	Title:	Non-Union Performance Management Policy		
	Number:	HR – 019		
	Revision Date:	N/A	Approved by:	CLT
	Revision Number:	N/A	Area:	Corporate
	Document Type:	Policy	Department:	Human Resources

**Table of Contents**

1.0 Policy Statement .....2


2.0 Purpose.....2

3.0 Principles.....2

4.0 Definitions .....3

5.0 Responsibilities .....3

6.0 Application..... 5

	Title:	Non-Union Performance Management Policy		
	Number:	HR – 019		
	Revision Date:	N/A	Approved by:	CLT
	Revision Number:	N/A	Area:	Corporate
	Document Type:	Policy	Department:	Human Resources

## 1.0 Policy Statement


- 1.1. The City of Welland (the “city”) is committed to fostering a culture of excellence, continuous improvement, and accountability. This policy will support the strategic goals of the city by providing a framework for evaluating, recognizing and developing the performance of our employees.
- 1.2. This policy is intended to promote
  - the alignment of individual performance goals with the city’s strategic goals, identifying opportunities for development and growth.
  - regular communication and feedback on performance.
  - employee development, career development, and succession planning.
  - employee engagement and motivation.
  - regular review of the policy.
- 1.3. This policy is a companion policy to HR–023 *Non-Union Compensation*.
- 1.4. This policy applies to all non-union staff, including full-time, seasonal, and temporary staff.

## 2.0 Purpose

The purpose of a performance management policy is to establish a structured framework for evaluating, enhancing, and optimizing employee performance. It aligns with individual and team performance objectives and the city’s strategic goals, recognizes excellence, and aims to enhance employee engagement, productivity, and overall organizational success.

## 3.0 Principles

- 3.1. Fairness and Transparency** – performance evaluations will be conducted objectively and transparently, based on clear and measurable criteria.
- 3.2. Continuous Feedback** – People Leaders will provide ongoing feedback to employees, formally and informally, to recognize achievements and identify opportunities for improvement.
- 3.3. Development Opportunities** – People Leaders will provide employees with opportunities for growth and development, including training and coaching
- 3.4. Recognition** – Exceptional performance will be recognized, reinforcing a culture of excellence.

	Title:	Non-Union Performance Management Policy		
	Number:	HR – 019		
	Revision Date:	N/A	Approved by:	CLT
	Revision Number:	N/A	Area:	Corporate
	Document Type:	Policy	Department:	Human Resources

**3.5. Accountability** – People Leaders and employees are responsible and accountable for setting goals, providing feedback, and taking action to improve performance where necessary.

**3.6. Goal Alignment** – Performance goals will be aligned with the city’s strategic goals and objectives, ensuring that individual efforts contribute to the overall success of the organization.

**4.0 Definitions**

**4.1. Performance Evaluation** – the process of assessing an employee’s job performance against predetermined goals, objectives, and competencies.

**4.2. Performance Management** – a comprehensive management process aimed at ensuring that employees contribute effectively to the achievement of organizational goals. Key components of performance management include goal setting, feedback and coaching, recognition, and performance reviews.

**4.3. Goal Setting** – the process of establishing specific, measurable, achievable, relevant, and time-bound (SMART) objectives that guide work performance.

**4.4. Feedback** – the process of providing constructive information, observations and commentary regarding an employee’s performance. Feedback can be informal, or formal.

**4.5. Performance Criteria** – the specific standards or metrics used to assess performance.


**4.6. Performance Recognition** – the acknowledgment of exceptional performance and achievements by employees. Recognition can be verbal, written, awards, or other tangible and intangible rewards.

**4.7. Performance Improvement Plan (PIP)** – a formal plan developed for employees whose performance does not meet expectations.

**5.0 Responsibilities:**

**5.1. CAO**

- Set the administrative strategic direction to guide the development of policies to ensure they are aligned with the city’s goals.
- Support the policy by engaging the senior leadership team, communicating expectations for compliance, and addressing any concerns.

	Title:	Non-Union Performance Management Policy		
	Number:	HR – 019		
	Revision Date:	N/A	Approved by:	CLT
	Revision Number:	N/A	Area:	Corporate
	Document Type:	Policy	Department:	Human Resources


- Oversee the overall effectiveness of the policy and recommend adjustments as required.
- Demonstrate a commitment to compliance, leading by example, building a culture of accountability, and driving strategic goals.

### 5.2. Human Resources Department

- Lead the development of administrative policies and procedures to ensure they are built on best practices and are aligned with the city’s strategic goals.
- Communicate to all levels providing explanations and guidance on policy requirements.
- Implement the policy by communicating with people leaders and providing training to ensure an understanding of the policy and its integration into the daily operations of the department.
- Oversee the performance management program and ensure ongoing review of this policy.
- Monitor the overall effectiveness and compliance of the policy, identify opportunities for improvement, and address areas of concern.
- Ensure consistent and fair enforcement and application of the policy.
- Regularly review and recommend updates as required for compliance and effectiveness.

### 5.3. People Leaders

- Implement the policy by communicating with employees and providing training to ensure an understanding of the policy and its integration into the daily operations of the department.
- Implement performance management directly with employees through ongoing performance reviews.
- Implement performance improvement plans if required.
- Ensure consistent and fair enforcement and application of the policy.
- Demonstrate a commitment to compliance, reinforcing the strategic goals of the city.
- Monitor the overall effectiveness of the policy, identify opportunities for improvement, and provide feedback to the department head.

	Title:	Non-Union Performance Management Policy		
	Number:	HR – 019		
	Revision Date:	N/A	Approved by:	CLT
	Revision Number:	N/A	Area:	Corporate
	Document Type:	Policy	Department:	Human Resources

## 6.0 Application

### 6.1. Performance Evaluation Process

**Goal Setting:** At the beginning of each performance cycle, employees will work with their managers to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that align with their job responsibilities and the city’s objectives.

**Ongoing Feedback:** Managers will provide regular feedback to employees throughout the performance cycle, highlighting strengths, addressing areas for improvement, and adjusting goals as needed.

**Six-Month Review:** For all new employees, managers will conduct a comprehensive six-month review, evaluating performance against the position's competencies.

**Annual Performance Review:** At the end of the performance cycle, managers will conduct a comprehensive annual performance review with each employee, evaluating performance against established goals and competencies. Under policy HR–023, at minimum, satisfactory performance is the basis for moving employees through the steps within their established pay band. Employees who do not meet satisfactory performance will not progress through the steps of the pay band. Employees who do not meet satisfactory performance may be subject to a performance management plan.


**Performance Improvement Plans (PIPs):** If an employee's performance falls below expectations, managers will work with the employee to develop a Performance Improvement Plan (PIP) outlining specific actions, timelines, and support mechanisms to help the employee improve performance. A PIP can be introduced at any time within the performance cycle.

### 6.2. Communication and Transparency

This policy reflects the city’s commitment to fairness, transparency, and alignment with its strategic goals and supports efforts to build a diverse, engaged, and high-performing team.

This policy shall be effective upon approval and communicated to all employees accordingly.

Performance-related discussions and documentation will be treated confidentially and shared only with those individuals directly involved in the performance management process.

	Title:	Non-Union Performance Management Policy		
	Number:	HR – 019		
	Revision Date:	N/A	Approved by:	CLT
	Revision Number:	N/A	Area:	Corporate
	Document Type:	Policy	Department:	Human Resources

### 6.3. Compliance and Governance

The city adheres to all relevant laws, regulations, and industry standards, ensuring compliance with any legal requirements.

### 6.4. Policy Review and Updates

This policy will be reviewed periodically to ensure its continued relevance, effectiveness, and compliance with evolving legal and regulatory requirements.

### Revision History

Date	Description of Change	Initials