



TOWN POLICY

POLICY NUMBER: 1305

REFERENCE:
Council 535.12.96

ADOPTED BY:
Town Council
18 December 1996

PREPARED BY: Administration

DATE: 20 September 1989

TITLE: Performance Evaluation Policy

Page 1 of 47

Policy Statement

The Town of Strathmore will provide guidelines by which to define position expectations and the criteria by which to measure performance and productivity of management and non-management staff.

1. **Definitions**

- 1.1 Appraiser means the immediate supervisor responsible for managing the employee's performance.
- 1.2 Council means the Council of the Town of Strathmore, in the Province of Alberta.
- 1.3 Year means the period, or a part of the period for new employees, from **January 1st** ~~May 4~~ of any year to **December 31st** ~~April 30~~ of the following year.

2. **Responsibilities**

- 2.1. Town Manager
 - 2.1.1. To administer and co-ordinate the performance evaluation process.

2.1.2. To monitor the effectiveness of the performance evaluation, and recommend any modifications to the system and procedures.

2.1.2. To co-ordinate the training required to ensure the effective implementation of the performance evaluation process.

2.1.3 To report to Council on the impact of annual performance adjustments.

2.1.4 To provide input to evaluation where performance improvement is required.

2.2 Directors and ~~Superintendents~~ Supervisors

2.2.1 To administer the performance evaluation process within their departments.

2.2.2 To ensure that all performance reviews are conducted on a timely basis.

2.2.3 To sign all performance evaluation forms generated within their respective departments.

2.2.4. To forward completed performance evaluation forms to the Town Manager for review and signature prior to review and signature by the supervisor and employee.

2.2.5. To ensure that appropriate follow-up and job coaching occurs subsequent to the performance review.

2.2.6. To generate Performance Improvement Plans as required.

2.3 Employees

2.3.1. To review the performance evaluation form prior to the interview.

2.3.2. To actively participate in the development of their Performance Improvement Plan, if required.

2.3.3. To actively pursue performance improvement.

3. System Standards

- 3.1. Each employee's performance is reviewed and evaluated annually using the Performance Evaluation form included in Appendix "I".
- 3.2. A review and evaluation of an employee's performance may be initiated by approval of the employee's **Supervisor** ~~Director~~, or by approval of the Town Manager, at any time or period warranted by any apparent deficiency in performance by the employee.
- 3.3. A probationary employee is evaluated prior to the end of their probationary period.
- 3.4. The Performance Evaluation form is completed and signed by the employee's immediate supervisor and reviewed and signed by the respective Director.
- 3.5. All completed Performance Evaluation forms are reviewed and signed by the Town Manager.
- 3.6. The Performance Evaluation form is to be included as part of the employee's permanent personnel file and is accessible to the employee upon request.
- 3.7. The evaluation is discussed with the employee with respect to job performance.
 - 3.7.1 The evaluation interview is conducted by the employee's immediate supervisor.
 - 3.7.2 The appraiser is to plan in advance for the interview and provide for suitable private arrangements to conduct the interview.
 - 3.7.3 The Performance Evaluation form completed by the appraiser is used during the formal evaluation interview.
 - 3.7.4 The resulting performance rating is specified by the appraiser for the employee during the interview.
 - 3.7.5 The appraiser shall be prepared to discuss his review of the employee's performance, career interests, training needs, performance improvement plan and other personnel administration questions that may be raised by the employee.

4. **Procedures**

- 4.1. The specific steps of the Performance Evaluation are detailed as follows:
 - 4.1.1 The review is initiated for all departments by **November** ~~March~~ 1st of each year. Each Director shall provide a copy of the job description and a blank performance evaluation form for each employee. This provides a basis against which the employee's actual performance is evaluated.
 - 4.1.2 After the first interview, a suitable time and location for a second interview between the appraiser and employee is arranged for the next working day.
 - 4.1.3 The interviews should be conducted in a relaxed atmosphere, and should be a two-way discussion about the job, current performance and plans for improvement. The employee should feel free to ask questions, make comments and agree or disagree during each entire interview.
- 4.2 During the interview the following will occur:
 - 4.2.1 The purpose of the interview is to be clearly explained to the employee.
 - 4.2.2. The action plan, if applicable, for the past year is reviewed and clarified.
 - 4.2.3. Agreement is reached on the performance standards for the past year.
 - 4.2.4. Any factors affecting performance are discussed.
 - 4.2.5. If performance improvement is clearly a requirement, a Performance Improvement Plan for this improvement is prepared during the interview.
 - 4.2.6. During the interview, the appraiser will address all of the employee's concerns.
 - 4.2.7. An Overall Rating is assigned to the employee. The various ratings are defined on the evaluation forms. The Overall Rating is to be based on performance in the job and is not to be the average scores in the performance evaluation.

4.2.8. The employee is to be encouraged to enter comments on the finalized Performance Evaluation form.

4.3. Where an “Unsatisfactory “ Overall Rating is given, the Unsatisfactory Performance and Performance Improvement Plan sections of this Policy shall be followed.

4.4 The employee is required to acknowledge by signature that the Performance Evaluation interview was conducted. This signature does not represent agreement with the evaluation, but is confirmation that the interview was conducted in accordance with Policy.

4.5 All Performance Evaluations shall be submitted to the Town Manager on or before **December** ~~April~~ 10th of each year.

5. Concerns

5.1. If the employee feels that the evaluation does not accurately reflect his performance and the employee and the appraiser cannot resolve the disagreement, the concern is brought to the next level of authority for resolution.

5.2 The Town Manager reviews all Performance Evaluation forms upon receipt to ensure that each evaluation was conducted in accordance with this Policy and subsequently signs it.

5.3 All levels involved in the evaluation process are responsible for ensuring consistent and equitable application of the process.

6. Grid Adjustments

6.1. The completed, approved Performance Evaluation is used as a basis for grid adjustments which are documented in the Management Salary Policy and the **Hourly and Part-time** ~~Non-Management~~ Wage Policy.

6.2 The grid increases are finalized and go to the Town Manager for approval.

6.3 Final grid adjustments are implemented ~~May~~ **January 1st** of each year.

6.4 It is recommended that all departments complete informal evaluations at least semi-annually, to review progress toward the achievement of established action plans.

7. **Unsatisfactory Performance**

- 7.1 It is essential that all employees achieve at least a “Satisfactory” level of performance as defined in the Performance Evaluation system.
- 7.2. If “Satisfactory” performance cannot be, or is not, achieved within a predetermined period of time, there are three (3) options which shall be considered by the supervisor;
 - 7.2.1. Extension of Time - The employee is given an additional period of time, determined by the Director, to achieve a “Satisfactory” performance rating.
 - 7.2.2. Demotion - The employee is demoted to a position in which “Satisfactory” performance can be achieved. This option is based on availability of a suitable position.
 - 7.2.3. Termination - The employee is terminated based on their inability to function competently in the job. The Town Manager is to be involved and will obtain a legal opinion prior to termination.
- 7.3. While the specific causes of performance deficiencies are many and varied, they usually fall into three (3) broad categories. Each of these should be considered in determining the causes of deficiencies and deciding what action Management will take to assist the employee in making needed improvements. These categories:
 - 7.3.1. Deficiencies resulting from lack of technical and supervisory skills. On-the-job training may have been inadequate or inappropriate. In this case, the necessary training will be provided recognizing budget limitations.
 - 7.3.2. Deficiencies resulting from problems in the performance environments. Performance deficiencies are often the result of unclear performance standards. This can be resolved by clarifying Management expectations and communicating these to the employee. In some instances, employees simply do not know what to do.

7.3.3 Deficiencies resulting from personal problems. If there is reason to believe that the performance problems are caused by such things as alcohol or drug abuse, emotional disturbances or other personal problems, employees shall seek special assistance through available outside agencies.

7.4. Insufficient or inappropriate “feedback” is very common. Information given to the employee about job performance may be so infrequent, unspecified, late or in such negative terms that it does not function in a constructive way. The initiative to correct these causes of performance deficiencies such as unclear standards, poor job design and personal problems lies with Management and the employee jointly.

8. **Performance Improvement Plan**

8.1 The Performance Improvement Plan resulting from the appraisal interview will clearly document:

8.1.1. The specific deficiencies of the employee such as results not accomplished, work habits or methods that are unacceptable or inappropriate.

8.1.2. A clear definition of performance and behavior requirements necessary to achieve a “Satisfactory” or a better performance rating.

8.1.3. What Management will do to assist the employee in making needed improvements.

8.1.4. What action the employee should be initiating to improve performance.

8.1.5. What time period is for improvement providing the required performance, or alternately, recognition that the options of demotion or termination may be considered. This time period should not normally exceed three (3) months.

8.1.6. Time frames for interim reviews to ensure that progress is being made.

8.2. Following the creation of a Performance Improvement Plan, the employee’s job performance should be observed on a weekly basis or more frequently as required. Specific improvements should be recognized by the supervisor

and constructive counseling provided regarding areas of continued sub-standard performance.

- 8.3 Prior to each formal Performance Improvement review, the Town Manager may counsel the appraiser on conducting the interview. Each deficiency and desired behavior on the Performance Improvement Plan is examined individually. Progress is noted, and a determination is made as to whether performance now meets the defined standards.
- 8.4. If overall performance now meets the acceptable standard, the process is terminated and the employee is so informed. If there is a decline in performance, the process is re-initiated and the employee is made aware of it.
- 8.5. If progress has been minimal or non-existent, the employee must be made aware that his job is in jeopardy. If performance does not meet the documented standards by the time lines documented, the employee may be subject to termination or demotion.
- 8.6. All performance improvement information is maintained in the employee's personnel files on a permanent basis.

9. General

- 9.1 The performance evaluation of the Town Manager will be undertaken by Council , based on the provisions of this Policy as appropriate.

10. End of Policy

TOWN OF STRATHMORE

**PERFORMANCE APPRAISAL FOR
NON-MANAGEMENT STAFF**

NAME: _____

POSITION: _____

PERIOD FROM: _____, 19__ to _____, 19__

RATING CODES:

- “V” 1. **VERY GOOD** - Individual performs a majority of tasks in an exceptional manner. Requires little or no supervision.
- “G” 2. **GOOD** - Individual performs most tasks well, and all other tasks adequately. Requires little or no supervision.
- “A” 3. **AVERAGE** - Individual performs all tasks satisfactorily. Requires normal supervision.
- “B” 4. **BELOW AVERAGE** - Individual performs many tasks satisfactorily, but not all. Requires more than normal supervision.
- “U” 5. **UNSATISFACTORY** - Individual fails to perform many tasks, requires close and constant supervision.
- “.” 6. . - Rating at midpoint between levels.

COMMENTS BY SUPERVISOR _____

VOCATIONAL SKILLS

Quality of Work - ability to meet quality standards for the work performed.

Rating V . G . A . B . U

Comments: _____

Quality of Work - the volume of satisfactory work completed.

Rating V . G . A . B . U

Comments: _____

Job Knowledge - the application of acquired skills and knowledge gained and the interest in extending knowledge.

Rating V . G . A . B . U

Comments: _____

Use of Equipment and Supplies - care in use including safety measures and avoidance of waste or damage.

Rating V . G . A . B . U

Comments: _____

WORK QUALITIES

Industry - personal application to assigned work.

Rating V . G . A . B . U

Comments: _____

Initiative - anticipation and confrontation of problems, including use of appropriate resources.

Rating V . G . A . B . U

Comments: _____

Rating V . G . A . B . U

Comments: _____

Working Relationships - willingness to accept direction and work as a member of a team.

Comments: _____

Rating V . G . A . B . U

Comments: _____

Communication - demonstrated abilities in oral and written communication.

Rating V . G . A . B . U

Comments: _____

Adaptability - ability to adjust to changing situations and work requirements.

PERSONAL AND SOCIAL QUALITIES

Teamwork - contributions to and support of their work unit members.

Rating V . G . A . B . U

Comments: _____

Self Control - ability to control their emotions in adverse situations.

Rating V . G . A . B . U

Comments: _____

Self Confidence - security in their ability to do the job and accept constructive criticism.

Rating V . G . A . B . U

Comments: _____

Attendance - including punctuality and use of break periods.

Rating V . G . A . B . U

Comments: _____

Contact with the Public - the ability to respond correctly to the public on the job
Rating V . G . A . B . U

Rating V . G . A . B . U

Comments: _____

ACTION PLAN

Indicate those measures or steps which should be taken by the employee over the course of the next appraisal period to improve his/her performance, e.g. types of external or internal development courses/seminars, changes in work practices, etc.

OVERALL RATING OF PERFORMANCE (Please circle one)

VERY GOOD / GOOD / AVERAGE / BELOW AVERAGE / UNSATISFACTORY

EMPLOYEE'S COMMENTS _____

Signatures _____ (Supervisor) _____
(date)
at second
interview:

_____ (Employee) _____
(date)

Note: signature by employee only indicates that the Performance Appraisal interview was conducted. This signature does not represent agreement with the appraisal, but is confirmation that the interview was conducted in accordance with the Performance Appraisal Policy.

Approval: _____ (Supervisor) _____
(date)

Approval: _____ (Town Manager) _____
(date)

TOWN OF STRATHMORE

**PERFORMANCE APPRAISAL FOR
MANAGEMENT STAFF**

NAME: _____

POSITION: _____

PERIOD FROM: _____, 19 to _____, 19

RATING CODES:

- “V” 1. VERY GOOD** - Individual performs a majority of tasks in an exceptional manner. Requires little or no supervision.

- “G” 2. GOOD** - Individual performs most tasks well, and all other tasks adequately. Requires little or no supervision.

- “A” 3. AVERAGE** - Individual performs all tasks satisfactorily. Requires normal supervision.

- “B” 4. BELOW AVERAGE** - Individual performs many tasks satisfactorily, but not all. Requires more than normal supervision.

- “U” 5. UNSATISFACTORY** - Individual fails to perform many tasks, requires close and constant supervision.

- “.” 6. .** - Rating at midpoint between levels.

COMMENTS BY SUPERVISOR _____

I. LEADERSHIP STYLE

Strength of administrative leadership, decision making ability (e.g. decisiveness, quality).

Rating V . G . A . B . U

Comments: _____

Approachability and responsiveness.

Rating V . G . A . B . U

Comments: _____

Quality of advice, guidance, and direction given the employer for the development of its decisions and policies.

Rating V . G . A . B . U

Comments: _____

Planning and organizing ability (e.g. time management, setting priorities).

Rating V . G . A . B . U

Comments: _____

II. RELATIONSHIP WITH EMPLOYER

Understanding of the Organization's mandate. Understanding of his role in relation to that of the employer.

Rating V . G . A . B . U

Comments: _____

Responsiveness to employer's direction.

Rating V . G . A . B . U

Comments: _____

Quality of communications with the employer.

Rating V . G . A . B . U

Comments: _____

Contribution to the Organizations policy formulation.

Rating V . G . A . B . U

Comments: _____

Implementation of the Organizations adopted policies.

Rating V . G . A . B . U

Comments: _____

III. RELATIONSHIP TO STAFF

Communicates to subordinate staff the goals, objectives, priorities and decisions of Council and Town Manager.

Rating V . G . A . B . U

Comments: _____

Delegates appropriate responsibilities and authority to staff.

Rating V . G . A . B . U

Comments: _____

Provides good leadership to staff; senses the need for direction and provides a good example.

Rating V . G . A . B . U

Comments: _____

Develops his knowledge and ability to handle new challenges; encourages ongoing development of staff.

Rating V . G . A . B . U

Comments: _____

Provides effective supervision of staff reporting directly; disciplines appropriately; hires and recommends termination of staff within Council policies and with professionalism

Rating V . G . A . B . U

Comments: _____

IV. RELATIONSHIP TO PUBLIC

Able to communicate effectively with the public.

Rating V . G . A . B . U

Comments: _____

Available to the public on short notice, subject to constraints from work load and other appointments.

Rating V . G . A . B . U

Comments: _____

Provides adequate response to requests in a reasonable time frame.

Rating V . G . A . B . U

Comments: _____

Shows courtesy and willingness to assist when dealing with the public.

Rating V . G . A . B . U

Comments: _____

V. OBJECTIVES

Ability to meet goals and objectives of the organization within the constraints of workload and resources.

Rating V . G . A . B . U

Comments: _____

Effective utilization and control of approved budgets.

Rating V . G . A . B . U

Comments: _____

VI. PERFORMANCE STRENGTHS

Overall Performance Rating

V . G . A . B . U

Using the factors noted below, describe the major strengths of the employee.

| | <u>Rating</u> | <u>Comment</u> |
|--|----------------------|-----------------------|
| 1) Policy advice and development | _____ | _____ |
| 2) Administrative control and leadership | _____ | _____ |
| 3) Coordination of staff | _____ | _____ |
| 4) Budgetary advice and control | _____ | _____ |
| 5) Relationship to Council | _____ | _____ |
| 6) Relationship to staff | _____ | _____ |
| 7) Relationship to public | _____ | _____ |
| 8) Communication skills | _____ | _____ |

VII. KEY AREAS FOR IMPROVEMENT (Rank in order of importance, number from 1-8)

Using the factors noted below, describe the major areas of improvement need by the Employee.

| | <u>Rating</u> | <u>Comment</u> |
|--|----------------------|-----------------------|
| 1) Policy advice and development | _____ | _____ |
| 2) Administrative control and leadership | _____ | _____ |
| 3) Coordination of staff | _____ | _____ |
| 4) Budgetary advice and control | _____ | _____ |
| 5) Relationship to Council | _____ | _____ |

- 6) Relationship to staff _____
- 7) Relationship to public _____
- 8) Communication skills _____

VIII. ACTION PLAN

Indicate those measures of steps which should be taken by the Employee over the course of the next appraisal period to improve his/her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

IX. OVERALL RATING (Please circle one)

VERY GOOD / GOOD / AVERAGE / BELOW AVERAGE / UNSATISFACTORY

EMPLOYEE'S COMMENTS: _____

X. SIGN-OFF

Note: signature by employee only indicates that the Performance Appraisal interview was conducted. This signature does not represent agreement with the appraisal, but is confirmation that the interview was conducted in accordance with the Performance Appraisal Policy.

Signatures at second interview:

_____ (Supervisor) _____
(date)

_____ (Employee) _____ (date)

Approved:

_____ (Town Manager) _____ (date)

TOWN OF STRATHMORE

**PERFORMANCE APPRAISAL FOR
TOWN MANAGER**

NAME: _____

POSITION OF TOWN MANAGER PERIOD FROM:

_____ 19, _____ to _____ 19, _____

RATING CODES:

- “V” 1. VERY GOOD** - Individual performs a majority of tasks in an exceptional manner. Requires little or no supervision.
- “G” 2. GOOD** - Individual performs most tasks well, and all other tasks adequately. Requires little or no supervision.
- “A” 3. AVERAGE** - Individual performs all tasks satisfactorily. Requires normal supervision.
- “B” 4. BELOW AVERAGE** - Individual performs many tasks satisfactorily, but not all. Requires more than normal supervision.
- “U” 5. UNSATISFACTORY** - Individual fails to perform many tasks, requires close and constant supervision.
- “.” 6. .** - Rating at midpoint between levels.

COMMENTS BY MAYOR : _____

I. LEADERSHIP STYLE

Strength of administrative leadership, decision making ability (e.g. decisiveness, quality).

Rating V . G . A . B . U

Comments: _____

Approachability and responsiveness.

Rating V . G . A . B . U

Comments: _____

Quality of advice, guidance, and direction given to Council for the development of its decisions and policies.

Rating V . G . A . B . U

Comments: _____

Planning and organizing ability (e.g. time management, setting priorities).

Rating V . G . A . B . U

Comments: _____

II. RELATIONSHIP WITH COUNCIL

Understanding of the Organization's mandate. Understanding of their role in relation to that of Council.

Rating V . G . A . B . U

Comments: _____

Responsiveness to the Council's direction.

Rating V . G . A . B . U

Comments: _____

Quality of communications with Council.

Rating V . G . A . B . U

Comments: _____

contribution to the Organizations policy formulation.

Rating V . G . A . B . U

Comments: _____

Implementation of Council's adopted policies.

Rating V . G . A . B . U

Comments: _____

III. RELATIONSHIP TO STAFF

Communicates to subordinate staff the goals, objectives, priorities and decisions of Council and Management.

Rating V . G . A . B . U

Comments: _____

Delegates appropriate responsibilities and authority to staff.

Rating V . G . A . B . U

Comments: _____

Provides good leadership to staff; senses the need for direction and provides a good example.

Rating V . G . A . B . U

Comments: _____

Develop their knowledge and ability to handle new challenges; encourages ongoing development of staff.

Rating V . G . A . B . U

Comments: _____

Provides effective supervision of staff reporting directly; disciplines appropriately; hires and recommends termination of staff within Council policies and with professionalism.

Rating V . G . A . B . U

Comments: _____

IV. RELATIONSHIP TO PUBLIC

Able to communicate effectively with the public.

Rating V . G . A . B . U

Comments: _____

Available to the public on short notice, subject to constraints from work load and other appointments.

Rating V . G . A . B . U

Comments: _____

Provides adequate response to requests in a reasonable time frame.

Rating V . G . A . B . U

Comments: _____

Shows courtesy and willingness to assist when dealing with the public.

Rating V . G . A . B . U

Comments: _____

V. OBJECTIVES

Ability to meet goals and objectives of the organization within the constraints of workload and resources.

Rating V . G . A . B . U

Comments: _____

Effective utilization and control of approved budgets.

Rating V . G . A . B . U

Comments: _____

VI. PERFORMANCE STRENGTHS

Overall Performance Rating

V . G . A . B . U

Using the factors noted below, describe the major strengths of the Town Manager.

| | <u>Rating</u> | <u>Comment</u> |
|--|----------------------|-----------------------|
| 1) Policy advice and development | _____ | _____ |
| 2) Administrative control and leadership | _____ | _____ |
| 3) Coordination of staff | _____ | _____ |
| 4) Budgetary advice and control | _____ | _____ |
| 5) Relationship to Council | _____ | _____ |
| 6) Relationship to staff | _____ | _____ |
| 7) Relationship to public | _____ | _____ |
| 8) Communication skills | _____ | _____ |

VII. KEY AREAS FOR IMPROVEMENT (Rank in order of importance, numbered from 1-8)

Using the factors noted below, describe the major areas of improvement needed by the Town Manager.

| | <u>Rating</u> | <u>Comment</u> |
|--|----------------------|-----------------------|
| 1) Policy advice and development | _____ | _____ |
| 2) Administrative control and leadership | _____ | _____ |
| 3) Coordination of staff | _____ | _____ |
| 4) Budgetary advice and control | _____ | _____ |
| 5) Relationship to Council | _____ | _____ |
| 6) Relationship to staff | _____ | _____ |

7) Relationship to public _____

8) Communication skills _____

VIII. ACTION PLAN

Indicate those measures of steps which should be taken by the Town Manger over the course of the next appraisal period to improve his/her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

IX. OVERALL RATING (Please circle one)

VERY GOOD / GOOD / AVERAGE / BELOW AVERAGE / UNSATISFACTORY

EMPLOYEE'S COMMENTS: _____

X. SIGN-OFF

Note: signature by employee only indicates that the Performance Appraisal interview was conducted. This signature does not represent agreement with the appraisal, but is confirmation that the interview was conducted in accordance with the Performance Appraisal Policy.

Signatures at second interview:

_____(Mayor) _____(date)
_____(Town Manager) _____(date)

**THIS PAGE IS FOR INFORMATION ONLY AND DOES NOT FORM PART OF
POLICY #1305 - PLEASE REFER TO POLICY #1303 & 1304 FOR COMPLETE
INFORMATION**

SCHEDULE A- NON-MANAGEMENT WAGE GRID

| POSITION | STEP 1 | STEP 2 | STEP 3 | STEP 4 | STEP 5 | STEP 6 | STEP 7 |
|--|-----------|-----------|--------|-----------|-----------|-----------|-----------|
| SPECIAL CONSTABLE | 17.42 | 17.83 | 18.25 | 18.68 | 19.12 | 19.57 | 20.03 |
| UTILITIES OPERATOR III | 15.18 | 15.54 | 15.90 | 16.28 | 16.66 | 17.05 | 17.45 |
| PUBLIC WORKS LEAD HAND | 14.34 | 14.68 | 15.02 | 15.37 | 15.74 | 16.11 | 16.48 |
| UTILITIES OPERATOR II | 13.92 | 14.25 | 14.58 | 14.92 | 15.28 | 15.63 | 16.00 |
| MECHANIC | 15.02 | 15.37 | 15.73 | 16.10 | 16.48 | 16.87 | 17.27 |
| ENGINEERING ASSISTANT | 17.42 | 17.83 | 18.25 | 18.68 | 19.12 | 19.57 | 20.03 |
| FAMILY CENTRE OPERATIONS SUPERVISOR | 13.92 | 14.25 | 14.58 | 14.92 | 15.28 | 15.63 | 16.00 |
| FOOD & BEVERAGES SUPERVISOR | 13.92 | 14.25 | 14.58 | 14.92 | 15.28 | 15.63 | 16.00 |
| PUBLIC WORKS OPERATOR II | 13.89 | 14.22 | 14.55 | 14.89 | 15.24 | 15.60 | 15.97 |
| PUBLIC WORKS OPERATOR I | 12.25 | 12.54 | 12.83 | 13.13 | 13.44 | 13.76 | 14.08 |
| UTILITIES OPERATOR I | 10.66 | 10.91 | 11.17 | 11.43 | 11.70 | 11.97 | 12.25 |
| FACILITY OPERATOR I | 10.66 | 10.91 | 11.17 | 11.43 | 11.70 | 11.97 | 12.25 |
| PAYROLL & ACCOUNTING/COMPUTE R OPERATOR II | 14.35 | 14.69 | 15.03 | 15.39 | 15.75 | 16.12 | 16.50 |
| ENGINEERING & DEVELOPMENT ASSISTANT | 13.13 | 13.44 | 13.76 | 14.08 | 14.41 | 14.75 | 15.10 |
| RCMP SECRETARY | 13.13 | 13.44 | 13.76 | 14.08 | 14.41 | 14.75 | 15.10 |
| ADMINISTRATIVE ASSISTANT | 13.13 | 13.44 | 13.76 | 14.08 | 14.41 | 14.75 | 15.10 |
| TAX & A/R ACCOUNTING COMPUTER OPERATOR I | 13.38 | 13.69 | 14.02 | 14.35 | 14.68 | 15.03 | 15.38 |

| | | | | | | | |
|--|-----------------|-----------------|-----------------|-------|-------|-------|-------|
| UTILITIES ACCOUNTING COMPUTER OPERATOR I | 13.38 | 13.69 | 14.02 | 14.35 | 14.68 | 15.03 | 15.38 |
| FAMILY CENTRE SCHEDULING CO-ORDINATOR | 13.13 | 13.44 | 13.76 | 14.08 | 14.41 | 14.75 | 15.10 |
| RECEPTIONIST/BUYER | 11.35 | 11.62 | 11.89 | 12.17 | 12.46 | 12.75 | 13.05 |
| FAMILY CENTRE CUSTODIAN | 8.00 | 8.18 | 8.37 | 8.57 | 8.77 | 8.97 | 9.18 |
| PUBLIC WORKS - CASUAL LABOURER | 7.64 | 7.82 | 8.00 | 8.19 | 8.38 | 8.58 | 8.78 |
| DEPUTY FIRE CHIEF | \$4,860/ yr. | \$5,400/ yr. | \$6,210/ yr. | | | | |
| FIRE DEPARTMENT TRAINING OFFICER | \$3,240/ yr. | \$3,600/ yr. | \$4,140/ yr. | | | | |

Each Step = 2.35%

**THIS PAGE IS FOR INFORMATION ONLY AND DOES NOT FORM PART OF
POLICY #1305 - PLEASE REFER TO POLICY #1303 & 1304 FOR COMPLETE
INFORMATION**

MANAGEMENT SALARY SCALE

| <u>POSITION TITLE</u> | MINIMUM SCALE 90% | BASE POINT 100% | MAXIMUM SCALE 115% |
|-------------------------------------|----------------------------------|--------------------------------|-----------------------------------|
| Town Manager | \$57,563 | \$63,959 | \$73,553 |
| Director of Finance | \$42,688 | \$46,957 | \$54,000 |
| Director of Administrative Services | \$37,583 | \$41,759 | \$48,023 |
| Manager of Engineering | \$39,340 | \$43,711 | \$50,268 |
| Development Officer | \$32,800 | \$36,444 | \$41,911 |
| Fire Chief | \$ 8,640 | \$ 9,600 | \$11,040 |

End of Policy