

MEMORANDUM

DATE: June 12, 2019

TO: Supervisors, Managers, Senior Management Team

FROM: Human Resources

RE: Performance Evaluations – Important Information for 2019 Mid-Year Reviews

TRCA is committed to performance management in support of the professional development of its employees. Effective performance management aligns the efforts of Managers/Supervisors and employees with organizational and divisional goals and objectives, promotes consistency, fairness and transparency in performance assessment, and motivates all employees to perform at their best.

- Employees at all levels are responsible for actively communicating with their Manager/Supervisor about their performance, taking an active role in planning their development, being accountable for their actions and continually striving for excellence in their performance in supporting organizational and divisional goals.
- Managers/Supervisors are responsible for developing performance expectations with the participation of employees; communicating throughout the performance management cycle about employee's goals, performance and development; recognizing successful performance and coaching for improved performance; and ensuring that employees have the tools, resources and training and development needed to carry out their duties successfully.
- TRCA is responsible for providing an effective and fair performance management system that encourages effective communication between employees and Managers/Supervisors and ensures that Managers/Supervisors have the skills and time to carry out performance management successfully.

As we are now at mid-year, it is time to conduct mid-year performance reviews. Conducting a mid-year performance review allows Managers/Supervisors the opportunity to evaluate an employee's progress on predetermined goals, provide feedback on their performance and job responsibilities, and discover potential barriers to success.

For 2019, a Mid-Year Review Guide is attached to support you during the review process.

These documents are also available under the Human Resources section on the HUB.

- **Planning:** Employee workplans, including SMART goals (see attachment), were to be provided to HR by February 2019. If for whatever reason if this was not completed, please do this at the earliest opportunity.
- **Mid-Year Review:** This process takes place throughout the month of June and early July. Employees and Managers/Supervisors will meet and discuss progress on established workplans. **July 19 is the deadline for submission of all 2019 Mid-Year Reviews.**
- **Year End Review:** This takes place throughout the month of December. Employees and Managers/Supervisors will meet and discuss the goals and key performance commitments. Management will assign an overall performance rating and discuss it with the employee, along with highlighting positive achievements and providing coaching on areas that may require improvement. Once this is complete, the review should be submitted to your HR Business Partner for record keeping.

Remember: it is important to provide staff with clear, supportive and constructive coaching/feedback on their performance throughout the year and not only at mid and year-end reviews.

Please contact your HR Business Partner if you have any questions.

Thank you,

Human Resources

Performance Review – Planning Guide

What aspects of performance are covered by the review?

The key elements of the Performance Review include:

- Accomplishments
- Service and relationships
- Accountability and dependability
- Decision making and problem solving

Goal Setting: Create SMART goals. Goals and objectives should be aligned with the departmental objectives and the employee's role, as they relate to TRCA's Strategic Plan.

S

• **SPECIFIC**

- Define the goal as much as possible with no unclear language.
- **WHO** is involved, **WHAT** do I want to accomplish, **WHERE** will it be done, **WHY** am I doing this — reasons, purpose, **WHICH** constraints and/or requirements do I have?

M

• **MEASURABLE**

- Can you track the progress and measure the outcome?
- How much, how many, how will I know when my goal is accomplished?

A

• **ATTAINABLE/ACHIEVABLE**

- Is the goal reasonable enough to be accomplished? How so?
- Make sure the goal is not out of reach or below standard performance.

R

• **RELEVANT**

- Is the goal worthwhile and will it meet your needs?
- Is each goal consistent with the other goals you have established and fits with your immediate and long term plans?

T

• **TIMELY**

- Your objective should include a time limit. Eg: I will complete this step by month/day/year.
- It will establish a sense of urgency and prompt you to have better time management.