

DEFINITIONS

Rating Scale

5 - EXCEPTIONAL PERFORMER/CONSISTENTLY PERFORMS ABOVE STANDARDS

Performance represents an extraordinary level of achievement and commitment. Accomplishments consistently made in areas outside normal job requirements. Strategic objectives are completed well above the established standard. Competency has been demonstrated or developed in an outstanding manner. **All ratings of 5 require an Exceptional Performer Form to be completed and submitted to HR and the CAO.**

4 - EXCEEDS EXPECTATIONS

Often exceeds the set expectations by a reasonable margin. Accomplishments often made in areas outside normal job requirements. Produces a high quality and volume of work that exceeds the expectations of the job. Strategic objectives are completed and exceed established standard. Competency has been demonstrated or developed in a commendable manner.

3 - PERFORMING WELL/MEETS EXPECTATIONS

Performs job duties as required according to the job requirements, under normal supervision and direction. Accomplishments occasionally made in areas outside normal job requirements. Strategic objectives are generally completed as established. Competency has been satisfactorily demonstrated or developed.

2 - NEEDS DEVELOPMENT

Met some expectations but needs to improve performance or increase initiative. Strategic objectives are not thoroughly completed as established. Should be able to improve with coaching, feedback and an improvement plan. Competency is inconsistently demonstrated and requires development.

1 - UNACCEPTABLE/ NON PERFORMER

Consistently fails to meet job requirements and expectations; did not demonstrate competency and knowledge required to perform job duties; work consistently needs revision or adjustments to meet minimal success level. Strategic objective not completed as established. Competency has not been demonstrated and requires development.

Competencies

Non-Union, Non-Supervisory	Collaboration & Relationship Building Communication Customer Focus Integrity & Respect Results Oriented & Accountability
Managers, Assistant Managers, Supervisors	Collaboration & Relationship Building Communication Customer Focus Integrity & Respect Results Oriented & Accountability Leadership
CAO, Directors	Collaboration & Relationship Building Communication Customer Focus Integrity & Respect Results Oriented & Accountability Leadership Influence & Impact Strategic Planning

Collaboration & Relationship Building

Is deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

- Builds and nurtures effective and collaborative relationships with Council and among all levels of the organization
- Seeks opportunities to advance strategic alliances with partners and stakeholders
- Engages colleagues to contribute to strategic initiatives and overall strategic objectives of the Town
- Actively listens to understand the impact of issues and perspectives of others
- Identifies opportunities and develops strategies for collaboration across the organization, with the public user groups and external stakeholders
- Acknowledges the contribution of others in achieving objectives
- Respects the power and authority of Council

Communication

Demonstrates the ability to communicate with relevant stakeholders through deliberate and appropriate interactions. They are able to communicate in a clear, concise, and effective manner, while adapting their communication style and method to meet the needs of varying audiences. They listen carefully in order to understand and effectively respond to others with timely and accurate information.

- Speaks in a compelling and articulate manner, adapting their communication style to different audiences
- Uses intentional and transparent communication to convey the organizations mission and core principles
- Gains trust thorough actively listening and seeking to understand other's point of view and needs
- Establishes and uses a variety of communication pathways that proactively engage internal and external stakeholders
- Writes clearly, concisely and persuasively using tone that is appropriate to the message and audience
- Responds to request for information in a professional and timely manner

Customer Focus

Demonstrates dedication to meeting expectations and requirements of internal and external customers. They act intentionally with the customer in mind, and have the ability to establish and maintain effective relationships with internal and external customers, while gaining trust and respect.

- Considers quality and customer satisfaction to be a top priority
- Actively seeks to understand the customers' needs and wants, even when pressured by other demands
- Demonstrates sensitivity to the different customs/cultures associated with the Town's diverse customer base
- Validates the organization's purpose to serve public interest and demonstrates this understanding in responding to customer needs
- Is accessible and responds professionally to requests for information or assistance
- Forms commitments on reasonable expectations, does not make false promises that cannot be delivered upon
- Proposes new, creative and sound alternatives to improve customer service

Influence & Impact

Influences the decision making process internally and/or externally to promote the interests of the Town. Achieving outcomes through influence that are favourable to the Town's interests, while working within the local and provincial political framework.

- Superior knowledge of the internal and external environment and possesses insight into the local and provincial political framework
- Represents the Town in a professional and credible manner, effectively advancing the Town's interest through internal and external partnerships
- Acts as a strong voice for promoting and protecting the Town's position and interests
- Actively influences others to consider the impact that their actions/decisions will have on the Municipality and community; promotes a position that is supportive of the Town's mission and strategic vision
- Promotes, builds and strengthens partnerships with others in a manner that ensures advantages for the Town
- Recognized as an influential advocate for the Town
- Builds and sustains strategic alliances and partnerships needed to ensure long-term influence

Integrity & Respect

Exemplifies ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives of others.

- Holds self and the organization to the highest ethical and professional standards
- Models and builds a culture of commitment to citizen-focused service and the public interest
- Acts to create a positive image for the Town and/or have a positive impact on the community
- Values and provides authentic, evidence-based advice in the interest of the Town
- Ensures public processes are transparent and accountability is clear when dealing with issues
- Builds and promotes an inclusive, healthy organization respectful of the diversity of people and their skills and free from harassment and discrimination
- Demonstrates impartial decision-making

Leadership

Inspires and motivates the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.

- Creates a sense of common purpose and direction in the organization and among colleagues
- Sets and communicates clear performance expectations
- Provides feedback and direction to ensure the strategic vision and objectives of the Town are achieved
- Identifies, manages and supports collective and individual talent
- Commits to the development of organizational and individual talent
- Creates a positive environment to encourage open and constructive dialogue
- Sets challenging objectives for self and models dedication and high performance

Results Oriented & Accountability

Mobilizes and manages resources to deliver on the priorities of the Town, improve outcomes and add value. They consider context, risks and business intelligence to support high-quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

- Develops strategies to maximize the effectiveness of resources, improve outcomes and results
- Aligns objectives and practices of multiple teams to accomplish the Town's strategic mission and objectives
- Ensures planning and implementation to deliver on priorities
- Delegates responsibility and accountability to appropriate levels
- Decisions are made with sound understanding of context, data and evidence
- Sets high expectations by exemplifying stewardship of financial and Town resources

- Takes responsibility for results, good and bad
- Rebounds quickly and learns from mistakes
- When commitments cannot be met, advises others with sufficient advance notice so that potential negative effects are minimized
- Makes challenging decisions and takes action at the opportune time

Strategic Planning

Has the ability to establish the direction and resource requirements needed to respond to long term service needs and opportunities. They are skillful at understanding and communicating context, factoring in the economic, social and political environment. They are able to think conceptually and to “see the big picture”, to align individual and collective objectives to the Town’s mission and strategic objectives.

- Contributes expertise and insight to the development of the Towns’ vision and strategy
- Consistently communicates a clear and shared picture of the Town’s future
- Identifies emerging issues and provides advice that reflects a thorough understanding of the environment
- Engages others to develop clear, concise and viable strategies for implementation
- Establishes and communicates organizational priorities aligned with the Town’s vision and objectives
- Implements strategies that respond to the organization’s priorities that improve outcomes for the Town