

AMM – Performance Assessments CAO Review

PEOPLE FIRST
HR SERVICES

People First HR Services is a People Corporation company

People First HR Services

People First is one of the largest full-service HR consulting firms in Western Canada with a sound understanding of the Canadian labour market and has the experience and reach into national and international markets.

Up until February this year, our parent company People Corporation was a publicly traded company. This year, Goldman Sachs acquired People Corporation, positioning us as a Private Sector organization. We continue to be one of Canada's top 500 fastest growing companies consecutively since 2013.

People First employs 50 professional and administrative staff with a flexible and scalable workforce.



Where We Work

Nova
Scotia

British
Columbia

Saskatchewan

Alberta

Manitoba

Quebec

Northwestern
Ontario

Ontario

Introduction

CAOs report to Council in their multi-faceted roles.

- They act as a liaison and leader in their communities
- They perform a management function in their municipal offices
- They are both an advisor and implementor for elected officials

Agenda

In this session, we will explore how to structure a fair and fulsome assessment.

- Mitigating bias
- How to solicit feedback
- Debriefing success
- Tools

Performance Assessments

Traditional – One
Dimensional Performance
Assessment

360 – Multiple rater
Performance Assessment

What is best for you?



Performance Assessments



An effective assessment will:

- Ensure the municipality is being well served
- Provide growth opportunities
- Provide opportunity to self reflect

Mitigating Bias



Multiple participants



Use 360-degree approach



Be consistent in approach and tools



Use Technology

Soliciting Feedback Effectively

Feedback is a Gift

- Be thoughtful
- Be intentional
- Be consistent



Successful Debriefs

Tell a story through themes and provide:

- Understanding of how to read the information
- Opportunity to reflect through discussion
- Objective insight
- Anonymity protection for multiple raters

360 Tool Selection

✓ Ensure the competencies are measurable

📈 Valuable to measure CAO leaders

❓ Options to customize the questions

📄 View sample report

✗ CAO has self rating option

People First 360 Feedback Solutions

At People First, we provide:

- 2 different online tools that can be used
- A blended approach between online and interview based
- A fully customized approach tailored to the environment and leader

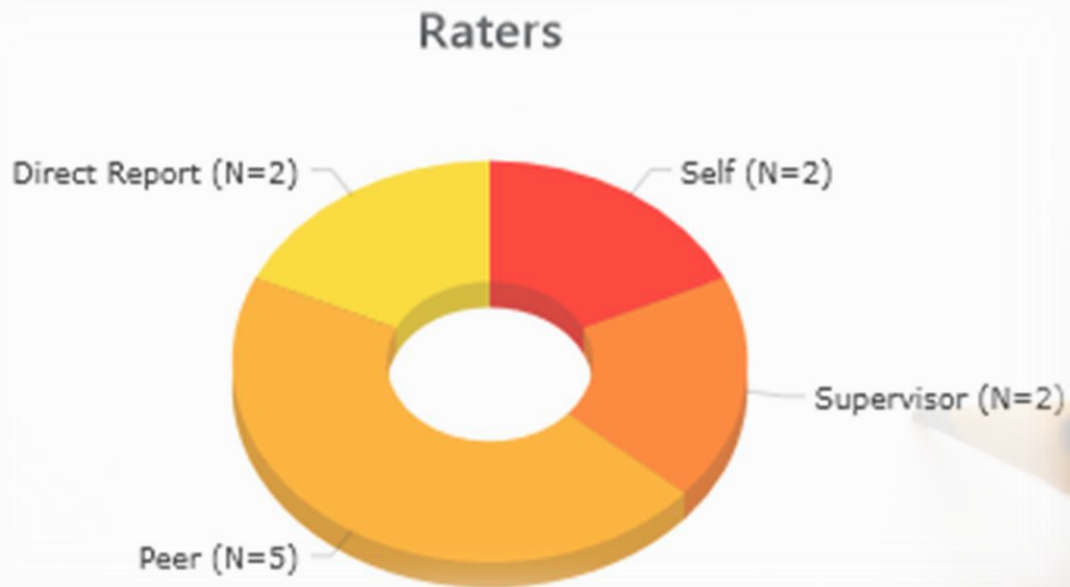


Sample

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Sample Report



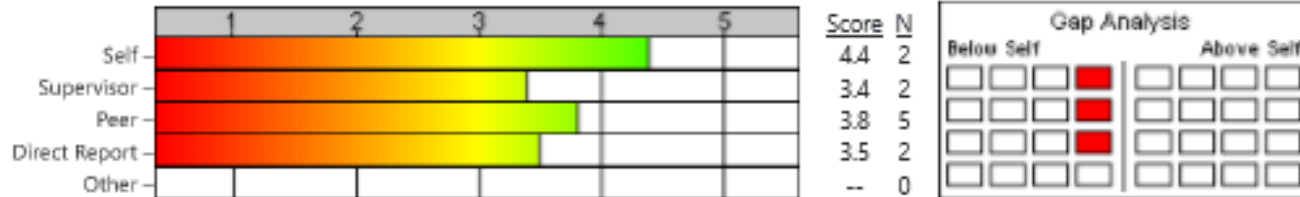
Sample Report

Commitments

Commitment	Average Scores					Gap (vs Self)			
	SELF	SUP	PEER	REPORT	OTHER	SUP	PEER	REPORT	OTHER
A. LIFE-LONG LEARNING	4.4	3.4	3.8	3.5	--	-1.0	-0.6	-0.9	--
B. STRATEGIC THINKING	4.7	2.6	3.8	3.3	--	-2.1	-0.9	-1.4	--
C. RESULTS ORIENTATION	4.5	2.9	3.7	3.7	--	-1.6	-0.8	-0.8	--
D. COACHING	4.2	3.3	3.9	3.0	--	-0.9	-0.3	-1.2	--
E. COMMUNICATING	4.4	2.9	3.8	2.3	--	-1.5	-0.6	-2.1	--
F. COLLABORATION	5.0	2.4	3.7	2.1	--	-2.6	-1.3	-2.9	--

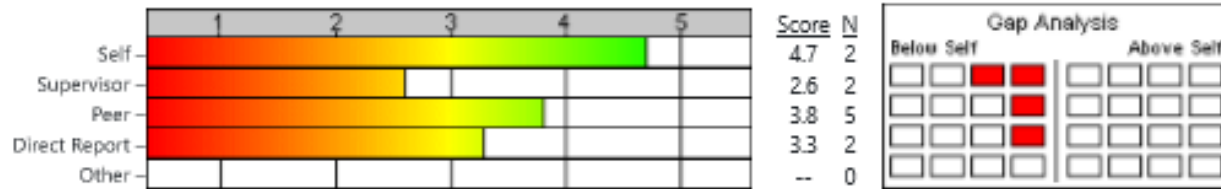
Sample Report

A. LIFE-LONG LEARNING - Continually searches for opportunities for personal growth, innovation and change, and will encourage life-long learning in all individuals.



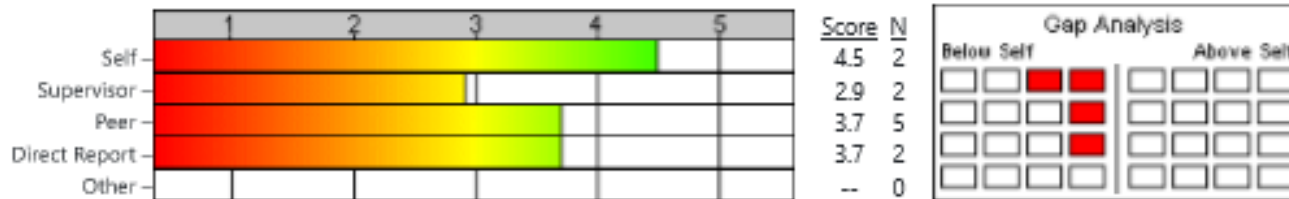
Sample Report

B. STRATEGIC THINKING - *Be able to envision the future of the organization, create a strategic plan to get there, and motivate others to achieve the vision.*



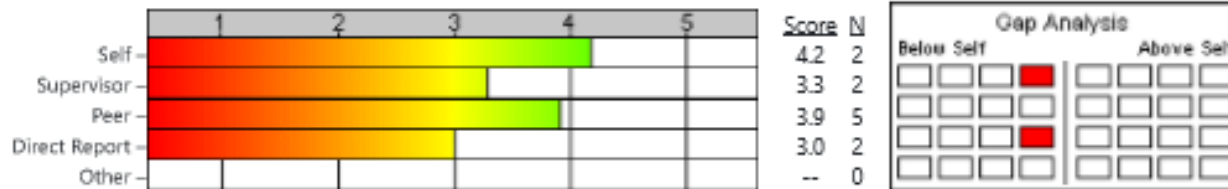
Sample Report

C. RESULTS ORIENTATION - *Implements plans with a sense of urgency and in a thoughtful and efficient manner, always considering the mission, vision, and values of the organization.*



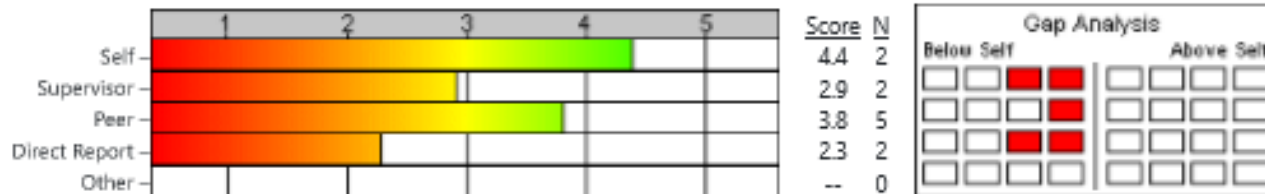
Sample Report

D. COACHING - *Is a role model of the organizational values, mission and vision, mentor for the continued success of the organization and identifies the teachable moments in everyday situations so that the potential of every individual is realized.*



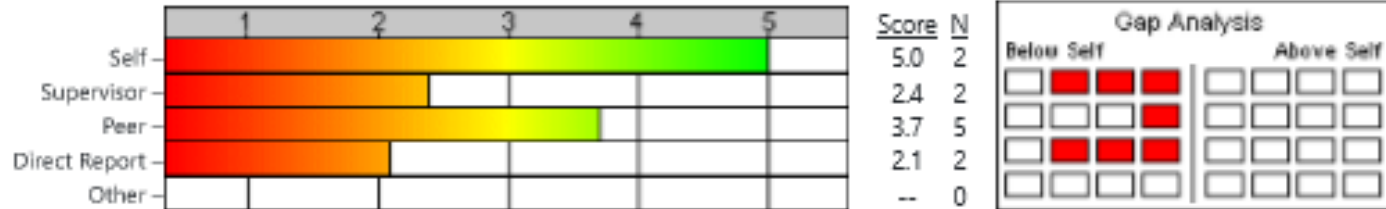
Sample Report

E. COMMUNICATING - *Is clear, timely, forthright and respectful in all communications to customers and to all coworkers.*



Sample Report

E. COLLABORATION - Builds cooperative, creative, cohesive teams and provides an environment in which members of the team can grow and thrive.



Sample Report – Open Ended

Asks a few open ended questions that feed the development of the leader.

- What is currently successful?
- What needs to be corrected or stopped?
- What needs to be implemented or started?

It's a Wrap!

As you consider the value of a Performance Assessment, think about:

- Timing – When?
- Key stakeholders – Who?
- Managed Process –How?

Thank you!



Questions?

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