



2.7 Performance Management Policy

Intent

The employer has adopted this policy to ensure that all staff members are provided with accurate and beneficial feedback regarding their performance. In utilizing a performance management system, the employer will ensure organizational objectives are met through the achievement of individual performance goals and objectives.

Scope

This policy applies to all employees always and without exception.

Unionized employees shall adhere to their current Collective Agreement for policies governing performance management. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

Guidelines

The employer values its workforce and will endeavour to support employee achievement of professional goals and objectives. Performance management will be utilized as a tool to help ensure the alignment of individual performance goals with that of the strategic direction of the organization using collaborative performance planning, informal coaching, feedback and yearly performance reviews.

Performance reviews are designed to reaffirm the quality expectations for each operational objective within the employee's job description. Reviews are also used to define the requirements and training needed to further educate and empower the employee. The goal is to develop the skills and knowledge of all employees beyond the scope of their job descriptions, and to empower each member of the organization so that everyone strives to improve the overall guest experience within each hotel.

All employees and management take part in the performance management process with records of individual performance plans and reviews to be discussed and kept in each staff member's personnel file.

Performance management is on-going and cyclical in nature with the process being broken down into three interrelated phases of planning, coaching/feedback and review.

Planning

Staff that are in management positions will review each of their employee's job descriptions to identify if any revisions or additions need to be made. If revisions or additions are necessary, they are to complete the Job Description Revision Template Form and email it to their GM to request the changes, after which it is to be submitted to head office for final approval. If the job description is revised the updated job description will be discussed with the employee and put in their personnel file. If there are no revisions required, the review process will proceed with the existing job description.

Review

Prior to the scheduled performance review meeting, management will fill out a performance review document for each employee based upon the employee's established goals and objectives from their job description and/or their previous review, or follow up meetings to the previous review. Any updates or changes to the job description will be discussed and added or removed from the employee's scope of responsibility.



The performance review meeting will consist of a full review and discussion of the individual's performance during the review period based upon the goals and objectives established in the job description and performance plan.

The employee will be given the opportunity to read the performance review and add any additional comments they feel necessary. Both the employee and the department manager will be required to sign and date the newly created performance review with a copy being kept in the employee's file.

The following timelines should be adhered to when administering employee performance plans and feedback meetings:

- New and probationary employees should have a formal review at the end of each month for the duration of the probationary period or more frequently if the employee is exhibiting performance problems.
- Employees who have been promoted, have changed departments, or have had their duties or responsibilities significantly changed should have a monthly performance review scheduled within the first three months so that performance and progression towards established goals and objectives may be assessed within the new role.
- Performance reviews should be created annually for each employee who is no longer considered probationary and is not exhibiting any performance problems, generally conducted in the month of their original hire date.
- If an employee is experiencing performance issues, performance is to be reviewed monthly or quarterly and if necessary, the employee is to be put on a performance improvement plan (PIP). Performance reviews will be conducted as stipulated in the PIP.

Management:

- Will provide a performance management process that is fair and transparent.
- Will provide the tools and forms necessary to facilitate the performance management process.
- Will provide training and guidance on the performance review process.
- Will work with their employees to ensure fair and attainable performance goals and objectives are established.
- Will provide ongoing feedback to employees in the form of coaching and formal feedback meetings as necessary.
- Will accurately report and document performance observations.

Complaint and Dispute Process

Employees who feel they have been subject to an unfair performance review or who believe their performance objectives to be out of the scope of their normal duties and responsibilities should forward a request for review to the general manager of the property.

Unionized employees are required to adhere to grievance procedures found within their current Collective Agreements.

Upon receiving a request, the issue will be considered and if necessary, a formal investigation will be conducted which could include a review of any performance management forms submitted, review of previous performance plans and reviews, interviews with the employee and management and an investigation into current and past performance.

All information including performance management forms and discussions in performance management meetings will be kept strictly confidential. All forms utilized for the performance management process will be signed by the department manager and employee and kept in the employee's personnel file.