David M. Sanders, M.A., LL.B.

January 14, 2015

Mayor Brian Bowman
And Members of the Executive Policy Committee
The City of Winnipeg
510 Main Street
Winnipeg MB

Re: Executive Policy Committee – 9:00 a.m. Wednesday, January 14, 2015

1. Annual Performance Management Review – Chief Administrative Officer (CAO)

I am appearing as a private citizen to speak in support of the above listed agenda item this morning.

When this matter was first discussed, on November 28th, 2014, seven weeks ago, I was concerned that arranging for an annual performance management review of the Chief Administrative Officer's position might delay the selection and appointment of a permanent CAO for the City.

I understand that is not the case, and that the Mayor's new CAO Selection Committee is proceeding with its task to assist Executive Policy Committee in making a recommendation to Council as soon as possible, presumably by February 25th.

Since the renewed request for applications closed at the end of December, I am sure that the members of the Winnipeg Public Service and the general public would all appreciate hearing a progress report from Mayor Bowman this morning.

With respect to the proposed annual performance management review, I am a little surprised that after seven weeks this matter is back on EPC's agenda without any additional report or recommendation for discussion.

As I said in November, I agree with the Riel Committee's recommendation that an Annual Performance Management Review of the City's Chief Administrative Officer be conducted by **an external management consultant**, and released to Council and the public.

To be effective, a performance appraisal system should begin with the establishment of short and long term objectives when the employee starts work. And so I recommend that an external management consultant be retained by the City immediately, to assist with this very necessary process right now.

I would also recommend that EPC obtain a quick update on the City's progress in launching a comprehensive performance appraisal system for all senior management positions.

In November I made reference to the City Auditor's September 2011 Corporate Leadership Training and Development Audit.

The City Auditor noted then that 10 years earlier, the City's 2001 Human Resources Strategic plan had referred to the need for "performance management and performance feedback systems".

But in 2011 the Auditor found that "The Human Resource Planning and Services Division also needs to gain an understanding of the performance level of leadership competencies of senior staff. This is typically accomplished through performance appraisals that are linked to the City's competency profiles. While Human Resource Planning and Services has a performance evaluation template in place, **the performance appraisal system has not been adopted throughout the City** resulting in incomplete employee competency information being available. Without a clear picture of the performance level of leadership competencies Human Resources Planning and Services cannot accurately assess what the City's training and development needs are and how to fill those needs in the most effective manner.... Human Resource Planning and Services has recently purchased an e-performance module, with plans to activate it by 2013 and fully implement by 2015. This new module will have the capability to capture and report on performance information related to leadership competencies which will provide a more complete picture of the City's leadership training and development requirements."

The Auditor reported that HR had created a performance appraisal (PA) document (paper-based/manual). "The current system is used sporadically throughout the organization. If it is to be effective, the organization must make it clear that managing and tracking employee performance is a priority. In preparation for a more robust succession planning process we have begun work to adjust the PA system. We are recommending the addition of a rating system (1= unacceptable, 2= needs improvement, 3= meets expectations, and 4= exceeds expectations). This would require the supervisor to rate the employee's performance relative to each key Corporate Leadership Training and Development Audit Final Report leadership competency."

Is an effective performance appraisal system being implemented by the City in 2015, as projected? Such a system is of critical importance in managing the City's human resources.

Thank you.

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