



The County
PRINCE EDWARD COUNTY + ONTARIO

Title:	Performance Management, Development and Review Policy		
Policy Group: Your Government and People	Policy Administrator: Human Resources and Organizational Development		
Resolution No. CW-234-2022	Policy Number: HR-10		
Approval Date: 2022-08-18	Revision Date: 2026-08-18		

1. Policy Statement

- a) The Performance Management, Development and Review Policy (Policy) sets out the responsibilities of Employees and Management and specifies the processes for enhancing organizational performance through the management and review of Employee performance.

2. Purpose

- a) The aims of the Policy are to:
 - i. Facilitate and promote improvement in organizational outcomes through the effective management of Employee performance.
 - ii. Enhance the job satisfaction of Employees.
 - iii. Advance and support the career development of Employees.

3. Scope

- a) This Policy applies to all Employees of the County. Those Employees represented by a bargaining unit should refer to their respective collective agreement. Non-union Employees should refer to By-Law No. 130-2021.

4. Legislative Authority

- a) *Employment Standards Act & Regulations 2000*
- b) *Ontario Human Rights Code*
- c) *Occupational Health and Safety Act, R.S.O. 1990*

5. Definitions

- a) **Probationary Assessment** means a process to ensure that Employees understand what the standards are by which they are being measured, how they are progressing and what their evaluation is prior to the end of the probationary period. Probationary goal setting and assessments must be completed for each new Employee.
- a) **Development Goal** means a goal based on identified development needs, results of the completed performance evaluation and requirements of the Employee's position during the upcoming performance and development period.
- b) **Performance Review** means a practice of formally assessing the Employee's success in achieving performance goals and meeting organizational goals and objectives over the prior year. Annual goal setting and an annual performance review must be completed at a minimum for each Employee.
- c) **Training** means formal and informal courses, seminars, workshops and conferences. An example of formalized training would be attendance at an external paid course. Informal training examples include initiatives such as internal training, Employee mentorship, cross departmental development, special projects, etc.
- d) **Succession Planning** means a strategy used by organizations to pass leadership roles down to another Employee or group of Employees. The process ensures that operations continue to function efficiently without the presence of people who were holding key positions following retirement, resignation etc.

6. General

- a) The Performance Management, Development and Review Policy formalizes effective management practices utilized by The County.
- b) Managing and reviewing Employee performance and fostering staff development are critical elements in achieving The County's priorities and its overall success.
- c) This process is a joint responsibility between an Employee and their Supervisor. It provides an opportunity for both to work together in a structured way to review performance, identify and describe work expectations, agree on future work goals, discuss learning and development needs, recognize

achievements, provide feedback and plan for future individual and organisational growth and development.

- d) Training and development of Employees is essential to the success of the County and The County believes that Employees should be afforded every opportunity to fully develop in their role. Training opportunities are both formal and informal in nature and should be of mutual benefit and interest to the Employee and organization.
- e) The County strives to maintain a highly skilled workforce by developing potential leaders that will continue to meet the changing needs of the community. It recognizes that the practice of succession planning and developing Employees within the organization are key in the delivery of programs and services to the residents.
- f) Interim or touchpoint assessments are highly encouraged to occur. More frequent touchpoints with Managers and Employees are proven to support achieving higher levels of Employee development and productivity.
- g) The process enables Employees and Supervisors to:
 - i. Review performance against previously set objectives and establish objectives to guide the work of the Employee throughout the year.
 - ii. Identify development and training needs to assist Employees in taking responsibility for their career development.
 - iii. Identify and manage potential barriers to satisfactory performance.
 - iv. Formulate and implement improvement strategies and plans in cases where the performance of Employees is below expectations.

7. Responsibility and Implementation

- a) The Chief Administrative Officer (CAO) is responsible for:
 - i. Directing compliance with this Policy.
 - ii. Establishing procedural guidelines in the application of this Policy and making routine changes in conjunction with Human Resources to the procedure as required.
- b) Directors are responsible for:
 - i. Focusing on coaching, supporting and developing their Employees

- ii. Identifying and correcting performance deficiencies constructively and in a timely manner.
 - iii. Promoting communication, understanding and dialogue between individuals and teams in their departments.
- c) Managers/Supervisors are responsible for:
- i. Participating fully in the performance management and development process including completing probationary assessments and performance reviews.
 - ii. Dealing with performance deficiencies constructively and in a timely fashion.
 - iii. Ensuring that poor performance is clearly and consistently handled.
 - iv. Promoting communication, understanding and dialogue between individuals and teams in their departments.
- d) Employees are responsible for:
- i. Participating in the performance management and development process.
 - ii. Encouraging regular constructive dialogue and feedback on their own performance.

8. Documentation and Forms

- a) Performance Management, Development and Review Procedures
- b) Performance and Development Template for all Employees (Non-union & Union)