SUBJECT: Performance Review Process for City Manager (HUR09024) – (City Wide)

RECOMMENDATION:

That the performance review process for the position of City Manager, as detailed in appendix “A” and “B” to report HUR09024 be approved.

Helen Hale Tomasik
Executive Director
Human Resources & Organizational Development

EXECUTIVE SUMMARY:

This report recommends a performance review process for the City Manager that engages all members of Council and is consistent with the City of Hamilton’s Performance Appraisal Policy and the City’s Salary Progression Policy.
BACKGROUND:

The City of Hamilton has a performance management process that aligns employee performance with the City’s strategic plan, departmental goals and objectives. The performance management cycle involves three interrelated phases: performance planning where performance expectations, goals and objectives are established; on-going performance feedback with a midpoint review meeting; and an annual performance assessment where the employee’s performance is formally documented.

The City has a Salary Progression Policy, approved by Council, March 30, 2009, whereby progressive step increases within salary bands are awarded to recognize: progressive attainment of the competencies required to achieve job mastery; employee contributions, both as individuals and as members of teams, to the mission, vision and strategic directions of the City of Hamilton; achievement of annual performance objectives and expectations; and to recognize behaviours that reflect the corporate values. Progressive step increases are based on performance documented through the performance assessment process and are applied to the base salary effective on the anniversary date of the employee’s placement in, or promotion to the position. Employees must have an overall rating equal to or higher than effective performance to progress through the steps in the salary range.

ANALYSIS/RATIONALE:

The City Manager reports to the Mayor and Members of Council, and as such, the Mayor and Members of Council are responsible for evaluating the City Manager’s performance. The following steps outline the proposed performance review process for the City Manager:

1. The Executive Director, Human Resources & Organizational Development facilitates/initiates formal review process with the Mayor and the Clerk’s Office. The process includes setting/reviewing the performance objectives, establishing a mid-year check in and concluding with a formal evaluation of the year’s work.

2. The City Manager prepares annual work plan with performance objectives that reflect City’s strategic goals and values, specific Council directives, City’s organizational/operational needs, financial objectives, citizen-focused objectives, employee-focused objectives, and leadership goals for Senior Management Team.

3. The City Manager reviews work plan annually with the Mayor and Members of Committee of the Whole by mid-March, following evaluation of prior year’s plan. The City Manager finalizes work plan after this discussion.
4. An annual evaluation of the City Manager’s performance is conducted in January of each year with a focus on the prior year’s work plan. The City Manager submits personal assessment of prior year’s work plan, identifying achievements, noting any variances with explanations. The City Manager reviews self assessment with the Mayor and Members of Committee of the Whole. Committee of the Whole then moves into In Camera session to provide their individual assessment of the City Manager’s achievement of objectives and overall performance, which is documented and summarized by the Mayor on behalf of Council.

5. The Mayor meets with the City Manager to provide the Council’s feedback and salary recommendation. The Mayor and the City Manager sign off the performance review.

6. The Executive Director, Human Resources & Organizational Development processes any progressive step increase awarded effective January 1st.

7. The original performance review is filed with the City Manager’s personnel file in Human Resources. The City Manager retains a copy for personal record.

Appendix A provides an overview of how the 2010 Performance Review Cycle would unfold. Appendix B provides the City Manager’s Performance Review template. The City Manager has used this template to document 2009 objectives and would share the outcomes for these objectives in January, 2010 at a meeting of the Committee of the Whole.

**ALTERNATIVES FOR CONSIDERATION:**

None suggested at this time

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

N/A

**POLICIES AFFECTING PROPOSAL:**

The process recommended is consistent with the City of Hamilton’s Performance Appraisal Policy and the City’s Salary Progression Policy.

**RELEVANT CONSULTATION:**

City Manager and the Mayor were consulted in the development of this process.
By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. □ Yes ☑ No

Environmental Well-Being is enhanced. □ Yes ☑ No

Economic Well-Being is enhanced. □ Yes ☑ No

Does the option you are recommending create value across all three bottom lines? □ Yes ☑ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants? ☑ Yes □ No
## City Manager
### 2010 Performance Review Cycle

<table>
<thead>
<tr>
<th>Action</th>
<th>By Whom</th>
<th>By When</th>
<th>Outcome</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Mayor and members of Committee of the Whole conduct the performance evaluation process for the City Manager position during an In Camera meeting</td>
<td>Mayor and members of COW</td>
<td>January 2010 to evaluate performance from January to December 2009</td>
<td>A documented performance discussion for 2009 and a decision about the progressive step increase effective January 1, 2010</td>
<td>The City Manager’s contract provides for a performance evaluation at least annually, by the Mayor and members of Council</td>
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<tr>
<td>The City Manager determines objectives and expected outcomes for the year with input from Mayor &amp; members of COW</td>
<td>COW and City Manager</td>
<td>March 2010 and then annually at the commencement of the review cycle</td>
<td>Expected outcomes and performance objectives are documented</td>
<td>The City Manager then ensures that the Senior Management Team’s performance objectives and expected outcomes are aligned with the City Manager’s as established by COW and confirmed by Council</td>
</tr>
<tr>
<td>The City Manager provides interim progress report to COW (at approximately mid-year point)</td>
<td>City Manager</td>
<td>June 2010</td>
<td>COW has progress report on expected outcomes and performance objectives</td>
<td>Where priorities shift, changes may be made to the performance objectives and expected outcomes as necessary/appropriate for balance of year.</td>
</tr>
<tr>
<td>The City Manager provides a final report to COW on achievement of performance objectives and outcomes</td>
<td>City Manager</td>
<td>January 2011 for previous calendar year</td>
<td>COW has documentation from the City Manager on his achievements against expected outcomes and performance objectives</td>
<td></td>
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<tr>
<td>Performance review conducted</td>
<td>Mayor &amp; members of COW</td>
<td>January 2011</td>
<td>Each member of Council provides their individual assessment of City Manager’s performance and submits to the Mayor to summarize on</td>
<td>The City Manager evaluates the performance of the Senior Management Team’s individual members in terms of accomplishment of expected outcomes</td>
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November 21, 2009
<table>
<thead>
<tr>
<th>Action</th>
<th>By Whom</th>
<th>By When</th>
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<tbody>
<tr>
<td></td>
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<td>behalf of Council. Based on Council’s review, a decision is made and communicated to the City Manager about salary progression. The Mayor meets separately with the City Manager to provide Council’s feedback and salary recommendations, and sign off the performance review.</td>
<td>and performance targets</td>
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## CITY MANAGER PERFORMANCE REVIEW

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date:</th>
<th>Review Period:</th>
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**Council Members Contributing to Review:**

### Part A

<table>
<thead>
<tr>
<th>Objectives:</th>
<th>City Administration</th>
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<tbody>
<tr>
<td></td>
<td>Objective(s)</td>
</tr>
<tr>
<td><strong>1. Strategic</strong></td>
<td></td>
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<td><strong>2. Operational</strong></td>
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<tr>
<td><strong>3. Financial</strong></td>
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<tr>
<td>Objectives:</td>
<td>City Administration</td>
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<td>4. People focused</td>
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<td>5. Citizen focused</td>
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**Part B**

City Manager’s Leadership of the Senior Management Team

<table>
<thead>
<tr>
<th>Objective(s)</th>
<th>Outcome(s)</th>
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General Comments
## Part C

### Demonstration of Organization’s Values

- Honesty
- Accountability
- Innovation
- Leadership
- Respect
- Excellence
- Teamwork

### General Comments
Part D

Evaluators’ Overall Assessment/Comments

**Progressive Step Awarded** (if applicable)  Yes ☐  No ☐

Mayor’s Signature  ____________________________  Date _________________

Part E

Employee’s Comments

City Manager’s Signature  ____________________________  Date _________________