
MUNICIPALITY OF SIOUX LOOKOUT
ADMINISTRATIVE PROCEDURE NO. 3-12

SUBJECT: **PERFORMANCE REVIEW**

SECTION: Personnel

APPLIES TO: All Employees

EFFECTIVE: June 25, 2013

12.1 **POLICY**

The Corporation of the Municipality of Sioux Lookout supports the practice of Employee Performance Review. The primary purpose of Performance Review is to facilitate the development of the employee. Completion of this form provides a formal method whereby the employee and his/her supervisor may review past contribution and accomplishments, identify areas where performance can be improved for the benefit of both the employee and the Corporation, and can formulate performance/training objectives for the next evaluation period.

12.2 **APPLICABILITY & TIME FRAMES**

Formal Performance Reviews are required for all employees of the Corporation. Reviews will be conducted by the appointed Supervisor of a position as follows:

(a) Regular Employees

Every three months from the date of hire, during the probationary period. Should the probationary period be extended by the Department Head in consultation with the Chief Administrative Officer, Performance Reviews will continue to be conducted every three months, or more frequently if required, until a decision is made as to the incumbent's suitability to remain in the position. Upon successful completion of the probationary period, a review shall be conducted thereafter every 12 months on the annual anniversary date of hire in the position or more frequently as may be determined by the Department Head.

(b) Chief Administrative Officer

All members of council will conduct a Performance Review, with assistance from the Human Resources Administrator, every six months from the date of hire, during the probationary period. Should the probationary period be extended by Council, Performance Reviews will continue to be conducted every six (6) months, or more frequently if required, until a decision is made as to the incumbent's suitability to remain in the position.

Upon successful completion of the probationary period, a review shall be conducted thereafter every 12 months on the annual anniversary date of hire in the position or more frequently as may be determined by Council.

The Human Resources Administrator may assist Council with revising the Performance Review form and understanding the process but shall not assist with or participate in the actual Review due to it being a conflict of interest in that the Human Resources Administrator is a direct report of the CAO.

(c) All Other Classes of Employees

Supervisory staff is responsible to ensure Performance Reviews are conducted on a timely basis.

12.3 **PERFORMANCE REVIEW FORMS**

The attached Appendices A, B, C, & D and E are the formal Performance Review forms to be utilized for the respective staff groups. They may be augmented by additional comments in typed memo format, or with reference material (such as samples of work), where required. Appendix A outlines Performance Expectations for Department Heads. It will be augmented by Departmental and Personal Performance Objectives, formulated by the Department Head and submitted to the Chief Administrative Officer for review prior to individual evaluation dates.

12.4 **REVIEW PROCEDURE**

- (a) Performance Reviews **must** be discussed between the Supervisor and the Incumbent.
- (b) Performance Reviews, if not conducted by Department Heads, are to be reviewed by them (and Intermediate Managers, where applicable) and comments/approvals noted and initialled.
- (c) Originals of formal Performance Reviews are to be forwarded to the Human Resources Administrator for retention in the Employee's Personnel File.

12.5 **APPEALS**

There is no formal avenue of appeal established regarding Performance Reviews. An incumbent not agreeing with the Review is encouraged to discuss same with his/her Department Head. Should this process not alleviate the incumbent's concerns, he/she may request an interview with the Chief Administrative Officer. The incumbent may register dissent in the "Comments" area provided in the Performance Review form. The document will, under any circumstance, be retained in the Employee's Personnel File.

APPENDIX "A"
PERFORMANCE REVIEW FOR DEPARTMENT HEADS

Employee: _____ Position: _____
Review Period: _____ Department: _____

Performance Guide:

- 1 = Exceptional Performance, work consistently exceeds expectations/standards
- 2 = Excellent Performance, work consistently meets and sometimes exceeds expectations/standards
- 3 = Good Solid Performance, work meets expectations/standards
- 4 = Some Improvement Required, minor issues must be addressed in order to meet expectations / standards
- 5 = Significant Improvement Required, major improvement required in multiple areas in order to meet expectations/standards

ITEM (See Appendix A-3 for Definitions)	1	2	3	4	5	N/A
Policies and Planning						
Communication, Reporting and Interpersonal Relations						
Customer Service						
Budget and Finance						
Human Resources Management						
Staff Leadership						
OVERALL ASSESSMENT OF PERFORMANCE						

APPENDIX A-1:

- Review of previous Performance Objectives
- Supervisor's Comments
- Performance Objectives

EMPLOYEE'S GENERAL COMMENTS (Optional)

EMPLOYEE'S FEEDBACK TO SUPERVISOR (Optional)

SUPERVISORY SKILLS	1	2	3	4	5	N/A
Communicates clearly with me						
Provides regular feedback on performance						
Encourages my input and solutions to issues/problems						
Keeps me informed of developing/emerging issues in the Corporation and in my field of work						
Provides appropriate day to day supervision and direction to me.						
Promotes a positive work environment						
Encourages a team approach						
Motivates and empowers me						
Sets an appropriate professional example						

THIS REVIEW HAS BEEN DISCUSSED WITH ME:

Employee's Signature _____
Date

Chief Administrative Officer's Signature _____
Date

APPENDIX "A-1"
PERFORMANCE REVIEW COMMENTS

OBJECTIVES MET FOR THIS REVIEW PERIOD?

(Review previous Performance Review and Comment)

SUPERVISOR'S COMMENTS

(Comment on Exceptional and Excellent Performance Items here, and also on achievement of previously set Performance Objectives, if applicable. Where "Improvement Required" performance issues have been identified, be specific, including timeframes and results expected. Institute a monitoring mechanism to provide periodic feedback/status on improvement of employee).

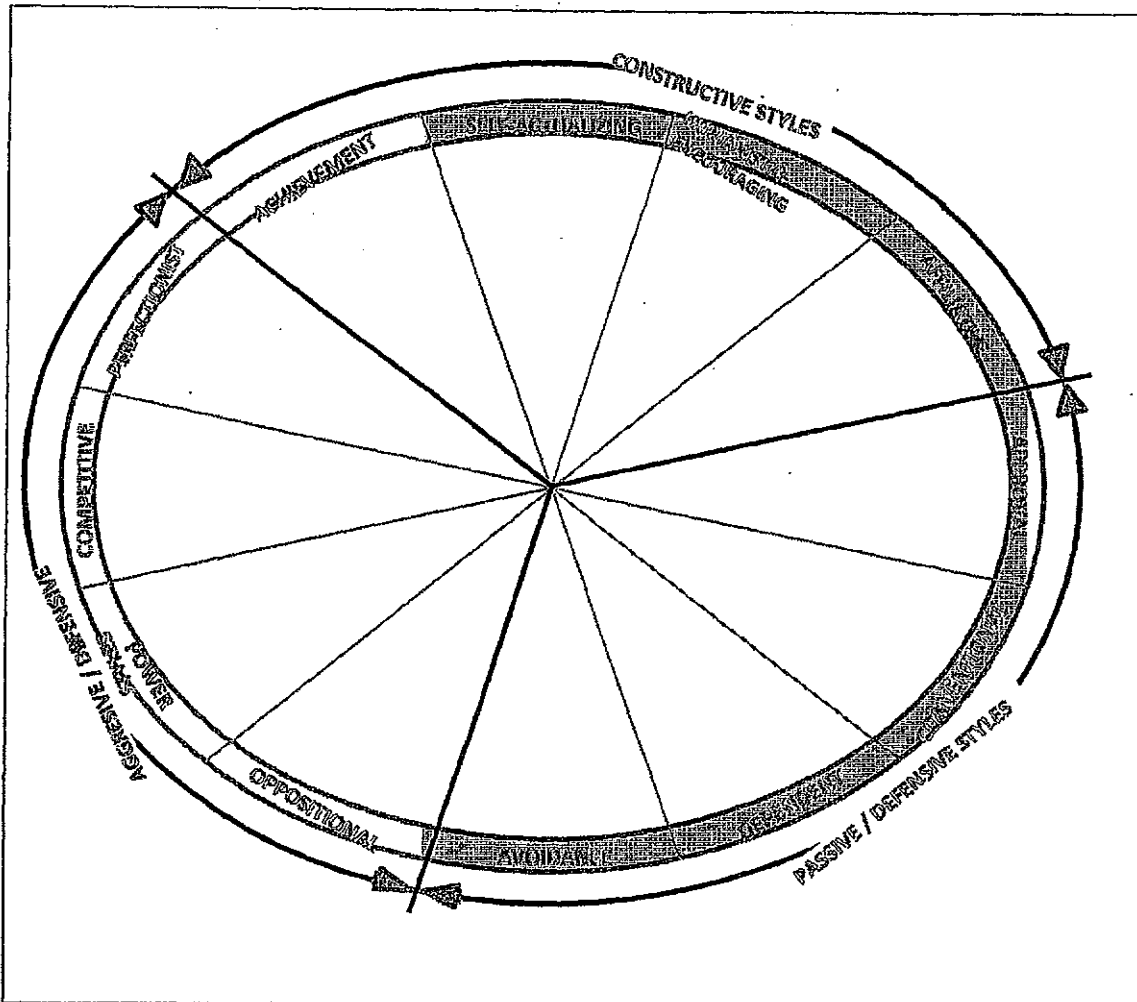
OBJECTIVES FOR THE PERIOD _____

TO _____

(Be specific including time frames and results expected)

APPENDIX "A-2"
FEEDBACK AND ASSESSMENT TOOLS

LSI CIRCUMPLEX



LSI ANALYSIS

A large, empty rectangular box provided for the user to perform an LSI analysis, corresponding to the diagram above.

APPENDIX "A-2"
FEEDBACK AND ASSESSMENT TOOLS

COMMUNICATION, LEARNING AND BEHAVIOUR STYLES (see Appendix A-4 for definitions)									
Competency		Communication Style		Generation Identification		Power Focus			
C1	<input type="checkbox"/>	Eagle	<input type="checkbox"/>	Traditionalist	<input type="checkbox"/>	Coercive	<input type="checkbox"/>	Precedent	<input type="checkbox"/>
C2	<input type="checkbox"/>	Peacock	<input type="checkbox"/>	Baby Boomer	<input type="checkbox"/>	Association	<input type="checkbox"/>	Information	<input type="checkbox"/>
C3	<input type="checkbox"/>	Owl	<input type="checkbox"/>	Generation "X"	<input type="checkbox"/>	Legitimate	<input type="checkbox"/>	Expert	<input type="checkbox"/>
C4	<input type="checkbox"/>	Dove	<input type="checkbox"/>	Millennial	<input type="checkbox"/>	Reward	<input type="checkbox"/>	Connection	<input type="checkbox"/>
Top 5 Motivation Factors						Coaching Style Profile			
1.						<i>Primary</i>		<i>Secondary</i>	
2.						Instruct	<input type="checkbox"/>	Instruct	<input type="checkbox"/>
3.						Guide	<input type="checkbox"/>	Guide	<input type="checkbox"/>
4.						Inspire	<input type="checkbox"/>	Inspire	<input type="checkbox"/>
5.						Empower	<input type="checkbox"/>	Empower	<input type="checkbox"/>

McQUAIG COACHING GUIDELINES	
COACHING RECOMMENDATIONS	
(Personalized for each individual – sample below)	
<ul style="list-style-type: none"> • Be sure to follow a set, very organized structure, filling in the blanks. • Keep it entertaining, let your interest show and put a positive spin on things. • Explain what you want clearly, specifically and in some detail, giving him some well structured guidance. • Strike a balance between a fast-paced environment and one that is out of control 	
DISCUSSION	

APPENDIX "A-2"
FEEDBACK AND ASSESSMENT TOOLS

GAPS ANALYSIS			
	POSITION REQUIREMENTS:	EMPLOYEE ABILITIES:	LEARNING/TRAINING NEEDS:
Knowledge			
Skills			
Abilities			
Experience			

APPENDIX "A-3"
EVALUATION ITEMS DEFINITIONS

POLICIES AND PLANNING

This section's rating is based on the following:

- Stays abreast of legislative, policy and technical changes affecting department and municipal operations;
- Proposes innovative ways of dealing with challenges and opportunities, apprises CAO and Council of such matters of significance;
- Anticipates community needs.
- Evaluates on an on-going basis, departmental services/levels and makes recommendations regarding changes;
- Is proactive in keeping CAO, Council and other Department Heads informed of sensitive matters;
- Acts with balance and judgement;
- Develops appropriate solutions to respond in a timely and effective manner;
- Sets personal and professional performance objectives for self and departmental objectives, at specific intervals;
- Regularly achieves personal/professional objectives and ensures achievement of departmental objectives. Works within the framework and to the overall goals and objectives of corporate planning documents.

COMMUNICATION, REPORTING & INTERPERSONAL RELATIONS

This section's rating is based on the following:

- Produces high quality written reports for Council. Thoroughly researches policy/program issues.
- Writes clearly, succinctly and coherently. Reports are easily understood by Council and the general public.
- Identifies alternatives and produces recommendations consistent with resources available to deal with them. Includes financial impact analysis and budget/funding sources on all reports.
- Keeps the CAO advised of day-to-day issues; attends and participates in regular Department Head meetings, and prepares departmental portion of CAO's annual report.
- Exhibits excellent time management skills. Systematically organizes own time.
- Commits to and meets deadlines whenever possible. Respects others' time. Is punctual for work and meetings.
- Delegates work appropriately.
- Deals with the Mayor and Members of Council and Boards/Committees in a helpful and respectful manner.
- Maintains a professional demeanour at all times.
- Advocates respect and integrity and is objective and fair when dealing with all contacts.
- Supports the efforts of volunteer community organizations through working collaboratively with them.
- Volunteers to participate in staff ad hoc committees and provides a high level of quality input/contribution.
- Contributes to staff morale by assisting and supporting colleagues when required.
- Works cooperatively and consultatively with colleagues.
- Encourages cross-departmental interaction and collaboration.
- Fosters the view of the Corporation as a whole.

CUSTOMER SERVICE

This section's rating is based on the following:

- Promotes excellence in customer service within the department/corporation.
- Responds quickly and efficiently to enquiries/complaints from citizens/community groups.
- Exhibits tact and diplomacy in dealing with citizen/group complaints. Resolves complaints to citizen/groups' satisfaction whenever feasible.
- Provides helpful explanation where legislatively or otherwise constrained.
- Researches/facilitates appropriate contact when referral necessary.
- Monitors client/customer satisfaction with departmental performance.
- Promotes a positive working environment. Advocates respect, integrity, civic-mindedness and personal growth among staff.
- Sets a professional example for staff.
- Acts in a manner that taxpayers perceive they are receiving excellence in service.

APPENDIX "A-3"
EVALUATION ITEMS DEFINITIONS

BUDGET AND FINANCE

This section's rating is based on the following:

- Carefully and completely prepares input to annual budget process.
- Prepares accurate cost estimates for work/projects. Provides rationale for costs proposed.
- Checks own and other departmental staff's costing/budget work for thoroughness/accuracy.
- Adheres to the purchasing by-law in budget administration. Ensures the Corporation receives value for money expended.
- Monitors departmental revenues and expenditures to ensure compliance with approved budget.
- Works collaboratively with CAO and Treasurer to deal with potential problems that may arise.
- Develops innovative approaches to financing and revenue generation.
- Devises strategies to protect the Corporation's assets.

HUMAN RESOURCES MANAGEMENT

- Adheres to corporation policies and procedures and ensures adherence within the department.
- Advises and consults with CAO on potential problems and anomalies.
- Adheres to the provisions of employment by-laws and contracts and human resources policies.
- Ensures consistent administration and interpretation of by-laws and policies through collaboration with colleagues where more than one department could be/is affected.
- Is cognizant of Provincial and/or Federal legislation, standards and/or requirements and works within this framework where applicable. Ensures a safe work environment.
- Structures departmental staff resources to maximize departmental and corporate effectiveness. Proposes revision to staff structure and numbers as necessary.
- Collaborates with other Department Heads on opportunities for sharing/reallocating existing staff resources wherever possible. Explores alternatives such as cost-sharing/joint services with other municipalities, and/or contract services.
- Recruits thoroughly and hires excellent qualified candidates for positions. Takes time to ensure selected candidate has the necessary credentials and attributes to effectively and efficiently discharge duties.
- Ensures employee receives a thorough departmental and corporate orientation to the job.

STAFF LEADERSHIP

This section's rating is based on the following:

- Provides adequate day-to-day staff supervision and direction. Monitors staff attendance, punctuality and contribution.
- Ensures departmental staff produces high quality work.
- Motivates and empowers staff through the appropriate delegation of responsibility and authority.
- Encourages staff to welcome new challenges and opportunities for learning by providing a supportive environment.
- Maintains effective communications with staff. Fosters a workplace climate conducive to open communication.
- Holds regular departmental staff meetings.
- Institutes feedback mechanisms to gauge leadership effectiveness.
- Works with departmental staff to identify and prioritize short and longer-term goals.
- Conducts meaningful staff performance reviews in a timely manner, and identifies staff strengths and areas for development. Identifies and takes actions necessary to obtain improved performance where necessary. Recognizes and commends staff for outstanding work.
- Identifies and deals with performance concerns quickly and effectively by dealing with performance/communications/disciplinary issues in an appropriate manner.
- Identifies areas where departmental staff training and development would be of benefit.
- Encourages staff commitment and ownership to upgrading and maintaining job related effectiveness.
- Promotes the view of training as a shared responsibility between staff and the Corporation.
- Effectively plans short and long term departmental training and development initiatives.
- Provides input to the CAO in the formulation of a corporate training strategy.

APPENDIX "A-4"
COMMUNICATION, LEARNING, AND BEHAVIOUR STYLE DEFINITIONS

COMPETENCY:

- "C1" Unable, Reluctant, Insecure
- "C2" Unable, Eager, Confident
- "C3" Able, Reluctant, Insecure
- "C4" Able, Eager, Secure, Confident

COMMUNICATION STYLE:

"EAGLE"

Descriptors: Visual, take charge, controller, competitive, pragmatic, conceptual, results oriented

Feedback Preference: Be brief and direct; stick to business; focus on *what* you want, not *how* you want it, let them share ideas, be in charge, get results quickly; provide incentives and recognition for actions.

"OWL"

Descriptors: Logical, rational, detailed, quantitative, disciplined, analytical, calm, factual

Feedback Preference: Be thoroughly prepared, objective, persistent; focus on *what* you want, and *why* you want it; support everything with accurate data; be patient, allow for criticisms and changes; reassure no surprises will occur.

"PEACOCK"

Descriptors: Emotional, expressive, personable, outgoing, visionary, spontaneous, creative, imaginative

Feedback Preference: Be democratic, stimulating, conversational; let them verbalize about ideas and visions; offer ideas, public recognition, other incentives for action; use testimonials and perceptions to sell ideas; limit details in writing.

"DOVE"

Descriptors: Organized, sequential, procedural, listener, patient, considerate, relationship oriented

Feedback Preference: Be sincere, private, agreeable, supportive; focus on *what* you want and *how* you want it; present changes non-threateningly, minimize risks; clearly define roles and goals; be patient, give time to think, respond, adjust

GENERATION-BASED COMMUNICATION STYLE:

"TRADITIONALISTS" (generally born between 1922 and 1943)

Values: Hard work, dedication and sacrifice, respect for rules, duty before pleasure, honour

Feedback Preference: "No news is good news." Seek no applause but appreciate a subtle acknowledgement that they have made a difference.

"BABY BOOMERS" (generally born between 1943 and 1960)

Values: Optimism, team orientation, personal gratification, involvement, personal growth

Feedback Preference: "Feedback once a year and lots of documentation." Often give feedback to others but are seldom on the receiving end, especially positive feedback. Boomers tend to prefer an open, direct style of communication. They tend to use more body language. They want their questions answered thoroughly and often ask for details. They prefer face to face communication.

"GENERATION X" (generally born between 1960 and 1980)

Values: Diversity, techno literacy, fun and informality, self-reliance, pragmatism

Feedback Preference: "Sorry to interrupt, but how am I doing?" Need positive feedback to let them know they're on the right track. Prefer information in shorter, sound bytes. Don't like to be sold or manipulated. Want information shared immediately and often. Use a more informal communication style.

"MILLENNIALS" (generally born between 1980 and 2000)

Values: Optimistic, feel civic duty, confident, achievement oriented, respect for diversity

Feedback Preference: "Feedback whenever I want it at the push of a button." Are used to praise and may mistake silence for disapproval. Millenials need to know what they're doing right and what they're doing wrong. They like visual imagery and graphics. They don't like to be talked down to. They prefer to use voice mail and e-mail. Appreciate humour in feedback.

APPENDIX "A-4"
COMMUNICATION, LEARNING, AND BEHAVIOUR STYLE DEFINITIONS

POWER FOCUS:

"COERCIVE POWER" is based on fear. A leader scoring high in coercive power is seen inducing compliance because failure to comply will lead to punishments such as undesirable work assignments, reprimands, dismissals or loss of benefit. More subtle elements are used such as intimidation by speaking loudly, body language, or centering others out in public.

"ASSOCIATION POWER" is based on the leader's "personal association" with influential or important persons inside or outside the organization. A leader scoring high in association power induces compliance because others aim at gaining the favour or avoiding the disfavour of the powerful association. Leaders who are seen with important individuals take on the aura of importance through their association.

"LEGITIMATE POWER" is based on the position held by the leader. The higher the position, the higher the legitimate power tends to be. A leader scoring high in legitimate power induces compliance from or influences others because they feel this person has the right, by virtue of position in the organization, to expect that suggestions be followed. The leader must be comfortable with using the ornaments associated with that position.

"REWARD POWER" is based on the leader's ability to gain favour by providing tangible or intangible rewards to others. They believe that compliance will lead to incentives such as bonuses, promotions, favoured work assignments, awards, or other personal recognition.

"PRECEDENT POWER" is based on the leader's familiarity and is used by showing examples of how the leader has experienced this working in other situations. This provides comfort in that there is a high probability if similar procedures are followed, everything will work out. Examples include how Case Law is used in the courts and how Pilot Programs are conducted prior to making final decisions.

"INFORMATION POWER" is based on the leader's possession of, or access to information that is perceived as valuable to others. This power base influences others because they need this information or want to be "in on things". This information about other's ability enables them to ask the probing questions which gives others the opportunity to display their skills.

"EXPERT POWER" is based on the leader's possession of expertise or skill, ability, or knowledge, which gains the respect of others. A leader scoring high in expert power is seen as possessing the expertise to facilitate the work behaviour of others and bring out their personal best. This respect enables a leader to influence others by their display of confidence.

"CONNECTION POWER" is based on the leader's personal traits and the ability to make personal psychic connection with others. A leader scoring high in connection power is generally liked and admired by others because of their personality and communication style. This liking for, admiration for, and identification with the leader, leads to a charismatic connection which influences others.

APPENDIX "A-4"
COMMUNICATION, LEARNING, AND BEHAVIOUR STYLE DEFINITIONS

FACTORS THAT MOTIVATE:

1. Continuous Employment
2. Feeling that real skills are put to use
3. Esprit de corps in the group
4. Strong program of employee benefits
5. Rewards inherent in the work
6. Pay...better than average
7. Able to explore new ideas and grow as much as I can
8. Fairness in promotion, performance based, promote from within
9. Good working conditions – consistent with position
10. Knowing what is going on in the organization
11. Strong pressure to accomplish tasks
12. Mistakes are permitted and there is little chance of being released
13. Feeling that my job is important
14. Company policies that are fair
15. Knowing what is expected of me
16. Recognition of being told how well I am doing
17. Sufficient responsibility and authority
18. High standards of accomplishment that I must reach for
19. Opportunity to use initiative, no direct or close supervision
20. Having a manager whom I respect
21. Working close to home...convenient to my family

COACHING STYLE:

"INSTRUCTING" The leader delegates by providing specific directions and closely supervising task accomplishment.

"GUIDING" The leader continues to direct and closely supervise task accomplishments. But when delegating, explains decisions, solicits suggestions, reflects on past successes and encourages progress.

"INSPIRING" The leader facilitates and supports employee's efforts toward the delegated task by asking questions, guiding thought processes, providing confidence and sharing responsibility for decision making.

"EMPOWERING" The leader turns over responsibility by delegating decision making and problem solving. The employee is encouraged to keep management informed of appropriate progress.

APPENDIX "B"
MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM AND EXPECTATIONS FOR
FULL TIME ADMINISTRATIVE, TECHNICAL AND SUPERVISORY STAFF

EMPLOYEE INFORMATION:

NAME: _____

POSITION: _____

DEPARTMENT: _____

THIS POSITION REVIEW IS DUE ON: _____

IT REVIEWS THE PERFORMANCE FOR THE PERIOD:

From: _____ To: _____

AND SETS OBJECTIVES FOR THE PERIOD:

From: _____ To: _____

PERFORMANCE GUIDE:

1	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
2	EXCELLENT PERFORMANCE	Work consistently meets expectations/standards
3	GOOD SOLID PERFORMANCE	Work generally meets expectations/standards
4	SOME IMPROVEMENT REQUIRED	Minor issues must be addressed in order to meet expectations/standards
5	SIGNIFICANT IMPROVEMENT REQUIRED*	Major improvement required in multiple areas in order to meet expectations/standards
N/A	NOT APPLICABLE	The individual/position is not required to perform such duties <u>or</u> supervisor not able to rate this area at this time

Append additional sheets/documentation where required/appropriate. Once completed, discussed and all signatures obtained, the original of this form is to be retained in the Employee's Corporate Personnel File.

* Address "Improvement Required" Performance issues thoroughly in "Areas for Development" Section. Utilize the "Strengths, Contribution, and Accomplishments" Section to comment on Exceptional and Excellent Performance.

**MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM (Appendix B)**

CONTRIBUTION CHECKLIST	1	2	3	4	5	N/A
TECHNICAL COMPETENCE						
Understands and applies job methods and procedures						
Plans work assignments						
Establishes priorities appropriately; ensures routine work is up to date						
Optimizes use of available resources and minimizes controllable costs						
Work is thorough and accurate; follow up actively pursued where necessary						
Managers time effectively; produces appropriate amount of quality work for time spent						
Works in an organized manner						
Works in a safe manner						
Adheres to applicable legislation/regulations and corporate and departmental policies, procedures, standards and guidelines						
Utilizes tools/equipment carefully and appropriately						
Resolves problems/enquiries promptly and effectively						
Exercises appropriate judgment; makes good decisions when need arises						
Keeps supervisor informed of sensitive issues and status of work						
Maintains general knowledge of the Municipality and Corporation						
ATTITUDE/INITIATIVE						
Is punctual for work and meetings						
Is dependable; attends work regularly						
Is flexible/adaptable to change and new/conflicting priorities						
Is innovative; identifies new/better ways to achieve results						
Demonstrates self-motivation, ownership and commitment to job						
Shows pride and professionalism in work						
Accepts special assignments positively; willingly assists others within own or other department						
Works co-operatively, respectfully and effectively with others; is a team player						
Demonstrates excellence in customer service; is friendly and helpful toward all contacts						
Demonstrates concern for others' safety						
Contributes to positive, productive work environment						
SUPERVISORY SKILLS						
Takes the time to recruit thoroughly; interview job candidates appropriately; makes effective hiring recommendations						
Ensures appropriate departmental and corporate orientation/training of staff						
Recognizes and develops the capabilities of staff; encourages and recommends staff training and development; ensures staff produce high quality work						
Communicates clearly with staff						
Encourages staff input and solutions to issues/problems						

CONTRIBUTION CHECKLIST	1	2	3	4	5	N/A
Motivates and empowers staff; recognizes and commends staff for exceptional performance						
Reviews staff performance regularly; performance reviews are constructive, objective and meaningful						
Handles difficult/challenging staff situations promptly and effectively						
Ensures compliance with Health and Safety legislation and policy						
Manages staff within the terms and conditions of corporate policies						
Provides appropriate day-to-day supervision and direction						
Promotes a positive work environment; advocates respect, integrity and personal growth among all staff						
Promotes a cooperative team environment						
Sets an appropriate professional example for staff						
Keeps staff informed of developing/emerging issues in Department, throughout Corporation and in their field of work.						

OBJECTIVES MET FOR THIS REVIEW PERIOD?

(Review previous Performance Review and comment below)

STRENGTHS, CONTRIBUTION AND ACCOMPLISHMENTS

(Comment on Exceptional and Excellent Performance Items here, and also on achievement of previously set Performance Objectives, if applicable)

AREAS FOR DEVELOPMENT/SUGGESTED TRAINING

(Develop Action Plan with employee for job enhancement/improvement. Work with employee to identify/coach on how to obtain "Exceptional Performance". Where "Improvement Required" performance issues have been identified, be specific including timeframes and results expected. Institute a monitoring mechanism to provide periodic feedback/status on improvement, to employee.)

SUPERVISOR'S GENERAL COMMENTS

OVERALL ASSESSMENT OF PERFORMANCE

(Note: overall assessment must be consistent with assessment on contribution checklist)

<input type="checkbox"/>	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
<input type="checkbox"/>	EXCELLENT PERFORMANCE	Work consistently meets expectations/standards
<input type="checkbox"/>	GOOD SOLID PERFORMANCE	Work generally meets expectations/standards
<input type="checkbox"/>	SOME IMPROVEMENT REQUIRED	Minor issues must be addressed in order to meet expectations/standards
<input type="checkbox"/>	SIGNIFICANT IMPROVEMENT REQUIRED	Major improvement required in multiple areas in order to meet expectations/standards

EMPLOYEE'S GENERAL COMMENTS (Optional)

OBJECTIVES FOR THE PERIOD

To _____

(Be specific including time frames and results expected)

--

EMPLOYEE'S FEEDBACK TO SUPERVISOR (Optional)

SUPERVISORY SKILLS	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	ACCEPTABLE PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED
Communicates clearly with me; Provides regular feedback on performance.					
Encourages my input and solutions to issues/problems; Keeps me informed of developing/emerging issues in the Corporation and in my field of work.					
Provides appropriate day-to-day supervision and direction for me.					
Promotes a positive work environment; Encourages a team approach					
Motivates and empowers me					
Sets an appropriate professional example.					

THIS REVIEW HAS BEEN DISCUSSED WITH ME:_____
Employee's Signature_____
Date_____
Supervisor's Signature_____
Date_____
Department Head Signature_____
Date

APPENDIX "C"
MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM AND EXPECTATIONS FOR
OPERATIONS STAFF AND
PART-TIME, FULL-TIME TEMPORARY OR SEASONAL STAFF

EMPLOYEE INFORMATION:

NAME: _____

POSITION: _____

DEPARTMENT: _____

THIS POSITION REVIEW IS DUE ON: _____

IT REVIEWS THE PERFORMANCE FOR THE PERIOD:

From: _____ To: _____

AND SETS OBJECTIVES FOR THE PERIOD:

From: _____ To: _____

PERFORMANCE GUIDE:

1	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
2	EXCELLENT PERFORMANCE	Work consistently meets expectations/standards
3	GOOD SOLID PERFORMANCE	Work generally meets expectations/standards
4	SOME IMPROVEMENT REQUIRED	Minor issues must be addressed in order to meet expectations/standards
5	SIGNIFICANT IMPROVEMENT REQUIRED*	Major improvement required in multiple areas in order to meet expectations/standards
N/A	NOT APPLICABLE	The individual/position is not required to perform such duties <u>or</u> supervisor not able to rate this area at this time

Append additional sheets/documentation where required/appropriate. Once completed, discussed and all signatures obtained, the original of this form is to be retained in the Employee's Corporate Personnel File.

* Address "Improvement Required" Performance issues thoroughly in "Areas for Development" Section. Utilize the "Strengths, Contribution, and Accomplishments" Section to comment on Exceptional and Excellent Performance.

**MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM (Appendix C)**

CONTRIBUTION CHECKLIST	1	2	3	4	5	N/A
TECHNICAL COMPETENCE						
Understands and applies job methods and procedures						
Plans work assignments						
Establishes priorities appropriately; ensures routine work is up to date						
Optimizes use of available resources and minimizes controllable costs						
Work is thorough and accurate; follow up actively pursued where necessary						
Managers time effectively; produces appropriate amount of quality work for time spent						
Works in an organized manner						
Works in a safe manner						
Adheres to applicable legislation/regulations and corporate and departmental policies, procedures, standards and guidelines						
Utilizes tools/equipment carefully and appropriately						
Resolves problems/enquiries promptly and effectively						
Exercises appropriate judgment; makes good decisions when need arises						
Keeps supervisor informed of sensitive issues and status of work						
Maintains general knowledge of the Municipality and Corporation						
ATTITUDE/INITIATIVE						
Is punctual for work and meetings						
Is dependable; attends work regularly						
Is flexible/adaptable to change and new/conflicting priorities						
Is innovative; identifies new/better ways to achieve results						
Demonstrates self-motivation, ownership and commitment to job						
Shows pride and professionalism in work						
Accepts special assignments positively; willingly assists others within own or other department						
Works co-operatively, respectfully and effectively with others; is a team player						
Demonstrates excellence in customer service; is friendly and helpful toward all contacts						
Demonstrates concern for others' safety						
Contributes to positive, productive work environment						

OBJECTIVES MET FOR THIS REVIEW PERIOD?

(Review previous Performance Review and comment below)

STRENGTHS, CONTRIBUTION AND ACCOMPLISHMENTS

(Comment on Exceptional and Excellent Performance Items here, and also on achievement of previously set Performance Objectives, if applicable)

AREAS FOR DEVELOPMENT/SUGGESTED TRAINING

(Develop Action Plan with employee for job enhancement/improvement. Work with employee to identify/coach on how to obtain "Exceptional Performance". Where "Improvement Required" performance issues have been identified, be specific including timeframes and results expected. Institute a monitoring mechanism to provide periodic feedback/status on improvement, to employee.)

SUPERVISOR'S GENERAL COMMENTS

OVERALL ASSESSMENT OF PERFORMANCE

(Note: overall assessment must be consistent with assessment on contribution checklist)

<input type="checkbox"/>	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
<input type="checkbox"/>	EXCELLENT PERFORMANCE	Work consistently meets expectations/standards
<input type="checkbox"/>	GOOD SOLID PERFORMANCE	Work generally meets expectations/standards
<input type="checkbox"/>	SOME IMPROVEMENT REQUIRED	Minor issues must be addressed in order to meet expectations/standards
<input type="checkbox"/>	SIGNIFICANT IMPROVEMENT REQUIRED	Major improvement required in multiple areas in order to meet expectations/standards

EMPLOYEE'S GENERAL COMMENTS (Optional)

OBJECTIVES FOR THE PERIOD

To

(Be specific including time frames and results expected)

EMPLOYEE'S FEEDBACK TO SUPERVISOR (Optional)

SUPERVISORY SKILLS	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	ACCEPTABLE PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED
Communicates clearly with me; Provides regular feedback on performance.					
Encourages my input and solutions to issues/problems; Keeps me informed of developing/emerging issues in the Corporation and in my field of work.					
Provides appropriate day-to-day supervision and direction for me.					
Promotes a positive work environment; Encourages a team approach					
Motivates and empowers me					
Sets an appropriate professional example.					

THIS REVIEW HAS BEEN DISCUSSED WITH ME:

Employee's Signature

Date

Supervisor's Signature

Date

Department Head Signature

Date

APPENDIX "D"
MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM AND EXPECTATIONS FOR
DAY CARE STAFF

EMPLOYEE INFORMATION:

NAME: _____

POSITION: _____

DEPARTMENT: _____

THIS POSITION REVIEW IS DUE ON: _____

IT REVIEWS THE PERFORMANCE FOR THE PERIOD:

From: _____ To: _____

AND SETS OBJECTIVES FOR THE PERIOD:

From: _____ To: _____

PERFORMANCE GUIDE:

1	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
2	EXCELLENT PERFORMANCE	Work consistently meets expectations/standards
3	GOOD SOLID PERFORMANCE	Work generally meets expectations/standards
4	SOME IMPROVEMENT REQUIRED*	Minor issues must be addressed in order to meet expectations/standards
5	SIGNIFICANT IMPROVEMENT REQUIRED*	Major improvement required in multiple areas in order to meet expectations/standards
N/A	NOT APPLICABLE	The individual/position is not required to perform such duties <u>or</u> supervisor not able to rate this area at this time

Append additional sheets/documentation where required/appropriate. Once completed, discussed and all signatures obtained, the original of this form is to be retained in the Employee's Corporate Personnel File.

* Address "Improvement Required" Performance issues thoroughly in "Areas for Development" Section. Utilize the "Strengths, Contribution, and Accomplishments" Section to comment on Exceptional and Excellent Performance.

**MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM (Appendix D)**

CONTRIBUTION CHECKLIST	1	2	3	4	5	N/A
DEMONSTRATED QUALITIES						
Forms a positive, personal relationship with children						
Capitalizes on a child's natural tendency to explore & be curious						
Is flexible & intuitive to the needs & interests of individual children						
Engages in child's lead during conversations & activities						
Maintains a sense of humour as well as recognizes & responds to children's humour						
Facilitates experiences that recognize the diverse needs of all children						
Observes and records children's interests and developmental progress as time permits						
Uses physical body language that is welcoming and encourages interaction						
Actively participates and encourages participation with children at a developmentally appropriate level						
Respects the rights of a child						
Demonstrates enjoyment and appreciation of children						
Shares ideas and feelings with children in a positive & respectful manner						
Acknowledges, respects, and responds to the child's right to have thoughts and emotions, helps the child express difficult feelings						
Uses voice tone and body language to convey expression, interest, concern and enthusiasm						
PROFESSIONALISM						
Is punctual and keeps regular attendance						
Keeps up with information and activities of work place						
Respects the rights of others						
Discusses information without jeopardizing confidentiality						
Accepts and understands cultural differences						
Functions as a team member						
Seeks and obtains direction and assistance from appropriate sources						
Maintains a professional image						
Acts in accordance with the Centre's Policies and Procedures						
Acts in accordance with the Day Nurseries Act of Ontario						
COMMUNICATION WITH CHILDREN						
Uses appropriate vocabulary						
Follows child's lead during conversation						
Establishes physical proximity when speaking						
Communicates feelings constructively						
Encourages conversation by asking open-ended questions						
Uses reflective listening						
Listens attentively						
Communicates verbally and in a clear, concise and grammatically correct manner						
Uses appropriate voice tone to agree with verbal message						
Uses appropriate body language to agree with verbal message						
Shares ideas and information to stimulate the thinking processes						
Offers support and encouragement						
Observes professional boundaries when communicating to children						

CONTRIBUTION CHECKLIST	1	2	3	4	5	N/A
PROVISION OF POSITIVE PHYSICAL ENVIRONMENT						
Prepares the environment to support independence and decision making by the child						
Provides for quiet and active play						
Provides space for routine function to promote independence						
Promotes social exchange through the use of physical space						
Rotates/changes materials on a regular basis, or when children have demonstrated ability, to encourage mastery of new skills						
Ensures a clean, well organized environment						
Demonstrates and encourages respect for the environment						
Decorates space considering children's aesthetic awareness						
Equips the space to provide materials necessary for holistic learning to occur in the cognitive domain (sorting/counting, games, blocks, books)						
Equips the space to provide materials necessary for holistic learning to occur in the creative domain (art, pretend play, music)						
Equips the space to provide materials necessary for holistic learning to occur in the language domain (writing utensils, books, pictures, games)						
Equips the space to provide materials necessary for holistic learning to occur in the social domain (play props, materials requiring co-operation)						
Equips the space to provide materials necessary for holistic learning to occur in the physical domain (balls, bikes, cultural foods, health-related supplies)						
Ensures safety of children at all times						
Maintains sanitary procedures as set out in policy manual and Day Nurseries Act of Ontario						
Arranges and maintains safe environment, material and equipment						
GUIDANCE AND SUPERVISION OF CHILDREN						
Uses positive interaction						
Understands and facilitates patterns of interaction						
Encourages the development of dependence and independence						
Assists the children in development of self-help skills						
Enhances respect for others						
Integrates all children inclusive of those who have special needs, into the regular program						
Has the ability to judge when to interact and intervene with children						
Supervises playground appropriately						
Supervises activity rooms, inclusive of providing and suggesting activities for children to do						
Supervises routine situations with an element of order and consistency						
Assists children to understand the logical and natural consequences of behaviour and provide positive follow-up to actions						
Establishes, defines and follows through with expectations for groups						
Uses active listening to respond to children's needs						
Reinforces positive behaviour						
Gives children meaningful choices						
Uses positively stated, clear directions						
Develops an understanding of and maintain basic limits (child not allowed to harm self, others or property)						

CONTRIBUTION CHECKLIST	1	2	3	4	5	N/A
Follows through behaviour management procedures as set out in policy manual and Day Nurseries Act of Ontario						
Provides alternatives and redirects child						
Is positive and consistent in redirecting aggressive energy						
Guides children in transitions						
Provides for and encourages play as a vehicle of development						
Positions self to maximize view of area						
CURRICULUM						
Selects developmentally appropriate toys, books, and play materials						
Displays flexibility in routines						
Uses a variety of teaching aids						
Provides an opportunity for the development of early writing skills						
Implements a balance of planned and spontaneous activities						
Is organized in implementation of materials prior to experiences						
Provides an opportunity for children to develop early reading skills						
Plans for special occasions						
Provides a range of opportunities in sand/water						
Provides a range of opportunities in cooking/baking						
Provides a range of opportunities in natural/physical science						
Provides a range of opportunities in fine motor areas						
Provides a range of opportunities in gross motor areas						
Provides a range of opportunities in block play						
Provides a range of opportunities in music						
Provides a range of opportunities in outdoor play						
Provides a range of opportunities in language						
Provides a range of opportunities in dramatic play						
Provides a range of opportunities in interest centres						
Provides a range of opportunities in creative art						
Provides a range of opportunities in sensory						
Appropriately co-ordinates materials and information for circle time experiences						
COMMUNICATION AND INTERACTION WITH PARENTS						
Acts on parental inquiries and requests						
Shares the child's daily experiences and positive qualities with the family						
Respects the parents' rights and confidentiality						
Uses tact and discretion						
Directs parents to supervisor appropriately						
Ensures that the family is aware of any illness or accident to their child						
Displays non-judgmental understanding of parents and family system						

OBJECTIVES MET FOR THIS REVIEW PERIOD?

(Review previous Performance Review and comment below)

STRENGTHS, CONTRIBUTION AND ACCOMPLISHMENTS

(Comment on Exceptional and Excellent Performance Items here, and also on achievement of previously set Performance Objectives, if applicable)

AREAS FOR DEVELOPMENT/SUGGESTED TRAINING

(Develop Action Plan with employee for job enhancement/improvement. Work with employee to identify/coach on how to obtain "Exceptional Performance". Where "Improvement Required" performance issues have been identified, be specific including timeframes and results expected. Institute a monitoring mechanism to provide periodic feedback/status on improvement, to employee.)

SUPERVISOR'S GENERAL COMMENTS

OVERALL ASSESSMENT OF PERFORMANCE

(Note: overall assessment must be consistent with assessment on contribution checklist)

<input type="checkbox"/>	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
<input type="checkbox"/>	EXCELLENT PERFORMANCE	Work consistently meets expectations/standards
<input type="checkbox"/>	GOOD SOLID PERFORMANCE	Work generally meets expectations/standards
<input type="checkbox"/>	SOME IMPROVEMENT REQUIRED	Minor issues must be addressed in order to meet expectations/standards
<input type="checkbox"/>	SIGNIFICANT IMPROVEMENT REQUIRED	Major improvement required in multiple areas in order to meet expectations/standards

EMPLOYEE'S GENERAL COMMENTS (Optional)

OBJECTIVES FOR THE PERIOD

To

(Be specific including time frames and results expected)

EMPLOYEE'S FEEDBACK TO SUPERVISOR (Optional)

SUPERVISORY SKILLS	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	ACCEPTABLE PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED
Communicates clearly with me; Provides regular feedback on performance.					
Encourages my input and solutions to issues/problems; Keeps me informed of developing/emerging issues in the Corporation and in my field of work.					
Provides appropriate day-to-day supervision and direction for me.					
Promotes a positive work environment; Encourages a team approach					
Motivates and empowers me					
Sets an appropriate professional example.					

THIS REVIEW HAS BEEN DISCUSSED WITH ME:

Employee's Signature

Date

Supervisor's Signature

Date

Department Head Signature

Date

THE CORPORATION OF THE MUNICIPALITY OF SIOUX LOOKOUT

BY-LAW NO. 64-10

BEING A BY-LAW TO AMEND BY-LAW NO. 50-05, as amended (BEING A BY-LAW TO ADOPT PERSONNEL POLICIES FOR THE MUNICIPALITY OF SIOUX LOOKOUT)

WHEREAS Council has passed By-Law No. 50-05 to adopt Personnel Policies for the Municipality of Sioux Lookout, and

WHEREAS the Council of the Corporation of the Municipality of Sioux Lookout deems it advisable to amend By-Law No. 50-05 and the adopted Personnel Policies;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE MUNICIPALITY OF SIOUX LOOKOUT, ENACTS AS FOLLOWS:


1. THAT By-Law No. 50-05 be amended by deleting the following Policy effective September 15, 2010:
 - (a) Personnel Policy No. 3-12 *Performance Review*


2. THAT By-Law No. 50-05 be amended by adding the following Policy:
 - (a) Personnel Policy No. 3-12 *Performance Review*

3. THAT the Personnel Policies attached hereto as Appendix A is adopted as Personnel Policy for the Corporation of the Municipality of Sioux Lookout.

4. THAT this By-Law shall come into force and take effect on the date of its final passing.

READ A FIRST, SECOND AND THIRD TIME AND PASSED THIS FIFTEENTH DAY OF SEPTEMBER, 2010.


Kathy Poling, Mayor


Mary L. MacKenzie, Clerk

ls/sept7/10

MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM (Appendix E)

APPENDIX "E"

MUNICIPALITY OF SIOUX LOOKOUT
PERFORMANCE REVIEW FORM AND EXPECTATIONS FOR
CHIEF ADMINISTRATIVE OFFICER

EMPLOYEE INFORMATION:

NAME: _____

POSITION: Chief Administrative Officer

THIS POSITION REVIEW IS DUE ON: _____

IT REVIEWS THE PERFORMANCE FOR THE PERIOD:

From: _____ To: _____

AND SETS OBJECTIVES FOR THE PERIOD:

From: _____ To: _____

PERFORMANCE GUIDE:

1	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
2	EXCELLENT PERFORMANCE	Work consistently meets and sometimes exceeds expectations/standards
3	GOOD SOLID PERFORMANCE	Work meets expectations/standards
4	SOME IMPROVEMENT REQUIRED	Minor issues must be addressed in order to meet expectations/standards
5	SIGNIFICANT IMPROVEMENT REQUIRED*	Major improvement required in multiple areas in order to meet expectations/standards
N/A	NOT APPLICABLE	The individual/position is not required to perform such duties <u>or</u> supervisor not able to rate this area at this time

Append additional sheets/documentation where required/appropriate. Once completed, discussed and all signatures obtained, the original of this form is to be retained in the Employee's Corporate Personnel File.

* Address "Improvement Required" Performance issues thoroughly in "Areas for Development" Section. Utilize the "Strengths, Contribution, and Accomplishments" Section to comment on Exceptional and Excellent Performance.

own time. Commits to and meets deadlines. Respects others' time. Is punctual for work and meetings.						
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Delegates work appropriately.						
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Deals with the Mayor and Members of Council in a helpful and respectful manner. Maintains a professional demeanor at all times. Advocates respect and integrity and is objective and fair when dealing with all contacts. Supports the efforts of volunteer community organizations through working collaboratively with them						
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--

Deals with Boards/Committees in a helpful and respectful manner. Maintains a professional demeanor at all times. Advocates respect and integrity and is objective and fair when dealing with all contacts. Supports the efforts of volunteer community organizations through working collaboratively with them.						
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--

Contributes to staff morale by assisting and supporting staff when required. Works cooperatively and consultatively with staff. Encourages cross-departmental interaction and collaboration. Fosters the view of the Corporation as a whole, by breaking down silos.						
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Comments:

	1	2	3	4	5	N/A
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CUSTOMER SERVICE

Promotes excellence in customer service within the corporation. Responds quickly and efficiently to enquiries/complaints from citizens/community groups. Exhibits tact and diplomacy in dealing with citizen/group complaints. Resolves complaints to citizen/groups' satisfaction whenever feasible. Provides helpful explanation where legislatively or otherwise constrained. Researches/facilitates appropriate contact when referral necessary.						
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--

Monitors client/customer satisfaction.						
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Promotes a positive working environment. Advocates respect, integrity, civic-mindedness and personal growth among staff. Sets a professional example for staff. Acts in a manner that taxpayers perceive they are receiving excellence in service.						
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--

Comments:

necessary to obtain improved performance where necessary. Recognizes and commends staff for outstanding work. Identifies and deals with performance concerns quickly and effectively by dealing with performance/communication/disciplinary issues in an appropriate manner.

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Identifies areas where Direct Reporting Managers and departmental staff training and development would be of benefit. Encourages staff commitment and ownership to upgrading and maintaining job related effectiveness. Promotes the view of training as a shared responsibility between staff and the Corporation. Supports planning of short and long term departmental training and development initiatives.

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Comments:

OBJECTIVES MET FOR THIS REVIEW PERIOD?

(Review previous Performance Review and comment below)

STRENGTHS, CONTRIBUTION AND ACCOMPLISHMENTS

(Comment on Exceptional and Excellent Performance items here, and also on achievement of previously set Performance Objectives, if applicable)

AREAS FOR DEVELOPMENT/SUGGESTED TRAINING

(Develop Action Plan with CAO for job enhancement/improvement. Work to identify/coach on how to obtain "Exceptional Performance". Where "Improvement Required" performance issues have been identified, be specific including timeframes and results expected. Institute a monitoring mechanism to provide periodic feedback/status on improvement.)

COUNCIL'S GENERAL COMMENTS

OVERALL ASSESSMENT OF PERFORMANCE

(Note: overall assessment must be consistent with assessment on contribution checklist)

<input type="checkbox"/>	EXCEPTIONAL PERFORMANCE	Work consistently exceeds expectations/standards
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<input type="checkbox"/>	EXCELLENT PERFORMANCE	Work consistently meets expectations/standards
<input type="checkbox"/>	GOOD SOLID PERFORMANCE	Work generally meets expectations/standards
<input type="checkbox"/>	SOME IMPROVEMENT REQUIRED	Minor issues must be addressed in order to meet expectations/standards
<input type="checkbox"/>	SIGNIFICANT IMPROVEMENT REQUIRED	Major improvement required in multiple areas in order to meet expectations/standards

CAO'S GENERAL COMMENTS

OBJECTIVES FOR THE PERIOD _____ To _____
 (Be specific including time frames and results expected)

CAO'S FEEDBACK TO COUNCIL

	1	2	3	4	5	N/A
LEADERSHIP	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT	SIGNIFICANT IMPROVEMENT	NOT APPLICABLE

QUALITIES				REQUIRED	REQUIRED	
Expects and encourages performance from CAO.						
Recognizes and rewards good ideas from CAO.						
Follows through on commitments made.						
Leads others by example.						
Communicates effectively and professionally.						
Provides regular feedback on performance.						
Maintains open and active communication.						
Exhibits good listening skills.						
Encourages input and solutions to issues/problems; Keeps CAO informed of developing/emerging issues in the Corporation.						
Provides appropriate day-to-day supervision and direction through the Mayor.						
Motivates and empowers CAO.						
Sets an appropriate professional example.						
Treats the CAO with respect, fairness and integrity.						
Is responsive to incoming requests from the CAO.						

COMMENTS:

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	1	2	3	4	5	N/A
	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED	NOT APPLICABLE
TEAMWORK						
Involves CAO in discussions on achieving team goals.						
Is receptive to suggestions improving team productivity.						
Assumes designated responsibility for achieving goals and objectives.						
Promotes a positive work environment; Encourages a team approach.						

COMMENTS:

	1	2	3	4	5	N/A
	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED	NOT APPLICABLE
QUALITY OF PERFORMANCE						
Makes suggestions on improving quality and productivity of work.						
Sets standards on achieving high quality results						
Works in an organized manner.						

Identifies problems and resolves them.						
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COMMENTS:

	1	2	3	4	5	N/A
CUSTOMER RELATIONS	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED	NOT APPLICABLE
Treats customers with respect, fairness and integrity.						
Is committed to the satisfaction of customers.						
Is responsive to incoming requests from customers.						

COMMENTS:

DIRECT REPORTING MANAGERS FEEDBACK

	1	2	3	4	5	N/A
LEADERSHIP QUALITIES	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED	NOT APPLICABLE
Expects and encourages						

performance from Direct Reporting Managers.						
Recognizes and rewards good ideas from Direct Reporting Managers.						
Follows through on commitments made.						
Leads others by example.						
Communicates effectively and professionally.						
Provides regular feedback on performance.						
Maintains open and active communication.						
Exhibits good listening skills.						
Encourages input and solutions to issues/problems; Keeps Direct Reporting Managers informed of developing/emerging issues in the Corporation pertaining to their field of work.						
Provides appropriate day-to-day supervision and direction.						
Motivates and empowers Direct Reporting Managers.						
Sets an appropriate professional example.						
Treats Direct Reporting Managers with respect, fairness and integrity.						
Is responsive to incoming requests from Direct Reporting Managers.						

COMMENTS:

	1	2	3	4	5	N/A
TEAMWORK	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED	NOT APPLICABLE
Involves Direct Reporting Managers in discussions on achieving team goals.						
Is receptive to suggestions improving team productivity.						
Assumes designated responsibility for achieving goals and objectives.						
Promotes a positive work environment; Encourages a team approach.						

COMMENTS:

	1	2	3	4	5	N/A
QUALITY OF PERFORMANCE	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED	NOT APPLICABLE
Makes suggestions on improving quality and productivity of work.						
Sets standards on achieving high quality results						
Works in an organized manner.						
Identifies problems and resolves them.						

COMMENTS:

--	--	--	--	--	--	--

	1	2	3	4	5	N/A
CUSTOMER RELATIONS	EXCEPTIONAL PERFORMANCE	EXCELLENT PERFORMANCE	GOOD SOLID PERFORMANCE	SOME IMPROVEMENT REQUIRED	SIGNIFICANT IMPROVEMENT REQUIRED	NOT APPLICABLE
Treats customers with respect, fairness and integrity.						
Is committed to the satisfaction of customers.						
Is responsive to incoming requests from customers.						

COMMENTS:

THIS REVIEW HAS BEEN DISCUSSED WITH ME:

 CAO's Signature

 Date

 Council Designate(s) Signature(s)

 Date

THE CORPORATION OF THE MUNICIPALITY OF SIOUX LOOKOUT

BY-LAW NO. 40-13

**BEING A BY-LAW TO AMEND BY-LAW NO. 50-05, as amended
(BEING A BY-LAW TO ADOPT PERSONNEL POLICIES FOR
THE MUNICIPALITY OF SIOUX LOOKOUT)**

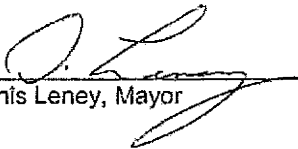
WHEREAS Council has passed By-Law No. 50-05 to adopt Personnel Policies for the Municipality of Sioux Lookout, and

WHEREAS the Council of The Corporation of the Municipality of Sioux Lookout deems it advisable to amend By-Law No. 50-05 and the adopted Personnel Policies;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE MUNICIPALITY OF SIOUX LOOKOUT ENACTS AS FOLLOWS:

1. THAT By-Law No. 50-05 be amended as follows:
 - a) THAT Personnel Policy No. 3-12 be amended by adding Performance Review – Chief Administrative Officer, attached hereto as Schedule "B".
2. THAT this By-Law shall come into force and take effect on the date of its final passing.

READ A FIRST, SECOND AND THIRD TIME AND PASSED THIS TWENTY-FOURTH DAY OF JUNE, 2013.


Dennis Leney, Mayor


Mary L. MacKenzie, Clerk

Is/