

Town of Greater Napanee

Performance Review Policy



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Department:	Human Resources	Contact:	HR Manager
Approval Authority:	Council	Policy No:	HR-2025-03

1. Introduction

The Town of Greater Napanee is committed to fostering a culture of continuous improvement, accountability, and transparency. This policy outlines the principles and process for conducting annual performance reviews, ensuring fairness and alignment with organizational goals.

2. Purpose

To establish a standardized process for evaluating employee performance, setting goals, and providing constructive feedback to support professional development and organizational success.

3. Scope

This policy applies to all employees of the Town of Greater Napanee, including full-time and part-time staff.

4. Definitions

- Performance Review: A formal evaluation of an employee's work performance over a defined period of time.
- Goals: Defined objectives and/or service level targets identified in annual workplans or mandate letters that are to be achieved in the calendar year.
- Performance Improvement Plan: A formal, structured document that outlines specific steps an employee must take to improve their performance within a defined timeframe.
- Self-Assessment: An employee's own evaluation of their performance.
- Rating Scale: A 1-to-5 scale where:
 - 1 represents - **Doesn't meet expectations** - An area for immediate focus to get back on track. Does not meet expectations.
 - 2 represents - **Sometimes meets expectations** - An area for further development and support. Occasionally misses expectations.
 - 3 represents - **Meets expectations** - Achieving all expectations. Performing job duties at an expected level according to the job description.

- 4 represents - **Sometimes exceeds expectations** - Performs above expectations, completing goals ahead of time and with high quality.
- 5 represents - **Exceeds expectations** - Consistently performs beyond expectations. Achieves stretch goals, takes on additional tasks and leads by example.
- Step Increase: Refers to a pay adjustment within a non union employee's current salary range. Unionized employees follow their collective agreement.

5. Responsibilities

- Council: Approves policy.
- CAO: Oversees implementation of policy and adherence to its principles.
- HR: Reviews assessments and sets standards for completion.
- Managers: Conduct reviews and provide feedback.
- Employees: Participate in self-assessment and review discussions.

6. Policy

Performance reviews are divided into three categories: Office Staff, Operational Staff, and Management Staff. This structure ensures consistency across different employment types and allows questions to be tailored to the type of work being completed.

The performance review process includes the following steps:

1. Annual cycle of goal-setting, feedback, and formal review.
2. Employee completes a self-assessment.
3. Manager completes an employee assessment.
4. HR approved Managers employee assessment.
5. Manager schedules discussion with employee.
6. Manager informs HR when all discussions are complete.
7. Ratings are finalized and submitted to HR.
8. SLT is made aware of and discuss any high or low performers.
9. Submission to HR for record-keeping.

The review form will include four sections: Scale based questions, Strengths & Opportunities, Open-Ended Questions, and Closing Notes.

Overall Rating Guidelines:

- 1.9 or below: Immediate Performance Improvement Plan with HR involvement; no step increase.
- 2.0 – 2.9: Coaching conversation (no HR involvement); no step increase.
- 3.0 and above: Step increase if applicable.
- 4.2 and above: Recognized as a top performer for the year.

- 5.0: Exceeds Expectations in every category. No room for improvement.

7. Appeals Process

Employees who disagree with their performance rating may submit a written appeal to HR within 10 business days of receiving their review. The appeal must include the reason or reasons for appeal as well as any evidence to support their claim. HR will review the appeal, consult with the CAO and the employee's manager, and provide a final decision within 20 business days.

If an appeal is successful, the employee's performance rating will be adjusted to reflect the outcome of the review. Any associated actions—such as eligibility for a step increase, recognition as a top performer, or removal of a Performance Improvement Plan—will be updated accordingly. The revised rating and rationale will be documented in the employee's file, and Human Resources will ensure all records and compensation changes are processed promptly.

8. Enforcement

Non-compliance with this policy may result in corrective action as determined by the CAO and Human Resources Department.

9. Related Documents

Performance Review Form; HR Policies; Employment Standards Act.

Appendices

Any forms, agreements or supplemental documents may be attached as appendices.