a by-law to adopt a Performance Management Policy;

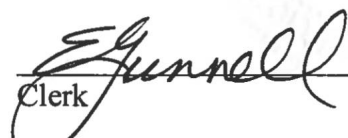
**NOW THEREFORE the Council of the Corporation of the Municipality of Temagami hereby enacts as follows:**

1. That the Municipality hereby adopts the Performance Management Policy attached hereto as Schedule "A" and forming part of this bylaw.
2. That the Clerk of the Municipality of Temagami is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to this by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.
3. This bylaw shall come into force and take effect upon final passing thereof.

TAKEN AS READ A FIRST time on this 21<sup>st</sup> day of November 2013.

READ A SECOND AND THIRD time and finally passed this 12<sup>th</sup> day of December 2013.

  
Mayor

  
Clerk

**Municipality of Temagami  
Performance Management Policy**

**1. Purpose and Scope**

The purpose of this policy is to provide an approach that encourages and assists each municipal employee in developing to his/her potential and to enhance individual performance within the organization. The system of "performance management" is to be an on-going and interactive process that helps employees perform their jobs effectively and meet the goals and objectives of the Municipality of Temagami.

This policy also sets out parameters to be used for setting appropriate remuneration adjustments for employees, based upon a consistent and equitable appraisal method and, as provided for by Council, cost of living allowance (COLA) increases.

The scope of this policy extends to all municipal employees, both in management and non-management positions, excepting those who are under a collective bargaining agreement.

**2. Annual Performance Appraisals**

The Performance Appraisal (PA) process shall be a formal process and use the following elements.

**2.1. Job Description** - The PA must include a review of the current job description to ensure that it is current and to evaluate how the employee has been performing to the expectations set out in the job description. The HR Manager shall ensure that the employee is provided with a written copy of his/her job description when hired. The employee shall also be provided with an updated written copy of the job description whenever changes are made to the job specifications.

**2.2. Performance Based Appraisals** - All PAs are to be performance orientated; reflecting the degree to which the incumbent has achieved targets based on the responsibilities set down in the job description for the position, and targets set in prior performance appraisals. The PA must have measurable deliverables, and performance expectations are to be absolutely clear and documented. Supervisors shall take into account the accessibility needs of employees with disabilities, as well as individual accommodation plans, when using conducting performance appraisals for employees with disabilities.

**2.3. Forms** - all PAs are to be documented using one of the form templates provided in the appendixes to this policy. Different forms are provided for PAs of employees in management and non-management positions. With the approval of the CAO, (or Council in the case of the CAO's PA) a template may be modified or customized as long as the basic elements are being used.

**2.4. Annual Budget/Performance Appraisal Cycle** - COLA percentages shall be set annually by Council before the budget is set each year. Merit percentages for management positions shall be set as outlined in section 3.2.2.

Review periods shall be from January to January each year. In the first year of implementation of this policy, an adjustment may be required for employees who have previously been on an anniversary date cycle; the CAO shall determine appropriate adjustments to reflect this change.

The performance evaluation cycle shall be as per the chart below:

Month	Appraisals to be done for	Appraisal done by
January	CAO	Council *
February	Department Managers	CAO
March	Non-management Staff	Department Manager / Supervisor
End of August	Summer Staff	Supervisor
6 months following hire	New Employees - end of probation period appraisal	Department Manager / Supervisor - may be a combination of both if appropriate.

**\*Note:** The CAO's PA may be done by a Committee made up of Council members, but the draft text must go to all of Council before it is finalized. Council sets targets for the CAO and then the CAO uses that framework for setting targets for management.

**2.5. Interim Appraisals** - it is recognized that PA's may become outdated when new targets are added. Interim PAs shall be mandatory when new targets are added; at which time, old targets shall be changed if applicable. Interim PAs are encouraged even when no changes are made to targets, as a means to ensure employees are on track to meet set targets.

### **3. Wage and Salary Increases**

Employees may receive increases in wages or salary based on either Cost of Living (COLA) or merit increases. These increases are independent of one another.

#### **3.1. Cost of Living Increases:**

**3.1.1. Annual Determination** - COLA shall be done annually for all staff (both Management and Non-Management Positions), separate from merit increases. To aid in determining the COLA Council shall annually be given the CPI for the previous November to October period. The municipality shall use a similar formula as used to determine CPP and WSIB for CPI for the same period of time, but for Ontario instead of for Canada. Council always has the discretion each year whether to give a COLA increase or not, but if it is given it will be in accordance with this policy. Council can decide to go above or below the percentage determined for COLA and this will be set for the year prior to the adoption of the annual budget. When Council sets a percentage increase for a COLA, it will be effective January, for the whole budget year, but will not be applied to pay cheques until the budget is passed. This will require a retroactive adjustment.

**3.1.2. Changes to the Range and Grid** - COLA increases shall result in changes to the stated wages for the steps in the grid and salary ranges. These changes shall be made to the Employment Policy and Procedure Manual through an amending by-law passed by Council.

#### **3.2. Merit Increases:**

**3.2.1. General** - a PA must be done before there is any increase awarded for merit. Any merit increases shall be independent of and shall not include any COLA increases.

**3.2.2. Management Positions** - positions at the management level are those for which the remuneration is based on a range for annual salary. Employees in these positions will move through the range by percentage based upon annual performance evaluations. Council shall annually set the percentage to be awarded for each of the following levels of achievement.

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|---------------|--|
| 1. Learning   | “basic level of performance”.  |
| 2. Developing | “meets expectations in a number of key areas and is still learning the job.”                         |
| 3. Performing | “fully meets all expectations of the task - applies professional knowledge to good effect.”          |
| 4. Excelling  | “exceeds expectations in a number of areas through demonstrated behaviour and knowledge.             |
| 5. Mastery    | “consistently exceeds expectations and is a role model both within and external to the organization. |

When a zero percentage increase is awarded for merit, the employee would still be eligible to receive a COLA increase, if Council has approved one.

**3.2.3. Non-Management Positions** - positions at the non-management level are those for which the remuneration is based on an hourly rate as per the Wage Grid in the Employment Policy and Procedure Manual. For employees in these positions, moving up a step on the grid is dependent on meeting measurable deliverables and performance expectations outlined in the PA, as recommended by the supervisor and approved by the CAO. If the employee has not performed well enough to warrant a step increase, that employee would not receive a merit increase until he or she achieves the required results in a subsequent PA. In such a case, the employee would still be eligible to receive a COLA increase, if Council has approved one.

#### **4. Periodic Review**

Once during each term of Council, the General Government and Finance Advisory Committee shall perform a review of the adequacy of the grid and the ranges for positions. This review shall take into consideration factors including, but not limited to: comparable positions in municipalities of similar size with respect to households, geographical area, multiple services, planning authority, assessment base and budget; positions in our neighbouring municipalities with whom we compete for labour force; and similar positions in the private sector in the Temagami area, where applicable. The data collected in this review shall be presented to Council with a recommendation from the General Government and Finance Advisory Committee regarding potential adjustments to the grids or ranges.

#### **5. Additional Recognition**

Movement through the grid or range is recognition of, as well as an incentive for, performance. Once an employee has reached the top of the range or grid, this policy recognizes that it may be desirable from time to time, for additional recognition for extraordinary performance in exceptional circumstances. This shall be done as a one-time bonus and not as an ongoing increase and shall only be done as authorized by Council, upon recommendation of the CAO or Council.