

Hay River's Future, Today!

Town of Hay River Integrated Community Sustainability Plan



NORTHWEST TERRITORIES



Integrated Community Sustainability Plan

Town of Hay River

Project # 2009-0240
December 10, 2009

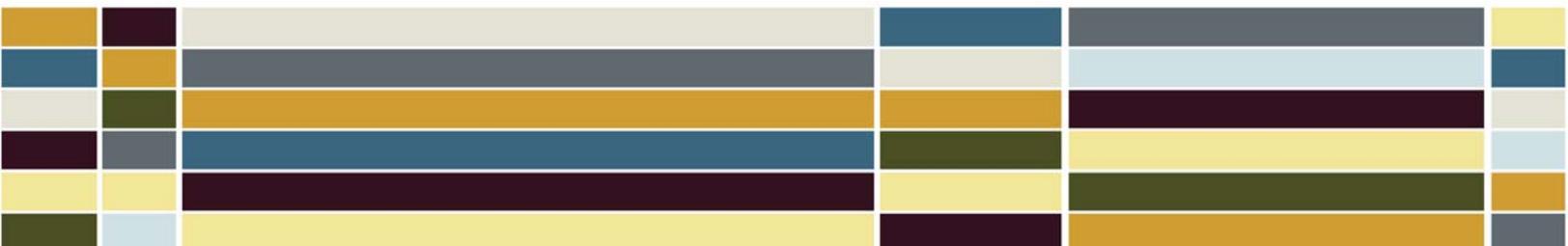
Prepared for:

Town of Hay River
73 Woodland Dr
Hay River, NT
X0E 1G1

Prepared by:

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LISTEN. DESIGN. MANAGE.



FSC File: 2009-0240

December 10, 2009

Town of Hay River
73 Woodland Dr
Hay River, NT
X0E 1G1

Attn: Terry Molenkamp

Re: Town of Hay River – Integrated Community Sustainability Plan

Dear Mrs. Molenkamp,

We are very pleased to present this Integrated Community Sustainability Plan (ICSP) for the Town of Hay River.

The Plan includes the four components – the Strategic Plan, the Community Energy Plan and Capital Investment Plan and the Human Resources Plan. The Human Resources Plan was delivered to you under separate cover.

This ICSP establishes community goals, strategies and supporting actions and provides the Town with a direction for moving forward in the next five year. Our overall focus has been to engage the community in this important work and to work with the Town to provide a Plan that will be implemented and valued.

It was indeed a pleasure working with everyone and assisting with this direction. We encourage reporting back on a regular basis on the outcomes and continue to respond to the needs that come forward from the public.

We wish you, your staff and Town Council all the best in moving the Town forward and keeping the public informed and engaged.

Sincerely,

FSC ARCHITECTS & ENGINEERS

A handwritten signature in blue ink, appearing to read 'Kevin Hodgins', is written over a light blue circular stamp.

Kevin Hodgins, P. Eng.



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1 Executive Summary

The Town of Hay River engaged FSC Architects & Engineers to carry out their Integrated Community Sustainability Plan (ICSP). The process included an information-gathering phase, a focus group session with staff and Town Council, meetings with the SAO, establishment of a Community Energy Committee, an Open House for the public including student sessions and a presentation to the Committee of the Whole of Town Council. The draft plan was presented to Committee of the whole on December 7, 2007 for their information. Proceedings from the Public Sessions have been provided to the Town.

The Town of Hay River was incorporated in 1956. With a population of 3,645 people, it is the largest incorporated town in the NWT. The Town 's location has given it a distinction as the Hub and a Port of the NWT. The Town's people are proud of this location and the quality of life here. Overall input from the residents shows that they understand the Town's challenges, want open communication and are willing to contribute to the Town's continued enhancement in a variety of ways.

Key messages from the community included:

- Promotion, tourism, location and clean-up
- Communication, governance, information exchange and consultation
- Infrastructure projects including sewer, water, streets and sidewalks and a new fire station
- Trail development and enhancement
- Downtown enhancement
- Energy conservation

A Vision of the Town was developed through the public process.

By 2019, the natural environment of the Town of Hay River will be enhanced. The Town will have a stronger appreciation of their strategic location. We will have increased recreational opportunities and an improved lifestyle. Local government will be open, respected and transparent and there will be a strong emphasis on environmental qualities.

Energy conservation techniques will be in place. Traditional harvesting aspects such as hunting, fishing and farming will be emphasized. Our local business community will be vibrant and our residents will be recognized for their contribution to the Town.

Principle Statements for the Town include:

Hay River acknowledges our natural environment and our strategic location. We know that the people who live and work in Hay River have strength and commitment. We know that our people are the heartbeat of our community.

Hay River strives for increased recreational opportunities. We foster improvements to our lifestyle and continue to provide opportunities for a better quality of life. We will plan our Town in an open and transparent way and seek out ways to enhance and promote our environment and energy conservation techniques.



Hay River will seek out ways to advance traditional harvesting aspects of our Town such as hunting, fishing and farming as well as fostering our business community and recognizing the contribution by all of Hay River's residents.

Quality of Life

- Hay River values our quality of life
- Hay River values the natural beauty and the environment including access to the River, Great Slave Lake, recreation opportunities, outdoor life, connection with our neighbourhoods and clean air, water and soil.
- Hay River values our drinking water standards

Location

- Hay River values our important location as "The Hub" and will seek out ways to enhance and promote this location.

Protection of Environment and Energy Conservation

- Hay River values the many aspects of environmental protection and energy conservation and will work toward understanding, communicating and planning for protection and conservation.

Contributions of First Nations People

- Hay River values the contribution of First Nations people and will continue to strive to keep our communities connected.

Arts and Cultural Community

- Hay River values the cultural aspects of our community including our library, our arts, and community events and celebrations. We will continue to strive for ways of protecting the existing parts and allow them to grow and encourage new ones to develop.

Business Community

- Hay River values and are proud of our business community and will work at ways to encourage business opportunities for all sectors of our Town.

Volunteer Sector

- Hay River values our volunteer sector and will work toward ways of respecting their time, acknowledging and valuing their contribution.

Governance and Staff

- Hay River values our Town's government and staff

Communication

- Hay River understands the importance of enhancing ideas, transmitting knowledge and imparting information and will work toward providing for successful communication techniques in all sectors of the community.



Based on these values; strategies and action items were developed to include:

Goals	Strategies	Action Items
<p>Goal A: Preserve natural environment and enhance the Quality of Life of the Town of Hay River</p>	<p>Strategy 1: To enhance access to the Town's natural beauty and increase access to Great Slave Lake and the Hay River.</p>	<p>1. Comprehensive Trail Development</p> <ul style="list-style-type: none"> • Build on linkages and filling in areas of existing trail to Great Slave Lake & Hay River • Plan for the construction and upgrading of new trail and existing trails <p><i>Areas to be discussed:</i></p> <ul style="list-style-type: none"> • Share the trail discussions • Promotion and Signage • Bike routing • Motorized and non motorized • Upgrade existing trail • New trail development
	<p>Strategy 2: Upgrade and enhance recreation facilities including outdoor opportunities</p>	<p>2. Winter activities promoted and developed 3. Enhance snowmobile use and winter fishing opportunities 4. Town to form partnerships with groups to promote all winter activities</p>
	<p>Strategy 3: Report and understand the water sampling programs and distribution management areas of the Town's water system.</p>	<p>5. Review drinking water sampling (if required) 6. Check regulatory compliance of water 7. Assess bottle water in Town to determine why people drink bottle water. 8. Public Education program of energy consumption issues. 9. Review storm water management and run off to determine mitigating techniques</p>
	<p>Strategy 4: Upgrade infrastructure</p>	<p>10. Capital Investment Plan</p>
	<p>Strategy 5: Provide for a diversity of housing choice and costs within the Town</p>	<p>11. General Plan and Zoning Bylaw Review - to include techniques for housing affordability and diversity.</p> <ul style="list-style-type: none"> • Tools can include bonus zoning, inclusionary zoning, partnerships and land banking. • Revised Zoning By-law to include permitting secondary suites in residential zones (information to be provided)



<p>Goal B: Ensure safe, secure and clean drinking water supply</p>	<p>Strategy 1: Report and understand the water sampling programs and distribution management areas of the Town's water System</p>	<p>12. Community Energy Plan</p>
	<p>Strategy 2: Understand water conservation issues</p>	<p>13. Community Energy Plan</p>
<p>Goal C: Promote and enhance the location as the Hub of the Northwest Territories</p>	<p>Strategy 1: Enhance a sense of place that values the downtown, special features of neighbourhoods and natural areas.</p>	<p>14. Review General Plan and Zoning Bylaw to include transportation issues and Downtown enhancement 15. Natural areas enhancement including clean up and maintenance.</p>
	<p>Strategy 2: Embark on a strong Tourism promotion campaign stressing, location, quality of life and outdoor life and facilities</p>	<p>16. Tourism promotion campaign to include partnership opportunities – business community, recreation groups and government agencies – for promotion</p>
<p>Goal D: Work toward stronger Environment Protection techniques and methods of conserving energy</p>	<p>Strategy 1: Approve an Energy Plan</p>	<p>17. Energy goals and objectives and target areas to be part of the Energy Plan 18. A study on base line data to be considered</p>
	<p>Strategy 2: Provide opportunities to demonstrate LEED Certified Projects and retrofitted existing buildings</p>	<p>19. New Town Hall to be LEED Certified as a demonstration 20. Fire Hall – New building – opportunities for energy conservation design parameters 21. Partner with business community for an opportunity to demonstrate a LEED retrofitted or new building</p>
<p>Goal E: Improve communication and cultural awareness for all First Nations people represented in the Town of Hay River and throughout</p>	<p>Strategy 1: Town and First Nations community to meet regularly to discuss common issues and ways to value culturally unique features.</p>	<p>22. First meeting to be initiated by the Town. Meetings to be monthly in order to discuss common areas of concerns and issues with a focus on actions.</p>



the area. Provide opportunities of deeper understanding of customs of the First Nations people	Strategy 2: Increase cultural awareness in the Town	23. New Town Hall (see #s 17) – to be a welcoming and multi use facility.
	Strategy 3: Partner with the First Nations community to provide education programs	24. Education programs to be discussed with the First Nations Community Elders, leaders and youth.
Goal F: Foster and strive for a strong arts and culture community	Strategy 1: Increase participation in the arts community	25. Set up opportunities for groups and organizations to link and work together
	Strategy 2: Increase space and venues for arts and culture community	26. Library - Town to take ownership 27. New Town Hall to include meeting space design parameters - multi functional aspects for arts and culture displays and events and public use
	Strategy 3: Increase number of cultural and art events	28. Town sponsors and initiates cultural and arts events
Goal G: Celebrate the Hay River business community and promote local business	Strategy 1: Support local businesses	29. Trade and Tourism Committee -key goal and part of the Terms of Reference is to support local Hay River Businesses; have a variety of local small and large business represented, arts community, residents and government agencies.
	Strategy 2: Support Chamber of Commerce	30. Chamber of Commerce can be a key support and have representation on the Trade and Tourism Committee. Town to provide space for meetings and Chamber events.
Goal H: Celebrate and recognize the contribution of all volunteers especially the youth	Strategy 1: Provide for volunteer recognition awards to include a special youth volunteer award and profile	31. Town to sponsor yearly awards and recognition to include a youth award 32. Town to provide volunteer opportunities for students
Goal I: Support and educate the role of Town Council and staff and work toward increasing capacity, understanding their	Strategy 1: Develop and implement a Human Resources Plan	33. Human Resources Plan to include: <ul style="list-style-type: none"> • Part 1 Recruitment • Part 2: Skill Development, Leadership Training & Succession Planning, • Part 3: Confidentiality • Part 4: Employee Performance Appraisals



understanding their roles and function.	Strategy 2: Support and education the role of Town Council and staff	34. Take advantage of training offered by Department of Municipal and Community Affairs and see Human Resources Plan
	Strategy 3: Work toward increasing capacity, understanding of the roles and function of Town Council and Staff	35. Built into the Human Resources Plan
	Strategy 4: Provide clear incentives for people to run in Municipal Elections	36. Training, education opportunities and awareness
	Strategy 5: Determine what would encourage people to vote and run for office	37. Use and build on information from consultation process for the ICSP
Goal J: Provide opportunities for participation and communication by all members of community. Provide for increased information exchange for residents, business and government	Strategy 1: Provide opportunities for participation and communication by all members of the community of Hay River	38. Town has reconstructed web site including information on First Nations, volunteers, regular updates on events and celebrations; newsletter to include profiling City Staff, Municipal Councillors and community volunteers
	Strategy 2: Provide for increased information exchange for residents, business and government	39. Neighbourhood/Corridor meeting held twice a year and key times as required



1.1 STRATEGY SUMMARY - BUDGET ITEMS

Strategy	Time Frame	Budget - Capital	Budget - Operating
Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River	April 2010 - April 2015	\$125,000	\$0
Upgrade and enhance recreation facilities including outdoor opportunities	---	\$1,200,000	\$0
Report and understand the water sampling programs and distribution management areas of the Town's water system	April 2010 - January 2020	\$0	\$0
Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.	---	\$8,500,000	\$0
Provide for a diversity of housing choice and costs within the Town	---	\$0	\$0
Report and understand the water sampling programs and distribution management areas of the Town's water System	---	\$0	\$0
Understand water conservation issues	---	0	0
Enhance a sense of place that values the downtown, special features of neighbourhoods and natural areas	-- May 2010	\$0	\$0
Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life, natural environment and facilities	---	\$0	\$0
Approve a Community Energy Plan and Implementation Strategy	January 2010 - December 2010	\$0	\$0
Provide opportunities to demonstrate LEED Certified Projects and retrofitted existing buildings	---	\$0	\$0
Town and First Nations community meet regularly to discuss common issues and ways to value culturally unique features	---	\$0	\$0
Increase cultural awareness in the Town	---	\$0	\$0
Partner with the First Nations community to provide public education/awareness programs and events	---	\$0	\$0
Increase participation in the arts community	---	\$0	\$0
Increase space and venues for arts and culture community	---	\$0	\$0
Increase number of cultural and art events	---	\$0	\$0
Town to support local businesses	---	\$0	\$0
Support the Chamber of Commerce	---	\$0	\$0



Provide for volunteer recognition awards to include a special youth volunteer ward and profile in newsletter, etc.	---	\$0	\$0
Develop and implement a Human Resources Plan	---	\$0	\$0
Support and education the role of Town Council and staff	---	\$0	\$0
Work toward increasing capacity, understanding of the roles and function of Town Council and Staff	---	\$0	\$0
Provide clear incentives for people to run in Municipal Elections	---	\$0	\$0
Determine what would encourage people to vote and run for office	---	\$0	\$0
Provide opportunities for participation and communication by all members of the community of Hay River	January 2012 - January 2013	\$0	\$0
Provide for increased information exchange for residents, business and government	---	0	0

* Capital Budget items provided in Appendix C – Capital Investment Plan



2 Introduction

2.1 COMMUNITY GOVERNMENT CHARACTERISTICS 2009

Type of governance structure: Town of Hay River (Draft Report)

Most recent financial audit: 2009

Status of that audit: Unqualified

Date of most recent council approved community strategic plan: None

Other forms of government within the Town: None

Total Full-time Community Government Positions	34	Total Part-time/ Seasonal Community Government Positions	25
Total Community Government Budget	3	Population	3,651
Number of Residential Units	1,320	Number of owned dwellings	880
Number of rented dwellings	440	Population - Males	1,805
Population - females	1,710	Population - Aboriginal	1,565

2.2 ICSP OVERVIEW

In November 2005, the New Deal for Cities and Communities (NDCC) between Canada and the Government of the Northwest Territories (GNWT) was signed to transfer federal gas tax funding to NWT Community Governments. Subsequently, each Community Government was invited to join this program and signed an agreement with the GNWT outlining the requirements and benefits under the program.

The NDCC provides financial assistance to Community Governments to support the sustainability of capital municipal infrastructure. Through this investment Community Governments have the opportunity to maintain or enhance economic, social and cultural opportunities and well being, while protecting and improving the quality of the environment.

Funding under this program supports the development of public transit systems, and water and wastewater systems, solid waste management, community energy systems, and community capacity building.

As part of the agreement, Community Governments are required to develop an Integrated Community Sustainability Plan (ICSP) by March 31, 2010. In exchange for new multi-year funding allocations and new decision making abilities under the New Deal, NWT Community Governments are required to develop and implement ICSPs that, at a minimum, include the following components:



1. Community Strategic Plan: Planning for long term priorities of the community
2. Capital Investment Plan: Preparation of a multi-year capital investment plan
3. Community Energy Plan: Taking stock of existing energy consumption and developing a plan to reduce energy and improve efficiency
4. Human Resource Plan: Planning to make manage and promote human resources and build capacity.

This report is produced with the assistance of the ICSP Toolkit, developed by NWTAC and MACA. It provides a summary of what our vision for the Community Government of Sustainability is in the future, how we will achieve this vision and how we will ensure its sustainability.



3 Current Situation

The Town of Hay River with a population of 3,651 was incorporated in June 16th, 1963.

The Town has nine elected municipal councilors including the Mayor. A new Council and Mayor were sworn in on November 2, 2009 as a result of a Municipal election on October 19, 2009. Municipal Council meets once a month and Committee of the Whole meets on the alternate weeks.

Community Government - 2009

Mayor: Kelly Schofield

Senior Administrative Officer: Terry Molenkamp

Council: Deputy Mayor Michael Maher, Acting Mayor Ken Latour, Reiss Kruger, Andrew Cassidy, Bernie Langille, Bernard Dueck, Dawna O'Brien, Kevin Wallington.

The following are Committees of Town Council:

COMMITTEES OF COUNCIL

- Community Energy Committee
- Trade and Tourism Committee
- Recreation Board
- Personal Board (for SAO Position)

AD HOC COMMITTEES OF COUNCIL

- Conflict of Interest Committee
- Emergency Measures (EMO) Committee
- Library Committee

There are 37 full-time positions (includes 2 term positions) in the Town, which includes the Senior Administrative Officer (SAO) who manages the day-to-day activities. Management staff includes the SAO, Assistant SAO, Administrative Assistant, Director of Recreation, Director of Finance and a Director of Public Works and Planning.

Staff benefits including salaries are clearly outlined in Bylaw No. 2174/GEN/09. Twenty-nine (plus 2 term) full time positions are unionized with the Public Service Alliance of Canada (as represented by its agent The Union of Northern Workers). This contract (collective agreement) is effective from January 1, 2008 to December 31, 2010. In addition, seasonal worker are hired on and as required basis and are unionized.

Additional information is provided in separate document on Town of Hay River - Community Profile.



4 Vision

By 2019, the natural environment of the Town of Hay River will be enhanced. The Town will have a stronger appreciation of their strategic location. We will have increased recreational opportunities and an improved lifestyle. Local government will be open, respected and transparent and there will be a strong emphasis on environmental qualities.

Energy conservation techniques will be in place. Traditional harvesting aspects such as hunting, fishing and farming will be emphasized. Our local business community will be vibrant and our residents will be recognized for their contribution to the Town.



5 Goals

5.1 GOAL A

Preserve natural environment and enhanced quality of life of the Town of Hay River.

Closeness to the natural environment and quality of life go hand in hand in Hay River. Preserving and enhancing the natural environment will enhance the quality of life.

Strategy 1: Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River

Strategy 2: Upgrade and enhance recreation facilities including outdoor opportunities

Strategy 3: Report and understand the water sampling programs and distribution management areas of the Town's water system

Strategy 4: Upgrade the infrastructure of the Town - ***budget implications in a spreadsheet in Appendix C.***

Strategy 5: Provide for a diversity of housing choice and costs within the Town

5.2 GOAL B

Ensure safe, secure and clean drinking water supply.

This goal gives a clear indication that quality drinking water is an important part of life in Hay River. People want assurance that their drinking water will continue to be safe, secure and clean.

Strategy 1: Report and understand the water sampling programs and distribution management areas of the Town's water System

Strategy 2: Understand water conservation issues

5.3 GOAL C

Promote and enhance the location as the Hub of the Northwest Territories.

The Hub of the NWT provides many opportunities for Hay River - business, tourism and people coming to Hay River for employment. Indications from residents suggested that aspects of the Hub may be dimensioning and therefore Hay River's location as a Hub requires promotion and enhancement.

Strategy 1: Enhance a sense of place that values the downtown, special features of neighbourhoods and natural areas

Strategy 2: Embark on a strong Tourism promotion campaign stressing, locating, quality of life, outdoor life, natural environment and facilities



5.4 GOAL D

Work toward stronger Environment Protection techniques and methods of conserving energy.

Conserving energy and environment protection provides both cost savings and the realization that some changes are required in order to keep a strong quality of life. Hay River residents are working together on these aspects of their community and know there is more work to do.

Strategy 1: Approve a Community Energy Plan and Implementation Strategy

Strategy 2: Provide opportunities to demonstrate LEED Certified Projects and retrofitted existing buildings

5.5 GOAL E

Improve communication and cultural awareness for First Nations people represented in the Town of Hay River and throughout the area. Provide opportunities of deeper understanding of customs of the First Nations people.

A small group of Slavey people built a semi-permanent settlement in this area in the 1880s. The Dene hunted, trapped, fished and gathered the natural resources of the boreal forest in and around Hay River. The Town of Hay River has a strong connection with the First Nations Community. Communication and awareness are areas that are required in order to keep that connection and understand how improvements can be made.

Strategy 1: Town and First Nations community meet regularly to discuss common issues and ways to value culturally unique features

Strategy 2: Increase cultural awareness in the Town

Strategy 3: Partner with the First Nations community to provide public education/awareness programs and events

5.6 GOAL F

Foster and strive for a strong arts and culture community.

Arts and culture are important parts of Hay River. This goal was expressed in a variety of ways during the public consultation process as an important improvement to the quality of life of Hay River.

Strategy 1: Increase participation in the arts community

Strategy 2: Increase space and venues for arts and culture community

Strategy 3: Increase number of cultural and art events



5.7 GOAL G

Celebrate the Hay River business community and promote local business.

The town of Hay River has a strong local business community. It is important for this economic activity to be supported and promoted in order to keep Hay River economically strong and viable.

Strategy 1: Town to support local businesses

Strategy 2: Support the Chamber of Commerce

5.8 GOAL H

Celebrate and recognize the contribution of all volunteers especially the youth.

Volunteerism is an important part of Hay River. Every year thousands of Hay River residents volunteer with sports, recreation, many other groups and special events in the Town. Concern was expressed about volunteer burnout and over extension.

Strategy 1: Provide for volunteer recognition awards to include a special youth volunteer ward and profile in newsletter, etc.

5.9 GOAL I

Support and educate the role of Town Council and staff and work toward increasing capacity along with a clear understanding of their roles and function.

Town Council and staff have had challenges in the past. Improved communication and transparency were key points made during the public consultation process when developing this goal.

Strategy 1: Develop and implement a Human Resources Plan

Strategy 2: Support and education the role of Town Council and staff

Strategy 3: Work toward increasing capacity, understanding of the roles and function of Town Council and Staff

Strategy 4: Provide clear incentives for people to run in Municipal Elections

Strategy 5: Determine what would encourage people to vote and run for office



5.10 GOAL J

Provide opportunities for participation and communication by all members of community. Provide for increased information exchange for residents, business and government.

Hay River's residents want to be informed and consulted. Improved communication from the Town and opportunities to have input were identified during the consultation process.

Strategy 1: Provide opportunities for participation and communication by all members of the community of Hay River

Strategy 2: Provide for increased information exchange for residents, business and government



6 Linkage To Other Plans

6.1 COMMUNITY ENERGY PLAN (APPENDIX A)

Goal A: Preserve natural environment and enhanced quality of life of the Town of Hay River

Strategy 1: Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River

Enhancement of the natural environment means energy savings by increasing all forms of active transportation thus decreasing car dependency as well as focusing on wellness. Reducing CO emissions and greenhouse gasses

Strategy 2: Upgrade and enhance recreation facilities including outdoor opportunities

Provide opportunities for healthy living and lifestyle to include energy savings

Strategy 4: Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.

Infrastructure improvements will include increasing water and sewer to reduce water & sewer trucked deliveries & pump outs, which will reduce CO emissions and greenhouse gases

Strategy 5: Provide for a diversity of housing choice and costs within the Town

Energy conservation techniques and housing affordability and choice are often linked. Energy audits and implementation can assist greatly in lowering the operating costs of housing - heat and electricity.

6.2 CAPITAL INVESTMENT PLAN (APPENDIX C)

Goal A: Preserve natural environment and enhanced quality of life of the Town of Hay River

Strategy 1: Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River

Capital costs of action items for trail development and enhancement are required in the Capital Investment Plan

Strategy 2: Upgrade and enhance recreation facilities including outdoor opportunities

Capital costs and action items required in the Capital Investment Plan for recreation upgrades including energy efficiency

Strategy 3: Report and understand the water sampling programs and distribution management areas of the Town's water system

Could include some capital investment



Strategy 4: Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.

Capital cost of infrastructure upgrades and improvements including new streets, sidewalks, water and sewer. New Fire Hall can be included as part of the infrastructure of the Town

6.3 HUMAN RESOURCE PLAN (APPENDIX B)

Attached under separate cover

Goal A: Preserve natural environment and enhanced quality of life of the Town of Hay River

Strategy 5: Provide for a diversity of housing choice and costs within the Town

Having a range of housing types and price in the Town will assist with recruitment and retention of staff.

Goal I: Support and educate the role of Town Council and staff and work toward increasing capacity along with a clear understanding of their roles and function

Strategy 1: Develop and implement a Human Resources Plan

Human Resources Plan and implementation tools are attached as a separate report. Tools provided in the Plan will assist greatly in supporting Town Council and staff with their work.

6.4 OTHER PLANS

Goal A: Preserve natural environment and enhanced quality of life of the Town of Hay River

Strategy 1: Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River

Community Energy Plan is attached in Appendix A. A Recreation Master Plan was completed in 1988. This Plan should be reviewed and updated to include Trail development and enhancement.

Strategy 5: Provide for a diversity of housing choice and costs within the Town

Revised General Plan and Zoning Plan to include housing diversity and affordable housing tools



7 Strategy Details

7.1 GOAL A

Preserve natural environment and enhanced quality of life of the Town of Hay River

7.1.1 Strategy 1

Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River

This provides opportunities for the public and visitors to enjoy Hay River's natural beauty in particular the Lake and the River. The natural beauty of this area is close by but not always easy to access.

Capital Budget items are provided in spreadsheet attachment. These are examples of some of the budget items in the 2009 capital budget for the Town.

Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
April 2010- April 2015	\$125,000	\$0	End to End trail completed; Community Energy Plan Implemented	Trail completion - 100%

Plan to Sustain

Review trails and linkages; include maintenance of trails in budget; consult the public on a regular basis for opportunities for increased enhancement actions

Community Involvement

Who	How	When	Why	Cost
Town of Hay River Recreation Dept	Trail development and enhancement	Budget year	Recreation Department; Board and community to recommend to Town Council	

Partnering Opportunity

Chamber of Commerce, Recreation groups and users, tourism and marketing

7.1.2 Strategy 2

Upgrade and enhance recreation facilities including outdoor opportunities

Recreational opportunities including sports are an important part of the life style of Hay River. Upgrading these facilities will enhance the quality of life and keep people active as well as providing active transportation (walking, bicycling).



Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
	\$1,200,000	\$0	Enhanced snowmobile use and winter fishing opportunities Upgraded parks and increased recreation uses	

Plan to Sustain

Ensure maintenance costs are in budget

Community Involvement

Who	How	When	Why	Cost
Town of Hay River	Buildings upgrade	Budget year	Recreation Department, Board and community to recommend to Town Council	

Partnering Opportunity

Recreations groups and users

7.1.3 Strategy 3

Report and understand the water sampling programs and distribution management areas of the Town's water system

Water quality was expressed in a variety of ways during the public consultation process. Making sure that water stays on the agenda and continues to have a high priority.

Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
April 2010- January 2020	\$0	\$0	# of samples collected and tainted Water Treatment operators	

Plan to Sustain

Operating and maintenance of the infrastructure as well as sampling will be efforts to keep the water distribution system at acceptable levels.

Community Involvement

Who	How	When	Why	Cost
Town of Hay River	Monitor and communication to public	Immediate	Communication to residents at Community Meetings	



Partnering Opportunity

Other levels of government and public

7.1.4 Strategy 4

Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.

The Town's infrastructure is in need of upgrading which includes water, sewer, streets and sidewalks.

Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
	\$8,500,000	\$0	New and improved streets and sidewalks, upgraded water and sewer mains, new fire station	New facilities

Plan to Sustain

Capital Investment Plan monitored on a regular basis

Community Involvement

Who	How	When	Why	Cost
Town of Hay River	Capital Investment Plan	Budget year	Communication to residents Newsletter	

Partnering Opportunity

Other levels of government

7.1.5 Strategy 5

Provide for a diversity of housing choice and costs within the Town

Housing affordability and choice both (ownership or rental) is an important consideration for the Town's residents. Housing costs are high in Hay River. Renovation and upgrading of the existing supply is expensive and often trades people are in short supply including electricians and plumbers.



Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
	\$0	\$0	Zoning Bylaw amendments to include tools for creating affordable housing Increase the supply of ownership and rented housing for people within certain income groups. Income groups to be determined by the Town working with NWT Housing Corp and CMHC.	Increased supply of residential units to be determined

Plan to Sustain

Determine definition of housing diversity and Town to monitor supply on an annual basis

Community Involvement

Who	How	When	Why	Cost
Town to form partnership with GNWT & CMHC	General Plan and Zoning Bylaw	During Plan Review in progress	Communication to residents in Newsletter	

Partnering Opportunity

NWT Housing Corp., CMHC, Private Developers and Non-profit housing providers

7.2 GOAL B

Ensure safe, secure and clean drinking water supply

7.2.1 Strategy 1

Report and understand the water sampling programs and distribution management areas of the Town's water System

Plan to Sustain

Community Energy Plan

7.2.2 Strategy 2

Understand water conservation issues

Plan to Sustain

Community Energy Plan



7.3 GOAL C

Promote and enhance the location as the Hub of the Northwest Territories

7.3.1 Strategy 1

Enhance a sense of place that values the downtown, special features of neighbourhoods and natural areas

Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
-May 2010	\$0	\$0		

Plan to Sustain

Review downtown enhancement techniques

Partnering Opportunity

Budget items are included in spreadsheet attached

7.3.2 Strategy 2

Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life, natural environment and facilities

Plan to Sustain

Tourism promotion campaign implemented

7.4 GOAL D

Work toward stronger Environment Protection techniques and methods of conserving energy

7.4.1 Strategy 1

Approve a Community Energy Plan and Implementation Strategy

Capital budget are attached in spreadsheet

Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
January 2010-December 2010	\$0	\$0		

Plan to Sustain

Review and Update Community Energy Plan on a regular basis. Review energy consumption and community energy profile when information becomes available from Artic Energy Alliance.



Community Involvement

Meetings and Newsletter

Partnering Opportunity

To be determined and assisted with by Community Energy Committee; Artic Energy Alliance is key.

7.4.2 Strategy 2

Provide opportunities to demonstrate LEED Certified Projects and retrofitted existing buildings

Plan to Sustain

A LEED Certified project constructed and communicated through media and newsletter by the Community energy Committee

7.5 GOAL E

Improve communication and cultural awareness for First Nations people represented in the Town of Hay River and throughout the area. Provide opportunities of deeper understanding of customs of the First Nations people

7.5.1 Strategy 1

Town and First Nations community meet regularly to discuss common issues and ways to value culturally unique features

Plan to Sustain

Town staff and Councilors and First Nations community members meetings held on a regular basis

7.5.2 Strategy 2

Increase cultural awareness in the Town

Plan to Sustain

An awareness campaign to include information in Newsletter and Web site and during special events

7.5.3 Strategy 3

Partner with the First Nations community (Metis and Aboriginal) to provide public education/awareness programs and events

Plan to Sustain

Town to assist with partnership arrangements. Town to display information at special events and in Town Hall



Community Involvement

To be consulted

Partnering Opportunity

First Nations, Metis and Aboriginal communities

7.6 GOAL F

Foster and strive for a strong arts and culture community

7.6.1 Strategy 1

Increase participation in the arts community

Plan to Sustain

There are an increased number of artists working in Hay River. Town to assist with display and funding opportunities for artistic community

7.6.2 Strategy 2

Increase space and venues for arts and culture community

Plan to Sustain

Space and venues provided in various existing buildings and as new public buildings are built

Community Involvement

To be determined

Partnering Opportunity

Arrangements with government agencies

7.6.3 Strategy 3

Increase number of cultural and art events

Plan to Sustain

Town sponsors and initiates cultural and arts events

7.7 GOAL G

Celebrate the Hay River business community and promote local business

7.7.1 Strategy 1

Town to support local businesses



Plan to Sustain

An active Trade and Tourism Committee

7.7.2 Strategy 2

Support the Chamber of Commerce

Plan to Sustain

Strong Chamber of Commerce - Chamber represented on Trade and Tourism Committee

7.8 GOAL H

Celebrate and recognize the contribution of all volunteers especially the youth

7.8.1 Strategy 1

Provide for volunteer recognition awards to include a special youth volunteer ward and profile in newsletter, etc.

Plan to Sustain

Yearly awards; youth recognized; Town provides opportunities for Youth to volunteer in various positions to gain work experience

7.9 GOAL I

Support and educate the role of Town Council and staff and work toward increasing capacity along with a clear understanding of their roles and function

7.9.1 Strategy 1

Develop and implement a Human Resources Plan

Plan to Sustain

Human Resources Plan includes recruitment;, skill development, leadership training & successions Planning; confidentiality and employee performance appraisals.

7.9.2 Strategy 2

Support and education the role of Town Council and staff

Plan to Sustain

Take advantage of training offered by Department of Municipal and Community Affairs and see Human Resources Plan

7.9.3 Strategy 3

Work toward increasing capacity, understanding of the roles and function of Town Council and Staff



Plan to Sustain

Human Resources Plan – Plan provided under separate cover

7.9.4 Strategy 4

Provide clear incentives for people to run in Municipal Elections

Plan to Sustain

Training, education opportunities and awareness

7.9.5 Strategy 5

Determine what would encourage people to vote and run for office

Plan to Sustain

Use and build on information from consultation process for the ICSP

Community Involvement

Community to be involved in type of process

Partnering Opportunity

To be arranged by Town

7.10 GOAL J

Provide opportunities for participation and communication by all members of community. Provide for increased information exchange for residents, business and government

7.10.1 Strategy 1

Provide opportunities for participation and communication by all members of the community of Hay River

Time Frame	Budget - Capital	Budget - Operating	Performance Measure	Target
January 2012-January 2013	\$0	To be included in operating budges	Community to be involved	

Plan to Sustain

Town has reconstructed web site including information on First Nations, volunteers, regular updates on events and celebrations; newsletter to include profiling City Staff, Municipal Councilors and community volunteers



Community Involvement

Who	How	When	Why	Cost
Town Council and Staff	Regular neighborhood meetings	Twice a year	Information on Town projects, update on ICSP and components;	

Partnering Opportunity

Town, non-profit organizations, business community, other government agencies and residents

7.10.2 Strategy 2

Provide for increased information exchange for residents, business and government

Plan to Sustain

Neighbourhood/Corridor meeting held twice a year and key times as required

Town and non-profit organizations including recreation and sports groups



8 Action Plans

Goal A : Preserve natural environment and enhanced quality of life of the Town of Hay River – budget in attached spreadsheet (Appendix C)						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River	Trail development, linkages and upgrading	\$125,000		April 2010	October 2012	
Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River	Promotion and signage			April 2010	October 2012	
Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River	Bike routing - Identify routes with emphasis on safety			April 2010	October 2012	
Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River	Motorized Trails - identified and signed			April 2010	October 2012	
Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River	Non motorized trails - identified and signed -			April 2010	October 2012	
Enhancement of the Town's natural beauty and increased access to Great Slave Lake and the Hay River	Public awareness - information on Web site and Town's newsletter			April 2010	April 2015	
Upgrade and enhance recreation facilities including outdoor opportunities	Arena Roof Replacement/Repair	\$1,000,000				
Upgrade and enhance recreation facilities including outdoor opportunities	Gord Thompson Park Upgrade	\$100,000				
Upgrade and enhance recreation facilities including outdoor opportunities	Twin Ball Diamond	\$100,000				
Report and understand the water sampling programs and distribution management areas of the Town's water system	Training			April 2010	January 2020	
Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.	Replace Fire Hall	\$4,200,000				
Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.	Waterline Upgrade	\$2,000,000				
Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.	Lift station upgrades	\$2,000,000				
Upgrade the infrastructure of the Town - budget implications in a spreadsheet attached as separate document.	Downtown Sidewalk Rehabilitation/Enhancement	\$300,000				
Provide for a diversity of housing choice and costs within the Town	Bylaw amendments					

Goal B : Ensure safe, secure and clean drinking water supply						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Report and understand the water sampling programs and distribution management areas of the Town's water System	Maintenance of existing system					
Report and understand the water sampling programs and distribution management areas of the Town's water System	Staff training					
Report and understand the water sampling programs and distribution management areas of the Town's water System	Public awareness					



Goal C: Promote and enhance the location as the Hub of the Northwest Territories						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Enhance a sense of place that values the downtown, special features of neighbourhoods and natural areas	General Plan and Zoning Bylaw to include transportation issues and Downtown enhancement			January 2010	May 2010	
Enhance a sense of place that values the downtown, special features of neighbourhoods and natural areas	Natural areas enhancement including clean up and maintenance					
Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life, natural environment and facilities	Tourism promotion campaign to include partnership opportunities - business community, recreation groups and government agencies for promotion					

Goal D: Work toward stronger Environment Protection techniques and methods of conserving energy						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Approve a Community Energy Plan and Implementation Strategy	Energy goals and objectives and target areas included in Energy Plan			January 2010	March 2010	
Approve a Community Energy Plan and Implementation Strategy	Base line data information to be accumulated, reviewed and used as a starting point for Energy conservation			April 2010	December 2010	
Provide opportunities to demonstrate LEED Certified Projects and retrofitted existing buildings	New Town Hall to be LEED certified as a demonstration					
Provide opportunities to demonstrate LEED Certified Projects and retrofitted existing buildings	New Fire Hall - opportunities for energy conservation design parameters					
Provide opportunities to demonstrate LEED Certified Projects and retrofitted existing buildings	Partner with business community for an opportunity to demonstrate a LEED retrofitted or new building					

Goal E : Improve communication and cultural awareness for First Nations people represented in the Town of Hay River and throughout the area. Provide opportunities of deeper understanding of customs of the First Nations people						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Town and First Nations community meet regularly to discuss common issues and ways to value culturally unique features	First meeting to be initiated by the Town. Meetings to be quarterly in order to discuss common issues and ways to value culturally unique features					
Town and First Nations community meet regularly to discuss common issues and ways to value culturally unique features	New Town Hall to be a welcoming and multi use facility					
Town and First Nations community meet regularly to discuss common issues and ways to value culturally unique features	Education programs to be discussed with the First Nations Community Elders leaders and youth					



Goal F: Foster and strive for a strong arts and culture community						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Increase participation in the arts community	Set up opportunities for groups and organizations to link and work together					
Increase space and venues for arts and culture community	Library - Town to take ownership					
Increase space and venues for arts and culture community	New Town Hall to include meeting space design parameters - multi functional aspects for arts and culture displays and events and public use					
Increase number of cultural and art events	Town staff with the Library provides a listing of all cultural and art organizations and events and make available to the community. Information provided in Newsletter					
Increase number of cultural and art events	set up an Arts & Cultural Advisory Council - Town to participate and assist with start up funds (Library Board)					

Goal G : Celebrate the Hay River business community and promote local business						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Town to support local businesses	Town to initiate a Trade and Tourism Committee - part of the Terms of Reference is to support local Hay River businesses; Committee to included a variety of local small and larger business represented, arts community, residents and government agencies					
Support the Chamber of Commerce	Chamber of Commerce can be a key support for the Committee and have representation. Town to provide space for meetings and Chamber events.					

Goal H : Celebrate and recognize the contribution of all volunteers especially the youth						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Provide for volunteer recognition awards to include a special youth volunteer ward and profile in newsletter, etc.	Town to sponsor yearly awards and recognition to include a youth award					
Provide for volunteer recognition awards to include a special youth volunteer ward and profile in newsletter, etc.	Tow to provide volunteer opportunities for students who need to get experience in certain areas					



Goal I : Support and educate the role of Town Council and staff and work toward increasing capacity along with a clear understanding of their roles and function						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Develop and implement a Human Resources Plan	Human Resources as presented approved by Town Council					
Support and education the role of Town Council and staff	Human Resources Plan - Part 2 - Skill Development, Leadership Training & Succession Planning					
Work toward increasing capacity, understanding of the roles and function of Town Council and Staff	Increased in training, financial opportunities for extra work and investigated other incentives					
Provide clear incentives for people to run in Municipal Elections	Town to develop and communicate an incentive package					
Determine what would encourage people to vote and run for office	Communication of Town Council activities and encourage students and residents to attend sessions					

Goal J : Provide opportunities for participation and communication by all members of community. Provide for increased information exchange for residents, business and government						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Provide opportunities for participation and communication by all members of the community of Hay River	Reconstruct Town of Hay River's web site to include regular updates on events and celebrations					
Provide opportunities for participation and communication by all members of the community of Hay River	Continue Town of Hay River's Newsletter to include profiling City Staff, Municipal Councilors and community volunteers - contribution to the Town					
Provide opportunities for participation and communication by all members of the community of Hay River	Initiate Neighbourhood (Corridor) meetings twice a year at key times to information and consult on Town issues					
Provide opportunities for participation and communication by all members of the community of Hay River	Longer Term - Communications and Market Plan for the Town for both internal and external communications and marketing			January 2012	January 2013	



INTEGRATED COMMUNITY SUSTAINABILITY PLAN
DECEMBER 10, 2009

Appendix A: Energy Plan





Community Energy Plan

Town of Hay River

Project # 2009-0240
December 10, 2009

Prepared for:

Town of Hay River
73 Woodland Dr
Hay River, NT
X0E 1G1

Prepared by:

FSC Architects & Engineers Ltd.
4910 53rd Street
Yellowknife, NT
X1A 2P4

LISTEN. DESIGN. MANAGE.

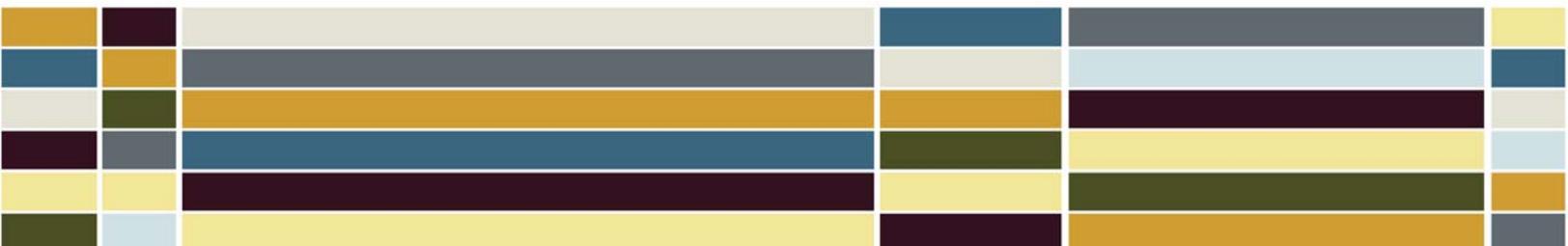




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1 Introduction

This Community Energy Plan is a component of the **Town of Hay River's Integrated Community Sustainability Plan**. It will provide the Town and the Community of Hay River with a direction to use energy wisely. This Plan will help Hay River understand the energy impacts and use energy planning as a way to meet immediate and longer-term goals to address many energy concerns. It is likely that this plan will bring economic, environmental and social benefits to The Town.

The process involved in developing this Plan began with the appointment of a Community Energy Committee. The committee members, all of who were interested in energy, were approved by Town Council and determined what they had to work with and how they could understand energy use in the Town of Hay River. The Town also appointed an Energy Coordinator to work with the Committee and the Consultant hired to write the Plan.

The Committee's strong concern was to have a Plan that was connected with the whole community in order to work together to use energy more efficiently.

2 A Community Energy Plan

A Community Energy Plan (CEP) is a process that helps communities find the best ways to use energy more wisely (Source: CEP Toolkit – Arctic Energy Alliance). A plan shows the process and information the community uses to decide what they want to do, how they want to do it, and who will do the work.

Community energy planning is often described as an ongoing cycle. As projects are completed, the cycle can start again.

3 Glossary of Terms

Certain terms¹ relating to energy and energy conservation require clarification so that everyone can relate to the issues.

Community Capacity: The knowledge, skills, people power, time, energy, money, and other resources that a person, group or community has. Capacity can increase when we increase any of these resources.

Energy Audits: measures how a building uses energy and what can be done in the building to save energy.

Energy Efficiency: to use less energy and still do the same amount of use work.

Greenhouse gases: part of the earth's atmosphere – carbon dioxide, methane, nitrous oxide and others

Kilowatts (kw) and Kilowatt hours (kWh): A kilowatt is a unit of power, like horsepower. It measures how much useful work can be done per hour. A kilowatt-hour is a unit of energy. It measures how much useful work can be done.

Integrated Community Sustainability Plan (ICSP): A long-term plan the community develops, to identify and carry out sustainability objectives. Communities must develop an ICSP to receive gas tax funding. In the NWT and ICSP must include a community energy plan.

Leadership in Energy and Environmental Design (LEED): A green building rating system tailored for Canadian climates, construction practices, and regulations.

Renewable energy: Energy that comes from things that can last forever. Examples include the sun, wind, moving water and wood.

¹ Artic Energy Alliance; Community Energy Planning Toolkit, November 2006.

4 Background Information

The Northwest Territories uses hydro and diesel generations to produce electricity for most communities. In Hay River, the NTPC sells electricity to the local utility that delivers and sells it to businesses and residents. The Taltson Hydro plant is located approximately 64 kilometers north of Fort Smith on the Taltson River. It provides power to Hay River, Fort Smith, Hay River Reserve, Fort Resolution and Enterprise.

The hydro plant consists of:

- An 18 MW hydro unit
- A 300 kW emergency standby diesel generator

Energy is used in a variety of ways by residents, commercial and institutional users and for transportation. Residents use fuel oil, propane, wood pellets and wood to heat homes and residential buildings. Transportation – air and road – are users of gasoline and diesel energy.

Arctic Energy Alliance is carrying out energy profiles for communities in the NWT to be completed early in 2010. Hay River’s Community Energy Committee with assistance from the Town’s Energy Co-ordinator will review the information and incorporate in the plan when it becomes available. This plan may require adjustments and amendments at that time.

The following table provides the beginning of information gathered on how Hay River consumes energy.

TOWN OF HAY RIVER	2008	AVG COST	Approx. Total	2009	AVE COST
Residential					
Electricity	13,217,000 kwatts	\$0.36 per kwatt	\$4,758,120		
Fuel Oil		\$1.24 per litre			
Propane	9,309,300 litres	\$0.67 per litre	\$6,237,231		
Wood Pellets *	1,115 tons	\$5.50 per 40 lb bag	\$6,244		
Wood *	366 cords**	\$155 per cord ~	\$56,730		
Sub Total					
Commercial					
Electricity	21,623,000 kwatts	\$0.25 per kwatt	\$5,405,750		
Fuel Oil					
Propane					

Wood					
Sub Total					
Institutional					
Electricity/Street & Sentinel	786,000 kwatts	\$0.43 per kwatt	\$303,580		
Fuel Oil					
Sub Total					
Transportation					
Gasoline					
Diesel					
Aviation					
Sub Total					
TOTALS					
Electricity					
Fuel Oil					
Propane					
Wood					
Gasoline					
Diesel					

Notes:

1. *Partial estimates in totals
2. ** Cord = 128 cu ft
3. An average Northern house uses between 4 to 8 cords of wood per year for heat.
4. ~ Low avg price due to subsidized pricing for a portion of the sales/ prices are \$240/\$170/\$55 per cord

5 Getting Organized

The Town of Hay River 's approach to this Plan involved the following steps:

- Town Council approved the start-up of a committee – January 2009
- Members appointed and Chairperson selected – July 2009
- Town provided an Energy Co-ordinator – July 2009
- Terms of Reference approved by Town Council – August 2009
- Household Survey sent out – August 2009
- Open House – Special Session for Energy issues – September 2009
- Arctic Energy Alliance provide information at Open House – September 2009
- Committee held a special workshop to determine target areas - November 2009

Year #	Year	Goals	Targets	Project/Actions	Monitoring
Start Up July 2009	2009	To establish a community energy committee and develop an Community Energy Plan	Planning process began Information and setting targets	Community Energy Committee formed Terms of Reference approved by Town Council Household Survey Energy Workshop Community Energy Plan	Community Energy Committee and the Town of Hay River's – Energy Coordinator motored the work and provided information to Consultant

6 What We Heard

The Open House held in September 2009 and the Household Survey provided valuable information to the Committee.

The following provides information on the biggest and most important issues relating to energy issues in Hay River at this time:

- High energy costs
- Completing this plan so that Council can follow it.
- Sustainable development of community and businesses
- Recycling – Going green, conserving energy
- Lack of cohesiveness within the community residents
- Cultural Centre to be developed
- Maintaining our natural environment, helping educate the public about conserving energy
- The Pipeline
- Litter – broken bottles at beach and in town
- Cleaning up! Cleaning up image

The following were energy related suggestions to improve the quality of life in Hay River:

- Don't litter
- Participate in functions
- Encourage others to volunteer as I do
- Make a difference
- Recycling – more garbage cans and fixing school
- Clean ups and community activities
- People to work collectively
- Clean up garbage – no matter how active a town is, if it is messy it will still stain our reputation
- More environmentally aware e.g. no littering, no squatters on beach, no wasting so as not to ruin wildlife habitats
- Recycle and beautify the town by mowing grass and gardening around home – upkeep property.
- Recycle and take care of the town
- Recycle and clean up litter
- Clean up after each other
- Remove and report vandalism

7 Goals, Target Areas, Projects and Tasks

The Strategic Plan defines protection of the environment and energy conservation as an important Hay River value. The value states:

- Hay River values the many aspects of environmental protection and energy conservation and will work toward understanding, communicating and planning for protection and conservation.

The following table provides overall goals in line with this value and provides target areas, project/actions and tasks. These goals will be reassessed each year as new information becomes available on energy consumption and energy changes as well as changes in the climate. The Community Energy Committee and the Town will be r carry out, monitor and provide performance measures of the tasks.

Year	Goals	Target Areas	Project/Actions	Tasks
Begin in 2010	Reduction of CO ₂ emissions and greenhouse gases	Energy Efficiency	Water & Sewer piping to reduce water and sewer trucked deliveries & pump outs	Planning & Developing the Town – every effort to include piped water and sewer by considering the full long-term costs of piped vs. trucked.
Immediate	Evaluation and establishing effective monitoring of the plan and plan activities	All projects, actions and tasks	To establish performance measurements and monitoring techniques in order to evaluate the outcomes of the plan	Approval of Community Energy Committee with recommendations to Town Council
Immediate	Promotion and Education of Energy Efficiency	Clean up Town and Image	<ul style="list-style-type: none"> • Litter Abatement Program • Promotion campaign 	Town assist Community Energy Committee with promotion and education of town clean up Determine a scope of work for a method of promoting a clean environment
Begin in 2010	Reduce costs of energy in Town buildings	Energy Efficiency and Cost Savings	<ul style="list-style-type: none"> • Reduce energy costs in Town owned buildings • Implement Energy Audits recommendations 	<ul style="list-style-type: none"> • Implement the recommendations in the Audits for Arena, Pool and Water Treatment Plant • Explore feasibility Alternative and renewable energy pilot project – Wood Pellet boiler for New Town Hall or Fire Hall • Explore feasibility of converting Area or Water Treatment Plan to pellets

				<ul style="list-style-type: none"> Observe and monitor GNWT boiler projects already existing in Town. Investigate other municipalities that operate pellet systems
2010	To reduce cost and fuel savings by using waste oil for heat	Renewable energy	Studies	<ul style="list-style-type: none"> Feasibility study to explore possibility of project
Begin in 2010	To use alternate modes of transportation within the town	Reduce CO ₂ emissions and greenhouse gases Reduce energy cost	Trail Development and Bike/Walking trails	<ul style="list-style-type: none"> Complete “end to end” trail in Town Sponsored bike racks at Community Hall Investigate ways to make trails shared and safe with motorized vehicles A public consultation and education program
Ongoing	Increase self-reliance for community	Reduce CO ₂ emissions by reducing trucking	Local Food production	<ul style="list-style-type: none"> Promote local food production through Town Newsletter Town to support Community Gardens in partnership with local user groups Farmer’s Market – Support expansion of existing Fisherman’s Wharf facilities Town to support local food production
2010	Reduce greenhouse gases Save Energy costs after payback period	Energy Efficiency	Town to adopt Energy Star standards for purchases of all new appliances and office equipment	<ul style="list-style-type: none"> Adopt standard for all Town of Hay River purchases Educate community about advantages of Energy Star products
2010	Reduce greenhouse gases Reduce waste in landfill	Energy Efficiency	Reduce community garbage pickup to once per week Feasibility study on establishing a recycling pick-up in town	<ul style="list-style-type: none"> Revise Garbage Collection Bylaw # 619 to permit new pick up and adjust number of bins allowed Pay per use on over limit containers to be reviewed Promotion and education: Waste Reduction Reduce and recycle waste at home and at the landfill site.

Ongoing	Reduce CO ₂ emissions and greenhouse gases	Town vehicle Fleet	Standards and promotion community to buy energy efficient vehicles and develop energy efficient habits	<ul style="list-style-type: none"> • New purchases of Town vehicles to be highest energy efficiency or flex fuel or alternate fuel • Fuel efficiency driver training • All new vehicles to have a standard of top 10% for vehicle class
2010	Reduce greenhouse gas emissions Reduce energy costs after a period of cost recovery	Energy Efficiency	Adopt a standard of EGH-80 for new or retrofit residential construction	<ul style="list-style-type: none"> • Examine feasibility of adopting the EGH-80 (Energuide) standard of construction for new homes by including this in building/zoning bylaw
2010	Reduce greenhouse gas emissions Reduce energy costs after a period of cost recovery	Energy Efficiency	Adopt standards for new or retrofit Town of Hay River infrastructure construction	<ul style="list-style-type: none"> • Standards to be drawn up and reviewed by Town Staff and • Recommend to Town Council to adopt standards
2011	Reduce energy costs Reduce CO ₂ emissions and greenhouse gases	Energy Efficiency	Idling Control Bylaw	<ul style="list-style-type: none"> • Recommend to Town Council by Community Energy Committee to adopt draft bylaw and phase in over a year.
2011	Climate Change	Adaptation & Mitigation	Information review Communication	<ul style="list-style-type: none"> • Information on Climate Change and methods of Adaptation and Mitigation for Hay River and NWT provided in Newsletter and Web site • Committee to review updated information on climate change and how Northern communities are using adaptation and mitigation techniques



INTEGRATED COMMUNITY SUSTAINABILITY PLAN
DECEMBER 10, 2009

Appendix B: Human Resources Plan





ICSP for the Town of Hay River
Human Resource Plan (PART 1)

July 10, 2009

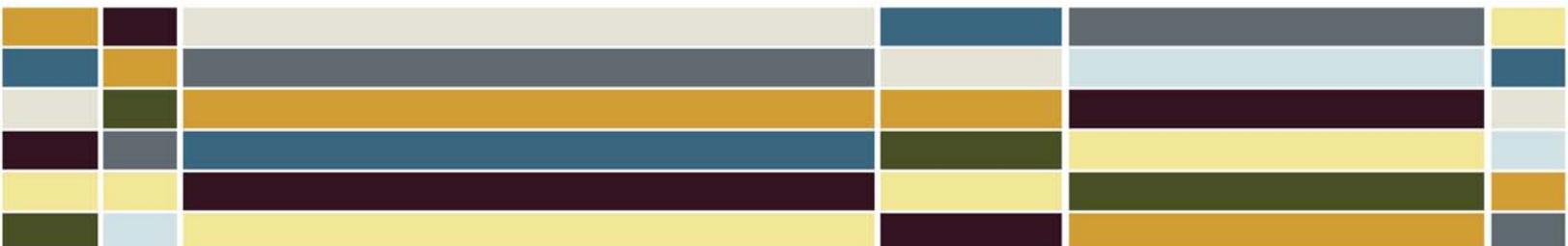
Prepared for:

The Town of Hay River
73 Woodland Drive
Hay River, NT
X0E 1G1

Prepared by:

Valerie Stark, BA, ADpHRM
FSC Architects & Engineers
4910 53rd Street
Yellowknife, NT
X1A 2P6

LISTEN. DESIGN. MANAGE.



July 10, 2009

The Town of Hay River
73 Woodland Drive
Hay River, NT
X0E 1G1
Attn: Ms. Terry Molenkamp, Senior Administrative Officer

Dear Ms. Molenkamp;

Re: Human Resource Plan (PART 1) – RECRUITMENT & RETENTION

It is a pleasure to present to you Part 1 of a comprehensive Human Resource Plan Tool Kit that is tailored to meet your needs in the area of *Recruitment & Retention*. The subsequent components, including *Part 2: Skill Development, Leadership Training & Succession Planning, Part 3: Confidentiality, and Part 4: Employee Performance Appraisals* will be provided to you over the next two months.

Through professional practice, research, and information gathered from the Focus Group Session that took place in Hay River on June 6, 2009, the following document includes tools in “Recruitment & Retention” to help support the *Senior Administrative Officer* in the Human Resource efforts and challenges going forward.

Expressed permission is granted to utilize the appendices within this document, which have been created for practical use in implementing the HR Plan for the *Town of Hay River*.

Sincerely,

FSC ARCHITECTS & ENGINEERS



Valerie Stark, BA, ADpHRM
Human Resource Generalist

Cc: Kevin Hodgins, P.Eng/Head of Civil Engineering
Encl.



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1 Introduction

The *Town of Hay River* takes great pride in being a truly Northern organization that values their staff and the environment in which they live. The Town Council has made a formal promise through a newly drafted Mission statement that does not lose sight of the importance of community and recognizing the strength and commitment of employees.

It is imperative to consider the mission, vision, values and culture of the organization when developing a Human Resource Plan for the *Town of Hay River*. Keeping these factors in mind will ensure that the HR tools provided in this document will be relevant and useful in meeting the challenges ahead.

Mission (CURRENT DRAFT ONLY)

Hay River acknowledges our natural environment and our strategic location. We know that the people who live and work in Hay River have strength and commitment. We know that our people are the heartbeat of our community.

Hay River strives for energy conservation techniques and recreational opportunities. We foster improvements to our lifestyle and continue to provide opportunities for a better quality of life. We will plan our Town in an open and transparent way and seek out ways to enhance and promote our environment.

Hay River will seek out ways to advance traditional aspects of our Town such as fishing and farming as well as fostering our business community and recognizing the contribution by all of Hay River's residents.



2 Recruitment & Retention

2.1 RECRUITMENT

As identified in the Focus Group with Town Council Members, the Senior Administrative Officer (SAO) and Staff, more emphasis should be placed on effectively marketing the *Town of Hay River* in the various recruitment efforts.

Attraction and retention of employees in remote locations is a difficult task. It is made even more difficult by existing external forces. Therefore, it is critically important to communicate the environment, services, amenities, lifestyle within the town, and ultimately ~ the features and benefits of living and working in Hay River. The following are several strategies to utilize and enhance current recruitment practices for the *Town of Hay River*.

2.1.1 Recruitment Advertising

Advertising is costly, and to get the most out of the advertising budget it is recommended that employment ads be created to bring out the best of the *Town*. An effective way of showcasing the *Town of Hay River* in recruitment ads should include information on *lifestyle, recreational activities, arts and cultural celebrations, quality education, health & social services, and affordable housing*. It is also recommended that ads be designed to reflect key qualifications in point form rather than in narrative form. Addressing qualifications in point form allows the reader to quickly assess key skills that are needed for the position.

Two examples of suggested employment ads showcasing current vacant positions are attached in **Appendix A**.

2.1.2 Website Advertising (*Town of Hay River*)

As part of the update for the Town's web site, create a "Careers" section or tab that is easily visible and accessible on the *Town of Hay River* Website main page: www.hayriver.com thereby making it easier for job seekers to find and review the career opportunities currently available.

2.1.3 External Advertising Mediums

Although the newspaper industry in the Southern Canada is experiencing readership decline, the online advertising medium is soaring. Along with the typical recruitment ads placed in *The Hub* and *News/North* and *JobsNorth* <http://www.jobsnorth.ca> (website), the following are four recommended online Canadian advertising sources along with advertising fees:

1. Workopolis – There are no limits to the types of jobs that can be posted: from entry level to professional/managerial jobs. Posting a position on the website will cost the most in comparison with other websites, but the exposure to the position and marketing potential is the greatest.

<http://www.workopolis.com/work.aspx?action=Transfer&View=Content/Common/WorkLoginView&lang=EN>



Workopolis¹ Fees:

	National	Ontario	Western Canada	Quebec	Atlantic Canada
Single Job	\$750 each	\$725 each	\$695 each	\$495 each	\$325 each
3-Pak Save up to 19% per Job	\$675 each	\$658 each	\$583 each	\$400 each	\$267 each
5-Pak Save up to 24% per Job	\$655 each	\$640 each	\$560 each	\$375 each	\$255 each
10-Pak Save up to 32% per Job	\$630 each	\$609 each	\$470 each	\$340 each	\$225 each
15-Pak Save up to 45% per Job	\$567 each	\$547 each	\$380 each	\$317 each	\$207 each
20-Pak Save up to 50% per Job	\$525 each	\$510 each	\$350 each	\$275 each	\$180 each

-
2. **Eluta** – Is an effective online source to advertise technical, management, and professional jobs. The *Eluta* search engine is also connected to *Canada's Top 100 Employers*, however any employer can advertise for free on this site. *Eluta* provides a rare benefit by posting the available job automatically through a connection with an employers URL (Uniform Resource Locator – the full website address of where the file is located within a website).

<http://www.eluta.ca/postjobs>

Eluta.ca Fees: FREE

-
3. **APEGGA** (Association of Professional Engineers, Geologists and Geophysicists in Alberta) – This site is useful for posting jobs that require various levels and disciplines of Engineers or Scientists. The *APEGGA* website is viewed mostly by associate members (who are registered engineers, geologists and geophysicists) along with employers who are members. However outside employers who are not members are welcome to post on the *APEGGA* site. Job postings may be placed by visiting the home page, in the “Fast Find” tab, and by clicking on “Careers.” The website homepage is: www.apegga.org

<http://74.200.222.12/career/index.html>

APEGGA Fees: FREE

¹ Source: Workopolis Employer Site, Products and Pricing:
<http://www.workopolis.com/work.aspx?action=Transfer&View=Content/Recruiter/Employer/EmployersView&lang=EN>



4. **Publipac** – This site provides 16 job boards that allow the employer to post their unique job in the most appropriate job board. As an example, project management jobs within various sectors should be posted on the www.Pmjob.ca job board. As well, Engineering and Technical positions should be posted on the www.recruitech.ca job board. Each job board provides information on average monthly visitors.

The website homepage is: <https://www.publipac.ca/default.aspx?l=en>

Pulipac Fees: \$225 – \$425 per posting (30 days)

2.1.4 Personnel Committee – Interviews

Although the one-on-one interview is by far the most common, some organizations use panel interviews as a part of the recruitment process. Establishing a Personnel Committee that meets primarily to conduct interviews (as a panel and in support of the line manager or Senior Administrative Officer - SAO) is a time consuming process for all committee members involved, but if done correctly, the outcome may garner the best candidate for the job. The Personnel Committees' awareness of the interviewing protocol will help in reducing the potential biases, and ensure that the candidate is assessed in a more fair and balanced process. The *Town of Hay River* may choose to have a minimum of two individuals interviewing the potential candidate (interviewee), to a maximum of four interviewers. As suggested by the Focus Group, it is advised to partner with other businesses in Hay River and request interest in having their involvement (based on availability and on an annual rotation basis) on the *Town of Hay River* Personnel Committee.

It is essential to provide potential committee members with an overview on the time commitment required, along with the average number of interviews to be conducted on a monthly, bi-monthly, semi-annual, or annual basis. A committee member's involvement may be aligned with their own personal growth and professional development within their organization.

Committee Member Pre-requisites/Skills include:

- Strong interest, knowledge or experience in conducting interviews on a panel.
- Human Rights Legislation; familiarity/awareness in asking questions that are irrelevant or prohibited under human rights legislation (*Reference: An Employer's Guide to Human Rights: www.nwthumanrights.ca*).
- Exhibit good communication skills (tact and diplomacy), and professional conduct.
- Maintain confidentiality at all times (as a condition to participate, committee members must sign a confidentiality agreement).

2.1.5 Personnel Committee Protocol

In an effort to ensure a good person-to-job match, it is essential for the SAO or line manager to first screen out the applicants who do not seem to have threshold competencies or requisite skills to do the job. Following a successful interview, reference checking is an essential final step that will help to confirm whether or not an offer should be made to the candidate.



The Personnel Committee plays an integral role in helping to determine the candidates' fit for the job. Evaluating the candidates' fit for the job involves listening to their responses, and being mindful of non-verbal body language. Candidates' responses may elicit underlying issues, such as general attitude/outlooks, abilities to work with authority/superiors, and their abilities to lead or work in a team environment. Non-verbal behaviours (physical mannerisms) may be linked to nervousness due to the interview process itself, as well as how they exude confidence, sometimes evident in their posture. There are also cultural differences to consider, and interviewers should be mindful of avoiding snap judgments, stereotypes, or assumptions as is sometimes evident in interviewer biases. There are several key factors to be aware of prior, during, and post-interview, as well as steps to follow as shown in **Appendix B**.

2.1.6 Relocating New Employees

Relocating the successful candidate to Hay River is not only an administrative burden for the SAO, but the move is also stressful for the successful candidate. To ease some of the stresses, moving companies will coordinate relocations for new employees. Simply provide the moving company with the new employee's contact information, relocation budget (maximum cost covered), and expected start date of employment. The moving company will coordinate the move, the estimated time of arrival, and any extra costs to be covered by the employee. The moving company will provide Accounts Payable with the invoice for the move.

Options include:

1. **Williams Moving** (largest member of United Van Lines in Canada):
www.williamsmoving.com or "Cathy Davies": cdavies@thewmsgroup.com
2. **Matco Transportation Systems**: Hay.River@matco.ca, "Jim Kasper" Manager in Hay River.

Working with a local travel agency will also help in coordinating flights and hotel stays required by the new employee. E.g. *Top of the World Travel*: 1.800.837.8922

2.2 RETENTION

Retention strategies are important in every organization to help reduce turnover (percentage of employees who leave the organization on an annual basis), and keep valued employees on staff. Realistically, it is not possible to keep everyone. Retention strategies are not all about having to offer financial perks and rewards. However, it is possible to ensure the employees whom you would like to keep, are provided with;

1. A clear understanding of their career growth potential,
2. Receive positive reinforcements/recognition for their accomplishments,
3. Receive appropriate training to enhance their abilities on the job,
4. Have confidence in senior management and *Town Council* initiatives, and
5. Receive regular performance feedback.



Keep in mind that it is critically important to pay attention to the needs of 'Star Performers' in the organization. Management should connect with the star performers regularly throughout the year to ensure that they are provided with the means and supports needed to continue with their achievements in the organization. Other means in retaining employees include:

2.2.1 Retention & Business Strategy Alignment

Communicating the *Town of Hay River's* Mission, Vision, and Values Statement to new and existing employees will provide the employees with an understanding of the *Town's* business strategy, and the underlying importance of knowing their work outputs and contributions are directly linked to the vision for the community. Providing this information during the employee orientation (for a new hire), and communicating initiatives in community newsletters to existing employees will establish greater commitment and loyalty with the *Town*. Transparency in the communication process defines the organizational directions and purpose.² Building the connection with employees will create an understanding that their contributions help drive the success of an organization. Ultimately, employees want to be a part of a winning team.

A venue to showcase or launch the *Town's* new Mission, Vision, and Values may be to declare a ½ day, Civic Holiday Event, acknowledging community appreciation, and the *Town of Hay River's* commitment to community (communicating the meaning of the Mission, Vision, and Values). It would be a time to celebrate the efforts of the business community, the volunteers, and the *Town* employees. Enlist *Town Council Members* to host a community barbeque during the event, and request the support of Ms. Jane Groenewegen, MLA *Hay River South* and/or the Federally Appointed Administrator (or newly elected Chief) of the *West Point First Nation* to participate in the Opening Ceremony (speech).

2.2.2 Onboarding New Employees

Investing time in the 'Onboarding' process, after a new employee is hired will often pave the way by helping the new employee feel welcomed and appreciated. Onboarding through orientations typically help to build connections with their Manager and commitment to the organization – leading to longer-term employees. Providing a **Welcome Letter** to a new employee – **Appendix C**, and a **New Employee Orientation Questionnaire** included in **Appendix D**, are both ways to set the stage with the new employee and show that they are cared about, valued, and listened to in the organization. Creating an *announcement* in the local media and in the *Town's* Newsletter will also go a long way in showing appreciation for the new employee.

2.2.3 Effective Performance Appraisals

Annual performance appraisals that include quarterly feedback on employee performance ensure that the employee understands expectations. Appraisals and regular (or quarterly feedback) reaffirms the business strategy in providing a good opportunity to coach employees towards success and higher performance in their jobs. Performance Appraisals completed by Managers are a means of instilling confidence for the new employee in their ability to do the job. The process allows for opportunities to discuss career goals and training options that the employee may be interested in. Regular feedback by the manager is a communication mechanism that also ensures there are no surprises for the employee during the annual Performance Appraisal.

² Ultimate HR Manual; Western Addition © 2007, CCH Canadian Limited



As a training guide for Supervisors (and Managers alike), a ***Performance Management for Supervisors*** training tool (*Power Point Slides*) and ***Performance Appraisal Guidelines*** are included in **Appendix E**. All Supervisors/Managers should review the information to ensure they learn the skills necessary to implement effective Performance Appraisals.

2.2.4 Training and Development

Employees look forward to opportunities where they can develop or enhance their knowledge, skills and abilities for their personal career growth. Regular opportunities for training and development should not be overlooked, especially for your star performers or high potentials in the organizations. Ensuring that managers provide their employees with training opportunities that are applicable to the growth and advancement potential within their job creates goals for employees and furthers their commitment to the organization. Providing training and investment in employees contributes to their willingness to stay longer and reach their goals.

Openly discussing career growth opportunities during annual *Performance Appraisals* between a manager and their high potential or star performers will lay the groundwork for better retention levels and succession planning for the future.

2.2.5 Thanking Employees – Recognition

As simple as it sounds, saying ***thank you*** when managers notice that their employees have made the extra effort (seemingly small or large) gives the employee a sense that they were noticed and they are appreciated. Saying thank you is a very simple gesture, but it's often forgotten or overlooked because of much larger matters at hand. Recognizing an employee's positive contributions at various times will further strengthen the relationship between the employee and supervisor, and help increase loyalty with the organization. The Manager/Supervisor should always ensure that the employee receives credit for their accomplishments on the job.

2.2.6 Fairness and Consistency

It is important that employees know and understand that they are treated fairly and consistently at in the organization. As well, knowing what to expect from an organization, helps to establish some level of comfort and stability within an employee's role.

Having standards and guidelines (Policies) in place, reduces the chances that rules are applied inconsistently, and it ensures that all Managers/Supervisors enforce policies fairly, which will bring equity in the workplace.



3 Strategy Implementation - Recruitment

Strategy	Task	Outcome
2.1.1 Recruitment Advertising	Review and post suggested (external) job advertisements in Appendix A .	Job seekers are exposed an enhanced view of the lifestyle in Hay River, and see a quick overview of the qualifications and benefits for the job.
2.1.2 Website Advertising	Request the website designer to create a “ Careers ” tab on the homepage that links directly to current career opportunities.	Easier access and reference to career opportunities for job seekers on the <i>Town of Hay River</i> website.
2.1.3 External Advertising Mediums	Depending on the recruitment advertising budget, post current ads on the following websites: <ol style="list-style-type: none"> 1. www.workopolis.com 2. www.eluta.ca (free) 3. www.apegga.org (free) 4. www.publipac.ca 	Posting recruitment ads on other websites ensures that a wider audience of job seekers reached – creating a larger pool of applicants to choose from. There is also greater marketing exposure for the <i>Town of Hay River</i> (more hits and views of the <i>Town’s</i> website). Applicants may also research the amenities and activities in the community.
2.1.4 Personnel Committee for Interviews	Establish a personnel committee by partnering with other organizations in the community. Contact 3 – 6 respected individuals in management positions. Confirm their interest, time commitments, knowledge/awareness of Human Rights Legislation, and commitment to confidentiality (as pre-requisites).	Enhanced judgment in identifying the fit of the candidate to the job, and positive representation of committee members who become ambassadors/supporters in promoting the <i>Town of Hay River</i> .
2.1.5 Personnel Committee Protocol	Follow the Interviewing Protocol in Appendix B . Utilize the Pre-Employment Screening Questionnaire .	Streamlined and thorough approach to selecting the most ideal candidate for the job, thereby reducing/eliminating the costs associated with a ‘bad hire.’ Building strong business relationships with professionals within the community shows strength and commitment in recruiting good people.



Strategy	Task	Outcome
2.1.6 Relocating New Employees	Engage moving companies to coordinate relocations for new hires.	Ease the administrative burden when coordinating moves for new employees. This approach simplifies the moving process with new employees so that they are able to better anticipate the excitement in their new job.



4 Strategy Implementation - Retention

Strategy	Task	Outcome
2.2.1 Retention & Business Strategy Alignment	Once the Mission, Vision, and Values statement is established, ensure that all employees are provided the opportunity to learn about it through a celebratory 'launch' initiative where the message is communicated by key stakeholders (<i>Town Council</i>).	Employees and community members will have a greater understanding of the <i>Town's</i> initiative, along with the value placed on the community and its' members. Employees will have a collective show of support for a winning message, and they will feel valued in that their contributions are a measure of success for the <i>Town of Hay River</i> .
2.2.2 Welcome Letter	<p>After an employment offer is signed and before the start date, send the employee a Welcome Letter – Appendix C.</p> <p>After the new employee completes one month of service, provide the employee with an Employee Orientation Follow-up Questionnaire – Appendix D.</p> <p>New employee announcement in the <i>Town's Newsletter</i> and in local media.</p>	Both the Welcome Letter, and Orientation Questionnaire are means in building a connection with the employer. Each tool implies that the Manager cares about the employee's experience as a <i>new</i> employee. The business strategy will become entrenched in the employees' understanding that the employer indeed cares about employee successes and contributions in the organization.
2.2.3 Effective Performance Appraisals	<p>Managers/Supervisors (existing and new) should be provided with an overview on Performance Management. A starting point is to have each manager and supervisor to review the <i>PowerPoint</i> slides on Performance Management for Supervisors – Appendix E.</p> <p>Managers/Supervisors should also review the Performance Appraisal Guidelines (included in Appendix E) as a reference to conducting Performance Appraisals.</p>	Functioning within a Tool Kit for Managers/Supervisors, the <i>PowerPoint</i> slide presentation will provide relevant Performance Management information, enabling senior level staff to provide effective Performance Appraisals and feedback to their staff. As a result, employees will feel that their managers care. Through Performance Appraisals and regular feedback, employees will gain a stronger sense that their contributions are working towards the success of the <i>Town</i> .



Strategy	Task	Outcome
<p>2.2.4 Training and Development</p>	<p>Provide regular opportunities to high performing employees or star employees for training and development. Assessment for training and development can be recognized during annual <i>Performance Appraisals</i> when discussing career goals.</p>	<p>The employee has a clear understanding of where they see themselves in the organizations over the next few (or several) years. Setting career goals within the organization establishes commitment and increases the retention levels among employees.</p>
<p>2.2.5 Thanking Employees</p>	<p>Ensure that Managers/Supervisors make a concerted effort to thank employees when they have noticed extra efforts they have made within their job (small or large).</p>	<p>Employees will feel that they are appreciated and they are building a strong rapport with their manager. Simple gestures showing thanks may also help to reduce some of the added stress in the workplace.</p>
<p>2.2.6 Fairness and Consistency</p>	<p>Ensure that all Managers/Supervisors are very familiar with the <i>Town of Hay River Policies and Procedures</i> and the importance of enforcing rules consistently.</p>	<p>Employees will feel that they are treated with respect, and they will appreciate knowing that their colleagues are treated in a fair manner. Applying rules consistently and fairly helps to build positive relationships with co-workers and supervisors. Positive relationships at work build commitment and loyalty with the organization.</p>



Appendix A: External Job Advertisements



Appendix B: Interviewing Protocol

Personnel Committee

STEPS

1. Pre-Interview Preparations (SAO or Line Manager as Facilitator)

- a) **Define the job before filling it:** Having a *job description* in place will help to identify the knowledge, skills and abilities (KSA) required for the job. Interview questions should be framed around the KSA's for the job.
- b) **Qualify your candidates:** You can learn a lot about someone by simply taking a short amount of time to further screen the candidates of interest. Screening involves contacting applicants by phone or e-mail to elicit responses to the qualifying or pre-screening questions noted in the *Pre-Employment Screening Questionnaire* included on pages 19-20.
- c) **Organize and Prepare:** Set a clear agenda for the interviews and apply the agenda consistently with all candidates for the job to be filled. Ensure that you have the appropriate questions prepared for the interview, and have the candidate's resume attached for reference and file containment.
- d) **Prepare copies of the Interview Questions & Resume:** Have the interview questions copied along with the candidates resume for each committee member who will be conducting the interview.
- e) **Personnel Committee Briefing** (prior to the interview): Review how the interview will be conducted, and make the committee responsibilities clear (delegating responsibilities for the following):
 - Establish a 'no cell phone' rule and avoid interruptions during the interview,
 - Setting the rapport and introducing the candidate to the committee members (typically facilitator role), and humour helps,
 - Asking the questions alternately between each committee member, or one individual asks all of the questions set out for the interview,
 - Writing the candidates responses (ideally, all committee members should be writing down the candidates responses),
 - Closing the interview (typically the facilitator),
 - Review the job description by all committee members, and ensure that the committee members have a good understanding of the qualities that would make a good candidate along with the threshold qualifications for job,
 - Reviewing the questions to ensure familiarity with what is being asked,
 - Consider further follow-up or probing questions, based on the candidates possible responses, to satisfy that the full answer has been received (avoid leading the candidate to the answer, and avoid closed questions, e.g. yes or no answers),
 - The interview is limited to 1-hour in length – if it is determined that more time is needed, the facilitator should close the interview at the 1-hour mark, check with the candidate and committee about their willingness to schedule a continuation of the interview at an agreed upon time,
 - Briefing time required after each interview (typically 15 – 30 minutes)



2. The Interview (SAO or Line Manager as Facilitator & Personnel Committee Members)

- f) **Facilitator is the Gatekeeper:** Build rapport with the candidate, provide a brief overview of the process, and introduce the committee members.
- g) **Pitch the Interviewee:** Every interviewee should leave the interview wanting the job. Explain why the organization is great to work for, the training that is offered, and the opportunity for career progression.
- h) **Ask the Questions:** Be mindful of asking the questions in a conversational tone. Be comfortable in the silence that follows the question, as the candidate may likely be forming a response. If the silence exceeds 30 seconds to a minute, ask the candidate if he/she would like the question repeated.
- i) **Facilitator should intervene when³:**
 - A committee member is having difficulty framing a follow-up question;
 - A committee member delves into a prohibited area or asks an irrelevant question;
 - A committee member is taking up too much time or the candidate is giving a response that is too long-winded
 - The candidate is too nervous and not responding well to the question being posed.
- j) **Answering candidate questions:** Ensure that there is some time built in to allow the candidate to ask questions. The candidate will utilize this opportunity to determine if they would like to join the organization. This is a great opportunity to understand what might be important to the candidate.
- k) **Closing the interview:** The facilitator should close the interview by requesting references from the candidate, and informing the candidate when he/she can expect an outcome. End on a positive note, and follow-up with rapport-building statements.

3. Post-Interview Briefing (SAO or Line Manager as Facilitator & Personnel Committee Members)

- l) **Ranking criteria:** Utilizing the facilitator's preferred ranking criteria associated with the questions asked, and in a collective style, review answers together and discuss the appropriate ranking under each question (come to an equally agreed ranking or calculate the average among all committee members). Once complete, the committee members are welcome to provide verbal feedback on their assessment of the candidates' fit with the organization, but it is ultimately the facilitator's role to determine if the candidate should be hired.
- m) **Calculate the total score:** The facilitator may complete this immediately following the briefing with committee members and determine if reference checking will be necessary.
- n) **Reference Checking:** The facilitator should complete the reference checks on the candidate if there is a good likelihood that an offer should be made.
- o) **Making the offer or Will not pursue:** After reference checks are completed, the facilitator should have a good understanding of whether or not the candidate would be the appropriate fit for the organization.

³ Ultimate HR Manual; Western Addition © 2007, CCH Canadian Limited



Potential or Inherent Biases in Interviews⁴

Primacy Effect	The propensity to remember the first experiences. In recruitment, there is a tendency to favor the first candidates we meet.
Latency Effect	The propensity to favor the last candidates interviewed. Combined with the primacy effect, it contributes to dismissing those who are interviewed in the middle of the process.
Halo Effect	The tendency to assess a candidate's total suitability based on one strong attribute.
Horn Effect	The tendency to assess a candidate's total suitability based on one weak attribute.
Stereotyping	Making a judgment based on a single attribute, characteristic or style (such as race, age or ethnicity, etc.).
Projection	Attributing or relating your own attributes to the candidates attributes, and assessing the candidate favorably or dismissing the candidate.

Pre-Employment Screening Questionnaire

⁴ Ultimate HR Manual; Western Addition © 2007, CCH Canadian Limited



Introduction to Candidate;

The purpose of this short questionnaire is to determine your suitability and fit for a position with the *Town of Hay River*. Once this pre-qualifying stage is complete, we will inform you of the next stage within the recruitment process.

Candidate Name: (Please print)	Date: (dd/mmm/yyyy)
Position Applying For:	

1. How did you learn about the *Town of Hay River* and our job opportunities?

2. What interests you about working in **Hay River, NT** and/or Northern Canada?

3. What are your short-term and long-term career goals?

4. What duties, projects, or functions have you enjoyed most in your previous jobs, and why?

5. Do you have any additional comments that you would like to provide to us in assessing your candidacy for this position?



Thank you for taking the time to answer these questions.

Inform Candidate of:

We will contact you within the next two weeks if you are selected for an interview.

or

We would like to schedule an interview with you on: _____ at _____ am/pm

dd/mm/yyyy



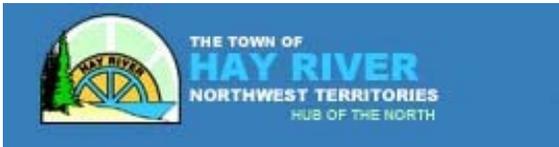
Appendix C: New Employee Welcome Letter



Appendix D: Employee Orientation Questionnaire



Appendix E: Performance Management for Supervisors (*Power Point* Presentation) & Guidelines



Career Opportunity

Director of Public Works

Full-time/Permanent Position

The **Director of Public Works** will accept responsibility for the overall leadership and management of all municipal operations and staff. The incumbent will function as a key member of the management group.

Qualifications Include:

- Degree in Civil Engineering or related field
- Minimum of 5 years of experience
- Experience with computer software programs including Microsoft Office and AutoCAD™
- Project management experience and/or training
- Supervisory skills and strong leadership abilities
- Proficient organizational skills in scheduling work, managing outside consultants and contractors
- Valid drivers license and expectation to obtain Class 4
- Proficient in drafting proposal calls, tenders, purchasing, and budgeting

We offer:

- ✓ Comprehensive Health/Dental Benefits
- ✓ Accommodation Allowance
- ✓ Pension Plan
- ✓ Salary of \$72,828 - \$97,049 (commensurate with experience)

Closing Date: July 24, 2009

The Town of Hay River, is the Hub of the North and an ideal location for those who appreciate a lifestyle that encapsulates both an ideal family friendly environment along with recreational activities that will capture the spirit and zest for life in a dynamic and growing community. The option of walking or biking to work within minutes of where you live, creates time benefits with your family and an ability to fully participate in other recreational activities, including; golf, swimming, camping, fishing, water sports in the rivers, lakes and beaches, gardening, arts & cultural venues, among the countless other winter activities. Affordable housing, quality education, excellent health & social services make the *Town of Hay River* an ideal location to accelerate your career. The *Town of Hay River* offers a generous benefit package, and a rewarding lifestyle that creates privileges and a sense of adventure for all ages.

To learn more about the *Town of Hay River*, feel free to visit our website: www.hayriver.com .

Qualified individuals are invited to submit their resume to:

Town of Hay River
73 Woodland Drive
Hay River, NT X0E 1G1
Attention: Terry Molenkamp, SAO
Molenkamp@hayriver.com
Ph: 867.874.6522
Fax: 867.874.3237

We thank all applicants for their interest and advise that only those selected for an interview will be contacted.

Come to Hay River ~ Enjoy the peace, enjoy the community, & enjoy the lifestyle ~



Career Opportunity

By-Law Officer

Full-time/Permanent Position

The Town of Hay River, is the Hub of the North and an ideal location for those who appreciate a lifestyle that encapsulates both an ideal family friendly environment along with recreational activities that will capture the spirit and zest for life in a dynamic and growing community. The option of walking or biking to work within minutes of where you live, creates time benefits with your family and an ability to fully participate in other recreational activities, including; golf, swimming, camping, fishing, water sports in the rivers, lakes and beaches, gardening, arts & cultural venues, among the countless other winter activities. Affordable housing, quality education, excellent health & social services make the *Town of Hay River* an ideal location to accelerate your career. The *Town of Hay River* offers a generous benefit package, and a rewarding lifestyle that creates privileges and a sense of adventure for all ages. To learn more about the *Town of Hay River*, feel free to visit our website: www.hayriver.com .

The **By-Law Officer** will accept responsibility for the enforcement of municipal by-laws and providing public education and awareness programs and services to ensure the protection of residents, property and employees. The incumbent will function as a key member of the management group.

Qualifications Include:

- High School Diploma and By-Law Officer training program or equivalent enforcement program
- Have related enforcement experience in municipal government
- Exceptional verbal and written communication skills, including public speaking
- Proficient at problem solving, decision making and negotiation skills
- Tactful and skillful in controlling altercations with others when necessary
- Uphold high standards in fairness, consistency, respect, and flexibility on matters
- Exude confidence and authority, and be a strong role model
- Valid Northwest Territories drivers license

We offer:

- ✓ Comprehensive Health/Dental Benefits
- ✓ Accommodation Allowance
- ✓ Pension Plan
- ✓ Salary of \$51,125 - \$67,475 – Bargaining Unit Position

Closing Date: July 24, 2009

Qualified individuals are invited to submit their resume to:

Town of Hay River
73 Woodland Drive
Hay River, NT X0E 1G1
Attention: Terry Molenkamp, SAO
Molenkamp@hayriver.com
Ph: 867.874.6522
Fax: 867.874.3237

We thank all applicants for their interest and advise that only those selected for an interview will be contacted.

Come to Hay River ~ Enjoy the peace, enjoy the community, & enjoy the lifestyle ~

“DATE”

“NAME”

“ADDRESS”

“ADDRESS”

Dear “EMPLOYEE”

On behalf of all staff and management here at the *Town of Hay River*, we would like to welcome you to the team! We highly value every employee’s unique contributions, and we are very pleased to have you bring your experience and professionalism to our dynamic and growing firm.

On your first day, “STAFF NAME – CONDUCTING NEW EMPLOYEE ENROLLMENT”, in the “NAME OF DEPARTMENT” will provide you with an overview of our standards, policies, and procedures (in our Employee Handbook) and the Orientation Package. You should find this information helpful as it refers to our mission, vision, and values at the *Town of Hay River*. “STAFF NAME – CONDUCTING NEW EMPLOYEE ENROLLMENT” will also be contacting you shortly after your first month of employment to review or answer any questions that you may have regarding company benefits, your workspace, or to touch on any issues/concerns you may have that may help to support you in your new position.

Your immediate supervisor, “NAME” will be available to assist you in making the transition smoother and more enjoyable during your first few days, weeks, and months in your new position. If you have any questions at any time, please feel free and speak with your supervisor. Again, we are excited to have you join the team, and we truly look forward to your contributions and commitment. Congratulations and welcome!

Sincerely,

“NAME

“TITLE”

Cc: Employee file – #####

Employee Orientation Follow-up

Purpose:

This questionnaire is used to determine how the *Town of Hay River* can better meet the needs and provide support to all new employees. The information that you provide in this questionnaire is shared with your immediate supervisor to ensure that specific areas that you have identified are appropriately addressed. Your information will be held in the strictest of confidence and will only be shared with your immediate supervisor. A copy of your completed questionnaire will be added to your personnel file for follow-up purposes only.

Employee Name:	Supervisor's Name:
Position Title:	Date:

Instructions:

Under each question, please identify whether or not you would like additional information, or if there are better ways in which we can provide you with additional support in your new position.

1. Are you comfortable with your surroundings at the *Town of Hay River* (as an employer)?

2. Do you feel comfortable asking your supervisor and fellow employees questions?

3. Are you discovering any problems or difficulties with the any of the tools required for you to complete tasks in your work? (Examples: computer, communication devises, work processes, etc.)

4. Do you feel welcomed/appreciated at the *Town of Hay River* (as an employer)?

5. Do you have any questions about our Employee Handbook, any specific policies, or the collective agreement?

6. Did you receive enough on-the-job training that allows you some degree of comfort in completing the duties within your position?

7. Would you like to receive any clarification about the company health and dental benefits?

8. Do you have any questions about payroll or business related expenses?

9. Do you have any comments, questions, or concerns that you would like to address?

Thank you for taking the time to complete this questionnaire.

PERFORMANCE APPRAISAL GUIDELINES FOR MANAGERS/SUPERVISORS

The Employee **Performance Appraisal Form** should be used at the: **3-month period for new employees**, and **annually thereafter**.

PURPOSE

Discuss the employee's performance and elicit feedback from them as to how they think their performance has been over the assessment period of the review.

INSTRUCTIONS

The Supervisor is responsible for completing the form for each employee in his/her department.

Pre-Meeting:

1. Contact your employee(s) to set a date, time and location for the review to take place. **Note: Preferably *one week notice* at a mutually convenient time.**
2. Forward a copy of the Performance Appraisal to the employee.
3. Request that the employee complete the Appraisal (self-evaluate) prior to their scheduled performance review meeting.
4. The manager/supervisor is required to complete the employee's Performance Appraisal prior to the meeting: evaluate the employee based on what has been observed in the assessment period.
5. Request all applicable documentation from the employee's personnel file, such as Incident Logs and Action Plans from the year being reviewed.

At the Meeting:

6. Welcome the employee, and build rapport.
7. Under each section, review and discuss the performance rating with the employee.
8. When there is a discrepancy on the performance rating chosen by you and the employee, ask the employee for examples, proof, or the rationale as to why they rated themselves that way. When considering the reasons or proof provided by the employee, the supervisor shall make the case for the most appropriate assessment.
9. Provide comments/feedback regarding reasons or proof for disputed ratings.

Note: Please ensure that adjustments/changes are made to the Performance Appraisal as agreed upon for submission as the final copy.

Post Meeting:

10. If an employee is dissatisfied with the Performance Appraisal they will follow-up with the complaint process outlined in the Performance Appraisal Policy.
11. If necessary, request a follow-up meeting with the employee to discuss further expectations, define standards, or review the job description.
12. Provide a copy of the completed/signed appraisal to the employee, and forward the original for filing as soon as possible. Please ensure confidentiality is maintained when forwarding the completed appraisal.

Supervisor/Manager Bias Awareness

Bias	Defined
Halo Effect	The tendency to evaluate someone more positively in all categories because he or she is high in one or two areas.
Devil Effect	The tendency to evaluate someone negatively across the board because he or she is under performing in one or two areas.
Recency Effect	The tendency to evaluate (either more positively or more negatively) based on events that have occurred more recently, rather than considering events occurring during the entire review period.
Central Tendency Effect	The tendency to evaluate in the middle, to judge most employees as being average even in situation where they are excelling – most prevalent in rating systems and scales.
Leniency Bias	The tendency to evaluate higher than is warranted, usually accompanied by some rationalization as to why this is appropriate (e.g., “he had personal problems” or “she’s had some bad luck lately”).
Severity Bias	The tendency to evaluate lower than is warranted, the opposite of leniency bias.
Opportunity Bias	The tendency to credit or blame the employee and ignore the reality that opportunity (factors beyond the control of the employee) that may either restrict or facilitate performance.
False Attribution Errors	The tendency to misattribute success and failure and assume they are both under the complete control of the employee when they often are not.

Countering Bias

- ✓ Be aware of their influence and make conscious efforts to minimize their effects.
- ✓ To counter possible recency bias, ask yourself, “Have I focused too much on the last few months rather than the entire period”
- ✓ To counter possible central tendency bias; “Are most of my employee reviews resulting in assessments clustered around the middle? If so, has my tendency to do that affected this particular employee’s results?”
- ✓ Review and rely on the *Employee Incidents* and *Action Plans* that have been done throughout the year (documentation) to help you balance the very common tendency to review based on recent events.
- ✓ Make sure that you have set measurable goals and objectives that can be referred to during the review to determine whether their performance has hit or exceeded the target.

The result: the Performance Appraisal process becomes more accurate.

Town of Hay River:

Performance Management

Supervisor Training

Agenda

- **Welcome**



- Consequences of doing Performance Management the *Wrong Way*
 - Definitions
 - What is Performance Management?
 - Why do Performance Management?
 - What is the Process?
 - 1. Performance Planning - Ongoing Communication
 - 2. Performance Managing
 - 3. Performance Appraisal Pre-Meeting Checklist
 - 4. Performance Appraisal Meeting
 - 5. Performance Appraisal Meeting Summary
- Performance Appraisal Policy
Resources

Consequences of doing Performance Management the *wrong way*...

- Lowered morale
- Discrimination in promotion and training
- Increased anger and frustration
- Feelings of unfairness and mistrust
- Lower productivity
- Higher Absenteeism
- Tension in the workplace
- “Star employees” may leave



Definitions

What are Competencies?

- Competencies are individual skills, knowledge, and behaviours that are observable and measurable, and are critical to the success of an employee's performance on the job. There are 3 categories:
 1. *Organizational Competency* - key values and principles held within an organization: e.g. commitment, innovation, leadership, and customer service
 2. *Behavioral Competency* - behavioral characteristics that influence how well employees perform on the job: e.g. interpersonal communication, time management, and analytical & creative thinking
 3. *Technical Competency* - technical knowledge and skill that is needed within a specific job: e.g. computer skills, research skills, planning/coordination, and writing skills.

Definitions

What are Standards?

- Standards in performance describe what the employee should accomplish and how well the employee is expected to perform.



What is Performance Management?

- It is an ongoing communication process between the employee and supervisor.
- Its purpose is to improve job performance.
- It is done in partnership with the employee and is not “done *to* them.”

Why Do Performance Management?

- Reduces workplace conflict (if done properly).
- Ensures the employee understands what their job tasks, standards, and competencies are within the organization.
- Maintains open communication and builds trust between the supervisor and employee.
- Allows employees to work with less supervision.
- Identifies possible barriers in the workplace.
- Helps employees work toward the needs, goals, and overall objectives of the organization.



What is the Process?

The complete process includes the following:

1. Performance Planning (Ongoing Communication – regular feedback)
2. Performance Managing
 - a) Data Gathering & Observation
 - b) Completing Action Plans
 - c) Documenting Performance
 - d) Providing Feedback
 - e) Identifying Barriers in Performance
3. Performance Appraisal: Pre-Meeting Checklist
4. Performance Appraisal: Meeting
5. Performance Appraisal: Meeting Summary

1. Performance Planning

Ongoing Performance Communication

- Allows you to help correct problems before it's too late by addressing them as they arise.
- Comes in the form of regular feedback.
- Allows employees to feel recognized and valued by their supervisors.
- Relatively easy and best done informally, need not involve paperwork (although it could), and can happen anywhere.
- Ensures everyone is on the same page and helps *red flag* problems before they get bigger.
- If minimal communication is used then there may be a year of less than optimal performance.

2. Performance Managing

a) **Data Gathering & Observation**

- Review **incident logs** to determine patterns in performance.
- Review other documentation (e.g. absenteeism, turnover, exit information, etc.).

2. Performance Managing

b) Completing Action Plans

- Address the **areas of strength** and create a plan for the areas needing improvement.
- Discuss how the two of you can work together to improve performance.
- Set a date for follow-up.

2. Performance Managing

c) Documenting Performance

- Helps both you and the employee recall what has happened over the past year.
- Gives you a guideline to review the employee's performance based on factual information.
- Creates ease for decisions based on merit increases, promotions, or disciplinary action.
- Provides proper documentation to protect both the employee and the employer if legal issues arise.



2. Performance Managing

d) Providing Feedback

- Feedback must be specific and as objective as possible.
- High quality feedback is essential for quick performance improvement.
- If feedback is too vague, general, or subjective, the process is likely to do more harm than good.
- Makes information available to the employee and sends the message that their work is appreciated.



2. Performance Managing

e) Identifying Barriers in Performance

- Discuss any performance issues to see if they are beyond the employee's control.
- Do not “blame” employees when performance is not where it should be.
- Understand that performance problems may be a result of the employee being unmotivated, unskilled, having poor tools, an inefficient system, a poor understanding of the job, and a raft of other factors.

3. Performance Appraisal: Pre-Meeting Checklist

- ✓ Assemble data/documentation
- ✓ Complete employee's performance appraisal
- ✓ Notify the employee of the meeting at least one (1) week in advance, and set a time and place
- ✓ Ask the employee to complete their performance appraisal (self-evaluate) and bring other supporting documentation

4. Performance Appraisal: Meeting

- **Scheduled Meeting** - involves you and the employee sitting down and reviewing performance together.
- **Meeting Warm-up** – build rapport and set up a cooperative environment to put the employee at ease.
- **Review Ratings Together** – elicit the employee’s response to their self-evaluation.
- **Discuss & Negotiate Ratings** - assess the employee’s strengths and areas needing improvement based on factual information that is presented.
- **1 hour Max** – should take less than an hour to complete and not contain any surprises.
- **Plan for follow up** - agree on steps for follow-up and set a meeting to establish standards for the next performance cycle.



5. Performance Appraisal: Meeting Summary

- Serves to formalize the informal discussions & documentation completed throughout the year.
- Employees are encouraged to discuss their performance, and elicit feedback from you.
- Approximately 70% of the review meeting



should focus on what the employee has done well.

Performance Appraisal Policy

- Review current policy

Resources

- Information included in this slide show was retrieved and adapted to meet your needs from:
- Managers Guide to Performance Reviews: Bacal (2004)
- Performance Appraisal for Managers: Bacal & Associates (1999)

Appendix A: Employee Development Plan

Employee Development Plan

Employee Name:

Position:

Assessment Date:

Conducted by:

Primary Objective:

Key Responsibilities/Job Description:

Task to be improved upon	Skills required for Development	Supports/Training and/or Coaching required	Performance will be measured by:	Desired Outcome(s)	Time Frame for Completion: Start/End date (day/month/year)

Employee Development Plan Maintenance

1. Mid-Point Review

The progress of the Employee Development Plan will be **reviewed at the mid-point date** (before the completion date) by the Supervisor and Employee on _____ (date).

2. Final/Completion Review

The completion of the Employee Development Plan will be reviewed on _____ (date).

3. Follow-up Review

A follow-up of the Employee Development Plan will be reviewed on _____ (date).

The content of this Employee Development Plan has been reached by discussion and agreement by all the participants in this process.

4. Signatures

I have read the Employee Development Plan and agree with the assessment, comments, and action arising. I agree with the review dates listed.

Employee Name(print): _____ Date: _____

Employee Signature: _____

Supervisor Name

(print): _____ Date: _____

Supervisor Signature: _____

- Original to Employee File
- Copy to Employee

Appendix B: Example Leadership Development & Promotion Policy

Leadership Development & Promotion Policy

Intent

The *Town of Hay River* has adopted this policy to foster the advancement of its employees within the organization. This policy encourages the upward mobility of staff members, and complements the present business practices at the *Town of Hay River*, thereby enhancing services to the community.

The Leadership Development & Promotion Policy is based on the recognition that in the course of meeting organizational objectives, the duties and functions of an employee may change in complexity and responsibility. Leadership Development & Promotions are based on status changes that involve increasing responsibility levels. The added benefits of leadership development and promotion serve as an incentive for better work performance, enhance morale and create a sense of individual achievement and recognition. While good past performance enhances the validity of the advancement, it should not, of itself, be the primary nor sole reason for recommending a candidate for leadership development or promotion. Consistent with prior practice, all positions will be filled through the *Town of Hay River's* search and screening procedures, and in conjunction with the requirements outlined in the Collective Agreement. Exceptions may be requested through the Senior Administrative Officer and the Union Representative; whereas the business, organizational, fiscal and legal implications of the request must be fully explained and justified.

Employment opportunities at the *Town of Hay River* may occur because an incumbent has been given expanded duties, responsibilities and authority, provided leadership development training opportunities, progressing, for example, through a recognized family of titles (e.g., Clerk III, Clerk II, Clerk I), or has moved to a different position vacated as a result of another incumbent having been promoted, transferred, discharged, or retired. Along with the increased responsibilities, the promoted person will receive an increase in salary, sufficient direction to begin the new position, and a new job description.

Senior Management seeking to provide leadership development or promote staff members in their respective areas are reminded to pay particular attention to past annual Performance Appraisals, Action Plans, and/or Extraordinary Incident Reports. These documents indicate prior performance levels and accomplishments in the department, recent career development and training initiatives, and the documentation will illustrate how effectively the tasks or training assigned was completed.

Policy Statement

It is the *Town of Hay River's* goal to ensure maximum opportunity for leadership development and promotion from within, consistent with the commitment to organizational needs, equal opportunity and applicable contractual agreements. It is recognized that leadership development and/or promotion may occur in the following cases:

1. There is an understanding communicated between the Senior Manager and the Employee, whereas the Senior Manager recognizes exceptional performance that is consistent with performance standards and business objectives. The potential for the employee to advance his/her career is communicated to the employee, if it is determined that the employee is interested in developing leadership skills.
2. A reclassification of the individual's existing position as a result of the individual performing duties at a higher degree of responsibility and complexity than the current classification calls for. This requires an audit of the position through the job evaluation process.
3. The filling of an existing higher-level vacancy by a promotable individual at a lower classification.

All processes must include a current job description and a new job description of the individual considered for leadership training or being promoted. Accordingly, it is the *Town of Hay River's* policy to provide internal employment to qualified candidates through interdepartmental promotion whenever possible.

The criteria used when considering employees' qualifications for leadership development or promotion must be fair and unbiased, and the *Town of Hay River* employment policy requirements must be fully met and documented. Employees are to be considered for leadership development or promotion regardless of age, sex, race, colour, national origin or disability, or any other grounds for discrimination described within the *Human Rights Act*.

Eligibility

For the purpose of this policy, a promotion is defined as advancement to a different position, which has increased responsibilities and adjustment to a higher salary level. All *Town of Hay River* employees who have successfully completed the probationary period specified by conditions of employment or contract are eligible to be considered for leadership development and/or promotion. Candidates are encouraged to discuss career advancement and leadership development with their immediate supervisor. Candidates are also encouraged to review all job vacancies circulated to each department and posted on the *Town of Hay River* website on a regular basis. Supervisors should also be aware that promotable candidates should satisfy the qualifications as specified in the job description as well as have the potential to acquire the knowledge, skills and abilities within the position. Candidates should be aware that engaging and/or completing various leadership development initiatives (outlined within

their Leadership Development Plan) does not guarantee that he/she will be awarded/granted a promotion when the higher-level position becomes available. However, candidates who engage in leadership development training may become more suitable and qualified for the position. When engaging in a Leadership Development Plan, candidates should be fully aware of the job description and qualifications required for the position he/she wants to pursue.

Implementation

Posting and/or Advertising

Supervisors should encourage all support staff members within their areas of responsibility in the pursuit of career advancement and should ensure that all qualified internal applicants are duly considered for vacancies in their department before recruiting outside candidates.

For promotions, the following criteria should be considered:

1. The positions are in the same department, and one position genuinely prepared the incumbent for the next. This allows for upward movement within the same or related family of job groups where skills are easily transferable.
2. The incumbent has already demonstrated the ability to perform the higher-level job.
3. The incumbent has met any special requirements such as a course or a skill.
4. An employee on layoff status is to be rehired.

Procedures for Promotion

Responsibilities of Appropriate Department Head

A completed Personnel Action Form is signed by the Department Head, Supervisor and Senior Administrative Officer and submitted to the Union Representative. The "current status" of the candidate and the recommended "new status" should be stipulated under the remarks section. Accompanying the Personnel Action Form should be the following documents:

- I. A memorandum justifying the reasons for the recommendation. If the promotion exists either through the filling of a vacancy or through a reclassification, all relevant data chronicling the person's most recent evaluation(s) and the criteria being evaluated should be included. Also included should be a statement of functional and organizational changes within the department impacting the position; other data such as, but not limited to: proof of graduation from certificate, baccalaureate or master's program; completion of job related service training courses which enhance current job knowledge and skills.
- II. A current job description of the candidate.
- III. A copy of the vacant position or a statement outlining the new duties and responsibilities to be evaluated.

Procedures for Leadership Development

Responsibilities of Appropriate Department Head

A completed Leadership Development Plan is completed and signed by the Supervisor and Employee. Accompanying the Leadership Development Plan should be the following documents:

IV. A current resume of the candidate

V. A job description of the position being pursued.

Responsibilities of the Senior Administrative Officer

The Senior Administrative Officer shall review all aspects of the leadership development and /or promotion with respect to payroll, salary, benefits, seniority change, range/step movements, change in union membership (where applicable), effective start date and the organizational structure created by these movements. Upon completion of this review, the Senior Administrative Officer signs the Personnel Action Form and forwards all materials to the Union.

Acknowledgment and Agreement

I, _____(employee name), acknowledge that I have read and understand the Promotion Policy of the *Town of Hay River*. I agree to adhere to this agreement in its entirety.

I understand that if I violate the rules set forth in this Policy, I may face legal, punitive, or disciplinary action.

Employee Name: _____

Signature: _____

Witness: _____

Date: _____

Appendix C: Leadership Development Plan

Leadership Development Plan

Employee Name: _____

Position: _____

Period of this Plan (start – end date): _____ Assessment Date: _____

Primary Objective:

Employee Educational Background: Please attach updated resume indicating education and employment.

Employee Employment Background at the *Town of Hay River*:

List the employee's accomplishments / achievements and positions held. Document the length of time at each position and the career progression path that has been taken. Add all relevant employee information, such as additional training, volunteer, or service group work on the job or in the community.

Key Responsibilities and Job Description of the position desired (attach a job description if available):

Knowledge/Skills required for Development	Supports/Training and/or Coaching required	Performance will be measured by:	Desired Outcome(s)	Time Frame for Completion: Start/End date (day/month/year)

Plan Implementation and Administration:

Employee Responsibilities	Employer Responsibilities

Further Educational Requirements:

List additional educational requirements that will be acquired in the next Leadership Development Plan – period: _____

Potential Road Blocks or Barriers in this Leadership Development Plan:

List some possible roadblocks to success in this development plan and strategies or solutions that may help solve or overcome the potential difficulties:	
Roadblock or Barrier	Possible Solution

Leadership Development Plan Maintenance

1. Mid-Point Review

The progress of the Leadership Development Plan will be **reviewed at the mid-point date** (before the completion date) by the Supervisor and Employee on _____(date).

2. Final/Completion Review

The completion of the Leadership Development Plan will be reviewed on _____(date).

3. Follow-up Review

A follow-up of the Leadership Development Plan will be reviewed on _____(date).

The content of this Leadership Development Plan has been reached by discussion and agreement by all the participants in this process.

4. Signatures

I have read the Leadership Development Plan and agree with the assessment, comments, and action arising, and I agree with the review dates listed. I understand that engaging in this plan does not guarantee that I will secure an advanced, management, or senior level position within the *Town of Hay River*, however engaging in this plan will better prepare me for the qualifications in a higher-level position.

Employee Name (print): _____ Date: _____

Employee Signature: _____

Supervisor Name (print): _____ Date: _____

Supervisor Signature: _____

Original to Employee File

Copy to Employee

Appendix D: Example Succession Planning Policy

Succession Planning Policy

Intent

The Town of Hay River has enacted this policy to ensure that effective and logical replacements for key job incumbents in executive, management, technical, and professional positions are developed within the organization. This policy is designed to cover the grooming of middle management positions and above.

Succession planning will identify and groom candidates for future openings in key positions due to lost leadership, new markets and new environments. Effective succession planning is a result of an integrated human resources system utilizing forecasting, career planning and development, assessment and performance appraisal. Succession planning can decrease our turnover rate, and time-to-fill for vacant positions, and will ensure that employees placed in these positions are prepared to succeed immediately.

The tenets of success for the *Town of Hay River* Succession Planning Policy will be: Identify critical positions within the organization, future vacancies in those positions, the employees best suited to fill those vacancies, the training and development of potential candidates, and ultimately the filling of vacancies in key positions with employees that are qualified, have met all training goals and expectations, and are fully prepared to succeed in the new position, thus ensuring the on-going success of the *Town of Hay River*.

This Policy Shall:

1. Determine the Expected Results;
2. Identify the need for a Succession Planning Committee;
3. Detail the need for Performance Appraisals;
4. Outline the Process of Data Tracking;
5. Discuss Relevant Training and Development; and
6. Provide Guidelines for Implementation.

Expected Results

- Accurately identify employees with a high potential for rapid advancement within the *Town of Hay River* corporate structure.
- Ensure the systematic and long-term development of individuals to fill key job vacancies as the need arises due to deaths, disabilities, retirements, and other unexpected losses.

- Provide a talent pipeline to meet the *Town of Hay River's* Management needs.
- Meet the *Town of Hay River's* desire to exercise fair hiring practices by providing career planning and development for our employees, thus creating the potential to grow within the organization.

Succession Planning Committee

- The *Town of Hay River* will implement a committee comprised of management employees, a union representative and high potential employees that will enforce the ideals of our Succession Planning Policy, and assist in the implementation of the program.
- The Succession Planning Committee will provide leadership initiatives by ensuring that executives, management and employees are informed and educated about the program, and support their participation in the program.
- The Succession Planning Committee will take an active role in the process by working with the SAO through on-going meetings to identify potential vacancies, establish potential candidates, and review all pertinent data.
- The Succession Planning Committee will be responsible for the final review and selection of potential candidates, and ensure that they will be a correct fit for the position to be assigned.

Performance Appraisals

- Performance Appraisals are designed to help keep employees on the right track with direction and goals that will lead to their continuous improvement and provide career advancement opportunities.
- Performance Appraisals assist in the identification of strengths and weaknesses in organizational abilities and capacities that will aid in the development of effective training, employee placements and productivity forecasts.
- All employees and management staff will be subject to Performance Appraisals at annual intervals within the fiscal year, and will be based upon performance standards, goals and objectives identified in their respective job descriptions.
- Performance Appraisals will be used in the assessment of the *Town of Hay River* employees when determining their appropriateness for positioning in Succession Planning.

Data Tracking

- The accurate tracking of data associated with employee performance, and other related metrics will assist the *Town of Hay River* in the creation of effective Succession Planning.

Data Tracking will be used to identify the following:

- a) The number of high potential employees
- b) Percentage of high potential employees to total workforce
- c) Number of employees upgraded and downgraded since their last performance appraisal
- d) Average age and years of service
- e) Number of key positions without an heir apparent

Surveys may be employed at various times to gauge employee expectations and attitudes towards the program.

The *Town of Hay River* will track all data on a database that will be accessed as a source of possible successors within the organization.

All essential data will be processed to establish a long-range plan that ensures *Town of Hay River's* long-term goals through Succession Planning.

Training and Development

The *Town of Hay River* will provide appropriate training for employees that have been identified as exceptional candidates for Succession Planning. In order to effectively groom these candidates for any potential upward change in career, they may be provided with any or all of the following types of training:

1. **Mentoring** – Senior employees who have been identified as those that may be leaving their post in the near future will provide mentoring for candidates by sharing their wealth of knowledge and experience pertaining to the roles and duties of the position. This will help the candidates by teaching them the essential skills necessary to perform the required tasks.
2. **Job Shadowing** – Candidates for Succession Planning will work alongside the *Town of Hay River* top performers to learn the road-maps to success. This will provide them with invaluable knowledge pertaining to the qualities and work habits of successful senior employees.
3. **Cross-Training** – Employees will be trained by other employees on the duties and required skills for other jobs at the *Town of Hay River*. This will help to increase the knowledge base of potential candidates, and allow them to gain a deeper understanding of the overall work done at the *Town of Hay River*, and help to identify potentially beneficial areas of work that best suit the candidate.
4. **Classroom Style Training** – In the event that a candidate is selected for a particular position, they will be provided with in-depth training to ensure that they are fully prepared to handle the tasks associated with the new position.

Implementation

- The Succession Planning Committee and the SAO will work together to ensure that all pertinent data has been properly processed and developed to ensure the success of the program.
- The Succession Planning Committee will ensure that all training programs have been established, with properly identified informational requirements, mentors and leadership initiatives.
- Succession Planning Committee meetings will be conducted on regular basis to ensure the ongoing employee participation, and success of the program.
- Throughout the year, the Succession Planning Committee will meet to review the progress of development for identified successors, and will meet with the management or executives in those areas of responsibility.
- Success will be accomplished by filling vacancies in key positions with employees that are qualified, have met all training goals and expectations, and are fully prepared to succeed in the new position, thus ensuring the on-going success of the *Town of Hay River*.

Acknowledgement & Agreement

I, (Employee Name), acknowledge that I have read and understand the Succession Planning Policy of the *Town of Hay River*. I agree to adhere to this policy and will ensure that employees working under my direction adhere to this Policy. I understand that if I violate the rules set forth in this Policy, I may face punitive or corrective action, up to and including termination of employment.

Name: _____

Signature: _____

Witness: _____

Date: _____

Appendix A: Example Employee/Manager Confidentiality Policy

Confidentiality Policy: Employees and Managers

Policy Intent

The *Town of Hay River* is committed to conducting business in an open and ethical manner. We accomplish this by creating a workplace built on the strength of trust, accountability, and integrity in all our business practices. It is the responsibility of all individuals identified in this policy to strictly adhere to the Confidentiality Policy by using tact, common sense, and an appreciation of privacy.

The *Town of Hay River* requires all those whom this policy effects, to handle any and all sensitive personal information regarding our employees, and information gained through the general public during the course of their regular job duties in a confidential and appropriate manner.

It is understood that the individuals effected by this policy within/for the *Town of Hay River* will become aware of confidential information regarding other employees, managers, council members, the Mayor, the public, and business matters through the course of employment or term. All agree that if confidential information is not effectively protected, the operations and reputation of the *Town of Hay River* may be threatened, and the well-being and privacy of individuals effected by this policy, and the public at large may suffer irreparably.

Employees and Managers of the *Town of Hay River* are required to keep all confidential information and relevant knowledge regarding the organization confidential both during and after their term of employment. These practices have been adopted, as they have been deemed essential to the protection of the *Town of Hay River*.

This policy shall:

1. Establish that all roles and positions held by individuals within the *Town of Hay River* are expected to ensure an ethical workplace, and obligations for confidentiality,
2. Outline standards and expectations, and
3. Outline punitive measures for violations.

Who it Effects

This policy affects all Supervisors, Managers, Directors, Senior Administrative Officer, Full-time and Part-time Employees, Contract Workers, and Volunteers.

Definitions

Confidentiality is not disclosing, divulging, providing or disseminating matters to others that are private or personal in nature, without clear authorization.

Human Rights Act¹ prohibits discrimination on the basis of:

- race, colour, ancestry, place of origin, ethnic origin, nationality
- sex, sexual orientation, gender identity
- family or marital status, family affiliation
- social condition
- religion, creed
- political belief or association
- pardoned criminal conviction
- disability
- age

In Camera or **Private Meetings** guarantee that confidential employees/managers personnel information is kept confidential and only intended for use by the Senior Administrative Officer.

Information may include discussions, documents, electronic data or knowledge. This information may not be known by, or available to the public at large. Information may be classified as confidential if its improper use could harm individuals, organizations, elected individuals, and/or give an unfair advantage to someone. Examples of *confidential* information may include:

- Matters relating to customers/clients/suppliers/contractors/vendors
- Customer/Client Lists
- Technical trade secrets
- Product development
- Pricing methods

¹ Human Rights Act, S.N.W.T.2002,c.18. Source:

<http://www.nwthumanrights.ca/publications/Documents/NWTHumanRightsAct-NEW2009.pdf>

- Quality management methods
- Operation rules
- Commercial network
- Supply chain information
- Human resource planning
- Product technical design
- Town data dictionaries
- Town financial information, status and statements, and investment plans;
- Object codes and source codes to Town software
- Any information, or documentation labelled “Confidential” by the Town, or listed as such by separate memorandum, or e-mail that informs of confidential status;
- Matters that are subject of investigation by the Town of Hay River
- Any information pertaining to the *Town of Hay River’s* customers, clients, and contractors; and
- Information licensed by the *Town of Hay River* to customers under a confidentiality restriction;

Official Spokesperson is the Mayor or is designated by the Mayor for the *Town of Hay River* to publicize matters relating to the Council and the *Town of Hay River*. Where the Mayor, as the official spokesperson is unavailable, the Deputy Mayor or Senior Administrative Officer may fill the spokesperson role.

Development

This policy was developed in collaboration with the Senior Administrative Officer, Town Council Members, and the Mayor, at the *Town of Hay River*.

Policy

1. Every person employed, appointed or retained who conducts or carries out business for the *Town of Hay River*, shall preserve secrecy about all information that comes to his or her knowledge in the course of his or her duties.
2. Every person employed, appointed or retained shall not communicate any information deemed or understood to be private to any third party not employed by the *Town of Hay River* at any time, unless the individual communicating the information or the *Town of Hay River* official provides written or verbal authorization to divulge the information.
3. Employees that are neither official spokespersons nor permanently and/or temporary designated spokespersons cannot, under any circumstances (including on a “no-names” or “off the record” basis), respond to inquiries from

the investment community, the media or securities regulators unless specifically asked to do so by an official spokesperson.

4. Reasonable efforts will be made to limit access to confidential information to only those who need to know the information and those persons will be advised that the information is to be kept confidential until it has been publicly disclosed by a *Town of Hay River* spokesperson.
5. Confidential Information shall not be used for any purpose other than its reasonable use in the normal performance of employment duties for the *Town of Hay River*.
6. Any person shall not make improper use of information acquired while in their position by either gaining directly or indirectly a financial advantage for themselves or for another person of interest.
7. No person should access information unless they do so as part of their official duties.
8. All persons shall not make use or share information with others that is protected under the NWT *Human Rights Act*.
9. Information provided *In camera* or *Private Meetings* will be used at the discretion of the Senior Administrative Officer to carry out actions related to employee/personnel matters and will be deemed strictly confidential.
10. Information is deemed confidential if regarding the appointment, dismissal, discipline or appraisal of individual employees and the individuals effected by this policy.
11. Information is deemed confidential if it relates to all or any financial matters for the *Town of Hay River*.
12. Information is deemed confidential if regarding any legal proceedings for the *Town of Hay River*.
13. Information is deemed confidential if regarding the trade secrets of any person or body.
14. Information designated as confidential by the Senior Administrative Officer may have the confidential designation removed only by resolution of the Council.
15. This Confidentiality Policy will not supersede any legal obligation to disseminate information when required to do so in the court of law.

Preventive Measures - Procedures

Reasonable best efforts should be made to prevent the misuse or inadvertent disclosure of undisclosed Material Information; therefore, the following procedures should be observed:

1. Documents and files containing confidential information should be kept in a safe place, with access restricted to individuals that need to know this information in the necessary course of business. Code names should be used if necessary;

2. Confidential matters should not be discussed in places where the discussion may be overheard, such as elevators, walkways, hallways, restaurants, airplanes or taxis, etc.;
3. Confidential documents should not be read in public places, left unattended in various locations, and should not be discarded in public places where others can retrieve them;
4. Every person affected by this policy must ensure they maintain the confidentiality of information in their possession outside of the office as well as inside the office;
5. Transmission of documents by electronic means, such as by fax, email or directly from one computer to another, should be made only where it is reasonable to believe that the transmission can be made and received under secure conditions;
6. Unnecessary copying of confidential documents should be avoided and documents containing confidential information should be promptly removed from conference rooms and work areas after meetings have concluded. Extra copies of confidential documents should be shredded or otherwise destroyed; and
7. Access to confidential electronic data should be restricted through the use of passwords.

Punitive Measures

All Supervisors, Managers, Directors, Senior Administrative Officers, Full-time and Part-time Employees, Contract Workers, Volunteers who contravene any one or more measures outlined within this policy, will be considered in breach of this policy. Immediate disciplinary action may include;

- **A formal letter of apology** to the person(s) affected by the breach of confidentiality, or
- **Disciplinary Action** set out by the current Collective Agreement.
- Some violations may indelibly affect the *Town of Hay River* in a negative fashion. In this case, **legal action** may be pursued.

Acknowledgement and Agreement

By providing your signature below indicates that you have read and understand the *Town of Hay River's* Confidentiality Policy.

Name: _____ (please print)

Date: _____

Signature: _____

Witness: _____

Appendix B: Example Town Council & Mayor Confidentiality Policy

Confidentiality Policy: Town Councillors & Mayor

Policy Intent

The *Town of Hay River* is committed to conducting business in an open and ethical manner. We accomplish this by creating a workplace built on the strength of trust, accountability, and integrity in all our business practices. It is the responsibility of all individuals identified in this policy to strictly adhere to the Confidentiality Policy by using tact, common sense, and an appreciation of privacy.

The Town Council and the Mayor acknowledges that they are custodian's of extensive confidential information, the improper use or disclosure of which may affect individuals, organizations, Council, the Mayor, or give an unfair advantage to someone.² The Town Council and the Mayor recognize that they must adhere to the regulations within the *Cities, Towns and Villages Act S.N.W.T 2003, c.22*. The Confidentiality Policy is an extension of the responsibilities and regulations set out in the Act.

It is understood that the individuals affected by this policy within/for the *Town of Hay River* will become aware of confidential information regarding other employees, managers, Council Members, the Mayor, and the public, and business matters through the term of office. All agree that if confidential information is not effectively protected, the operations and reputation of the *Town of Hay River* may be threatened, and the well-being and privacy of individuals effected by this policy, and the public at large may suffer irreparably.

The Town Councillors and Mayor of the *Town of Hay River* are required to keep all confidential information and relevant knowledge regarding the organization confidential both during and after their term of employment. These practices have been adopted, as they have been deemed essential to the protection of the *Town of Hay River*.

² Mackay Regional Council Confidentiality Policy, Mackay, Australia – October 1, 2008

This policy shall:

1. Establish that the Councillor and Mayor roles held by individuals within the *Town of Hay River* are expected to ensure ethical principles, and obligations for confidentiality while in office;
2. Outline standards and expectations; and
3. Outline punitive measures for violations.

Who it Effects

This policy affects all Town Councillors and the Mayor.

Definitions

Confidentiality is not disclosing, divulging, providing or disseminating matters to others that are private or personal in nature, without clear authorization.

Confidential Information³ may include discussions, documents, electronic data or knowledge. This information may not be known by, or available to the public at large. Information may be classified as confidential if its improper use could harm individuals, organizations, elected individuals, and/or give an unfair advantage to someone.

Examples of *confidential* information may include:

- a) Legal advice received by Council or Mayor, including the substance or effect of that legal advice, or any conclusions reached in that legal advice, or any reasoning upon which those conclusions were reached, or any course of action recommended in that legal advice;
- b) Information in Council's or Mayor's possession associated with the personal affairs of any person, including;
 - Affairs relating to family and marital relationships
 - Health or ill health;
 - Relationships with emotional ties involving other people;
 - Domestic responsibilities or financial obligations
- c) Information provided to Council or Mayor on the condition that it is kept confidential;
- d) Information dealing with the appointment, dismissal, discipline or appraisal of individual employees;
- e) Information dealing with matters affecting employees;

³ Mackay Regional Council Confidentiality Policy, Mackay, Australia – October 1, 2008

- f) Information associated with the preliminary budget;
- g) Information dealing with rating concessions;
- h) Information associated with employee contractual negotiations;
- i) Information associated with starting or defending legal proceedings;
- j) Information associated with any action taken by the Council or Mayor under the *Cities, Towns and Villages Act S.N.W.T 2003, c.22*;
- k) Information dealing with the security of property;
- l) Information dealing with trade secrets of any person or body;
- m) Information considered and discussed in meetings closed to the public, deemed *Private Meetings*, pursuant to Section 23. (3) (a – k) of the *Cities, Towns and Villages Act S.N.W.T 2003, c.22*;
- n) Commercial in confidence information associated with the operations of any association, person or body;
- o) Names and/or address of complainants;
- p) Any information designated as confidential by the Senior Administrative Officer;
- q) Client and Customer Lists;
- r) Project management;
- s) Technical Management;
- t) Product development;
- u) Pricing methods;
- v) Quality management methods;
- w) Operation rules;
- x) Commercial network;
- y) Supply chain information;
- z) Human resource planning;
- aa) Product technical design;
- bb) Town data dictionaries;
- cc) Town financial information, status and statements, and investment plans;
- dd) Object code and source code to Town software;
- ee) Any information, or documentation labelled “Confidential” by the Senior Administrative Officer, or listed as such by separate memorandum, or e-mail that informs of confidential status;
- ff) Information licensed by the *Town of Hay River* to customers/clients under a confidentiality restriction

Human Rights Act⁴ prohibits discrimination on the basis of:

- race, colour, ancestry, place of origin, ethnic origin, nationality
- sex, sexual orientation, gender identity
- family or marital status, family affiliation
- social condition
- religion, creed
- political belief or association
- pardoned criminal conviction
- disability
- age

In Camera or **Private Meetings** guarantee that confidential employees/managers personnel information is kept confidential and only intended for use by the Senior Administrative Officer.

Official Spokesperson is the Mayor or is designated by the Mayor for the *Town of Hay River* to publicize matters relating to the Council and the *Town of Hay River*. Where the Mayor, as the official spokesperson is unavailable, the Deputy Mayor or Senior Administrative Officer may fill the spokesperson role.

Development

This policy was developed in collaboration with the Senior Administrative Officer, Town Council Members, and the Mayor of the *Town of Hay River*.

Policy

1. Every person appointed or retained and every member of the council or a committee member of the council, and Mayor who conducts or carries out business for the *Town of Hay River*, shall preserve secrecy about all information that comes to his or her knowledge in the course of his or her duties.
2. Every person appointed or retained and every member of the council or a committee of the council and Mayor shall not communicate any information deemed or understood to be private to any third party not employed by the *Town of Hay River* at any time, unless the individual communicating the information or

⁴ Human Rights Act, S.N.W.T.2002,c.18. Source:
<http://www.nwthumanrights.ca/publications/Documents/NWTHumanRightsAct-NEW2009.pdf>

the *Town of Hay River* official provides written or verbal authorization to divulge the information.

3. Reasonable efforts will be made to limit access to confidential information to only those who need to know the information and those persons will be advised that the information is to be kept confidential until it has been publicly disclosed by the *Town of Hay River* official spokesperson.
4. Confidential Information shall not be used for any purpose other than its reasonable use in the normal performance of duties for the *Town of Hay River*.
5. Any person shall not make improper use of information acquired while in their position by either gaining directly or indirectly a financial advantage for themselves or for another person of interest.
6. No Councillor or Mayor should access information unless they do so as part of their official duties.
7. All persons shall not make use or share information with others that is protected under the NWT *Human Rights Act*.
8. Information disclosed during *In camera* meetings will be used at the discretion of the Senior Administrative Officer to carry out actions related to employee/personnel matters and will be deemed strictly confidential.
9. Information is deemed confidential if regarding the appointment, dismissal, discipline or appraisal of individual employees and the individuals effected by this policy.
10. Information is deemed confidential if it relates to all or any financial matters for the *Town of Hay River*.
11. Information is deemed confidential if regarding any legal proceedings for the *Town of Hay River*.
12. Information is deemed confidential if regarding the trade secrets of any person or body.
13. Information designated as confidential by the Senior Administrative Officer may have the confidential designation removed only by resolution of the Council.

14. This Confidentiality Policy will not supersede any legal obligation to disseminate information when required to do so in the court of law.

Preventive Measures - Procedures

Reasonable best efforts should be made to prevent the misuse or inadvertent disclosure of undisclosed Material Information; therefore, the following procedures should be observed:

1. Documents and files containing confidential information should be kept in a safe place, with access restricted to individuals that need to know this information in the necessary course of business. Code names should be used if necessary;
2. Confidential matters should not be discussed in places where the discussion may be overheard, such as elevators, walkways, hallways, restaurants, airplanes or taxis, etc.;
3. Confidential documents should not be read in public places, left unattended in various locations, and should not be discarded in public places where others can retrieve them;
4. Town Councillors and the Mayor must ensure they maintain the confidentiality of information in their possession outside of the office as well as inside the office;
5. Transmission of documents by electronic means, such as by fax, email or directly from one computer to another, should be made only where it is reasonable to believe that the transmission can be made and received under secure conditions;
6. Unnecessary copying of confidential documents should be avoided and documents containing confidential information should be promptly removed from conference rooms and work areas after meetings have concluded. Extra copies of confidential documents should be shredded or otherwise destroyed; and
7. Access to confidential electronic data should be restricted through the use of passwords.

Special exceptions to the foregoing procedures will be accepted in the event of emergency or in other special circumstances that warrant any such exceptions.

Punitive Measures

All Councillors and the Mayor who contravene any one or more measures outlined within this policy, will be considered in breach of this policy. Immediate disciplinary action will include;

- **A formal letter of apology** to the person(s) affected by the breach of confidentiality, or

- **Disciplinary Action** set out in Section 151 (1) and 152 (1) (b) of the *Cities, Towns, and Villages Act, S.N.W.T., 2003, c.22*.
- Some violations may indelibly affect the *Town of Hay River* in a negative fashion. In this case, **legal action** may be pursued.

Acknowledgement and Agreement

By providing your signature below indicates that you have read and understand the *Town of Hay River's Confidentiality Policy* for Town Councillors and the Mayor.

Name: _____ (please print)

Date: _____

Signature: _____

Witness: _____

Appendix D: Confidentiality Training Worksheet for Employees/Managers

Confidentiality Training Worksheet

Please complete this worksheet after you have completed the *Confidentiality Training* (PowerPoint presentation). Your worksheet will also serve as a guide for discussing Confidentiality with your Supervisor.

1. What is *The Confidentiality Rule*:

2. What harm to others could occur if Confidentiality is breached?

3. What are the three exceptions to breaching Confidentiality?

4. Based on the Confidentiality Policy for the *Town of Hay River*, identify the punitive measures that may occur if there is a breach in Confidentiality:

If you have any questions or concerns about the information learned in this training exercise, please discuss the matter with your immediate Supervisor.

Town of Hay River

Confidentiality Training

Protecting Confidential Matters for yourself and others...

Overview

1. Confidentiality is...
2. Protecting Information
3. Legislative Requirements – PIPEDA
4. Privacy *and* Confidentiality
5. Confidentiality Policy – Group or Individual Review
6. Requests for Confidential Information
7. Exceptions for Disclosing Confidential Information
8. Emergency: True or False
9. Repercussions
10. Confidentiality Tips
11. Confidentiality Case Example
12. Test Your Knowledge
13. Your Commitment to Confidentiality
14. Thank you!

Confidentiality is...

- **Not disclosing, divulging, providing or disseminating matters to others that are private or personal in nature, without clear authorization.**

Protecting Information

- Confidentiality imparts the protection of private, and other personal identifying information.
- Confidentiality is designed to assure that information will be used responsibly.
- Canadian legislation regulates the disclosure of information obtained in the course of professional interactions – PIPEDA

Legislation

– PIPEDA

PIPEDA (Personal Information Protection and Electronic Documents Act – est. Jan.1, 2004)

- The Federal Government established this act to maintain and protect the rights and interests of Canadians in the collection and dissemination of personal information.
- The act helps to identify and eliminate improper interference with any person's privacy regarding their personal information.

Legislation – PIPEDA

Personal Information is factual or subjective, recorded or not, about the individual and includes the basics: date of birth, name, income, or ethnic origin.

It also includes:

- Opinions, evaluations, comments, social status, disciplinary actions, medical and financial information.

Legislation

– PIPEDA

- The *Town of Hay River* recognizes and adheres to PIPEDA. It serves as the fundamental guideline to all employees on the collection, use and disclosure of information. The rule is overstated to emphasize the importance of protecting people's privacy and our role in safeguarding privacy.
- PIPEDA provides employees and Town officials with a basis for decisions in situations where people are seeking information about individuals for whom we provide services or about whom we have information.

Privacy and Confidentiality

Respecting a persons ***Privacy*** is implied and legislated, however there are several key points in clarifying ***Confidentiality*** guidelines for the *Town of Hay River*:

The Confidentiality Rule:

No acknowledgement or disclosure of any confidential information to anyone, without authorization.

Confidentiality Policy

- 1) Every person employed, appointed or retained and every member of the council or a committee member of the council who conducts or carries out business for the *Town of Hay River*, shall preserve secrecy about all information that comes to his or her knowledge in the course of his/her duties.

The Confidentiality Rule:

No acknowledgement or disclosure of any confidential information to anyone, without authorization.

Confidentiality Policy

A key to understanding Confidentiality for the *Town of Hay River*, is learning the:

1. Intent/rational,
2. Rules/policy, and
3. Measures to be taken if the policy is breached

Take the time to review the Confidentiality Policy (in groups of 3 or by yourself). Be sure to set aside questions for your supervisor at the end of your review.

Requests for Confidential Information

Here is one way to reply to any formal or informal request for information.

Example Scenario: Jane (member of the public) and Town Employee

- **Jane:** I need to know if the Town Council has awarded the service contract for my husband, because we have to arrange childcare before he starts work?
- **Town Employee:** "I'm sorry, I can't give you any information about any (matter) without an authorization."

The Confidentiality Rule:
No acknowledgement or disclosure of any confidential information to anyone, without authorization.

Requests for Confidential Information

It is important to use this response consistently.

- **"I'm sorry, I can't give you any information about anyone (or any matter) without an authorization."**

Requests for information from media, legislators, family members, or outside agencies all get the same response.

If the questioner persists, you may refer them to your Supervisor or to the Senior Administrative Officer.

The Confidentiality Rule:
No acknowledgement or disclosure of any confidential information to anyone, without authorization.

Requests for Confidential Information

Keep in mind...

- 1) Confidentiality still applies after a person's death.
- 2) You are bound by confidentiality after you leave the position in which you acquired confidential information.
- 3) Information received from ANY source (client, family/guardian, friends, neighbors, etc.) regarding ANY person utilizing services is confidential.

Example: A customer/client's family member sees you in the grocery store and tells you something concerning the customer/client. You still treat it as confidential, even if other people were present and could hear the conversation.

The Confidentiality Rule:

No acknowledgement or disclosure of any confidential information to anyone, without authorization.

Requests for Confidential Information

Even public information (e.g., available in newspapers, phone books, vital records) which you learn in your work may be confidential because your knowledge of a person or events might imply a professional connection to the person. This could identify the person as receiving services.

This applies to such things as name, address, and phone number even though these often can be found in the phone book!

The Confidentiality Rule:

No acknowledgement or disclosure of any confidential information to anyone, without authorization.

Requests for Confidential Information

What should you say?

- 1. You have just been called by a newspaper reporter who is asking for information about someone whom you work with. What is the correct response to requests for information from the media?**
 - A. I can only verify that the person is an employee.
 - B. I can't give you any information about anyone without an authorization from the person.
 - C. Yes I know the person, but I'm not at liberty to say anything else.

- 2. A person stops you in the grocery store and wants information about his nephew (your co-worker). What is the correct response to requests for information from family members?**
 - A. I can't discuss this publicly, please call me at the office.
 - B. I'm sorry, I can't give you any information about anyone without an authorization from the person.
 - C. I'm not supposed to say anything, but maybe I can help you. What do you want to know?

Exceptions for Disclosing Confidential Information

Exceptions

There are specific exceptions which allow disclosure of confidential information:

- 1) The major exception allows for use and disclosure if the person has given informed approval and signed a written authorization for the release of information.
- 2) If there is a legal obligation to disseminate information when required to do so in the court of law and under oath.
- 3) If there is an **EMERGENCY**: Including any situation where there is clear imminent threat or danger to a person or people. Necessary information may be released without the person's consent. This is limited only to that information necessary to accomplish the purpose of disclosure. Examples of emergencies include:
 - Suicidal or other danger to self,
 - Health/medical emergency,
 - Responsibility to warn others of specific threatened harm.

Emergency: True or False

1. In an emergency situation, necessary information may be released without consent.
True or false
2. Specific threatened harm to others would be considered an emergency.
True or false

Repercussions

Remember the old World War II saying that “loose lips sink ships.”

- Divulging confidential information may be detrimental to the:
 - 1) Individual, their well-being, their family, their career
 - 2) The *Town of Hay River* and business operations
 - 3) The public at large

...Reputations may be threatened...

If you are using cell phones, 2-way radios, e-mail, faxes, answering machines, and other electronic forms of communication, do not send confidential information except when there are safeguards in place to prevent unauthorized access.

Never discuss confidential information in places where you could be overheard by co-workers or others who are not authorized to have the information.

Confidentiality Tips

Computers: Remember that you can not leave your computer unattended when you have confidential information open.

- That means those 5 minute breaks do not start until you close access to the files containing the confidential material. Treat an unattended computer as not just a possible window to your files but a open security threat to all the Department's files.
- To further deter wandering eyes, always try to keep your computer screens turned away from doorways or areas where unauthorized viewing could occur.

Confidentiality Tips

Record Keeping: Computer discs, paper records, or any form of stored information must not be left out on desks or in unsecured locations. That means those accidental copies left in the copying machine or those files you printed out and left at the printer for an hour are confidentiality breaches. Ouch!

When records are not in use, they must be stored in a locked file cabinet or similar secure location.

Confidentiality Case Example

You have been working for an hour and have a few files out on your desk, e-mail open, and are working in *Town of Hay River* customer/client data when your coworker asks you to get a cup of coffee with her. It sounds good to you but what do you need to do to comply with the confidentiality policy?

- A. Decline until your work is complete.
- B. Make sure no one can access your computer and put your files in a secure location.
- C. Make sure no one can access your computer and put all loose papers in the file folders so no one can see.

Testing Your Knowledge

Please complete the worksheet provided:

1. The worksheet serves as a guide and review of the to the key points in this training.
2. The worksheet provides you and your supervisor a starting point to discuss the Confidentiality Training. It is the Supervisor's responsibility to ensure you understand the policy.

Your Commitment to Confidentiality

Please set up a meeting with your supervisor.

- Present your worksheet to review the training and show the supervisor that you have comprehended the material.

Thank you!

When in doubt of Confidential matter, please be sure to set up a meeting between you and your supervisor, and/or the SAO!

We would appreciate feedback on what you thought about the training. Please e-mail molenkamp@hayriver.com with your comments.

Thank you for completing this training.

Appendix A: Example Performance Appraisal Policy

Performance Appraisal Policy & Procedures

Intent

The *Town of Hay River* has adopted a policy of administering performance appraisals for all employees. Performance appraisals are designed to help keep employees on the right track with direction and goals that will lead to their continuous improvement and provide career advancement opportunities. Performance appraisals assist in the identification of strengths and weaknesses in organizational abilities and capacities that will aid in the development of effective training, employee placements and productivity forecasts.

All employees and management staff will be subject to performance appraisals at annual intervals within each fiscal year. Appraisals will be based upon performance standards, goals and objectives identified in employees' respective job descriptions.

This Policy Shall:

1. Discuss rationale
2. Provide procedures for performance appraisals
3. Determine employee responsibilities

Rationale

The rationale for performance appraisals are based on the following:

Communication

The process is designed to facilitate two-way communication between employees and management regarding performance and personal development. All employees are encouraged to engage in open and honest dialogue both at the appraisal meetings and all year round. There should be no surprises at the performance appraisal meeting.

Achievement of *Town of Hay River* Objectives

The process draws attention to the contributions made, past and present, by every individual in achieving the *Town of Hay River* objectives. Setting objectives for future activity allows individual, team and/or departmental objectives to be aligned closely to the strategic and operational plans.

Clarification of Work Responsibilities and Monitoring Performance

Performance appraisals provide tools for the clarification of expectations and priorities, and for monitoring performance.

Responsibility for Individual Performance and Development

The process is designed to give ownership for performance and development to individuals, and at the same time, recognizing the important role of management in providing leadership, constructive feedback, guidance and support.

Straightforward and Streamlined Procedure

The performance appraisal process is designed to be user-friendly. There are guidance notes to support it and there is training available. This will help ensure that the process is non-discriminatory, transparent and consistently applied, but most importantly that all development activity is aligned with the strategic business objectives.

Continuous Improvement

The process is intended to promote continuous improvement in personal competence and work performance, and facilitate the achievement of this by means of agreed action plans and objectives.

Procedures

1. Review the goals and objectives (performance standards) in the job description.
2. Use a Performance Appraisal form to collect the information using the objective statements (or performance standards).
3. The supervisor and employee use the Performance Appraisal form to record performance observations. Each objective or performance standard should be assessed as a measure of performance.
4. A joint performance appraisal meeting between supervisor and the employee is scheduled to:
 - Discuss the assessments;
 - Identify specific objectives for further development;
 - Develop a professional development plan;
5. Negotiate recommendations based on this discussion that include:
 - Identified actions (Action Plan form) needed to meet the objectives;
 - Time frame;
 - Training and resources needed for expected level of performance.
6. Prepare a summary report of the discussion and recommendations. Two copies of each report are prepared and both are to be signed by the supervisor and the employee. The original is placed in the employee's personnel file and the other is given to the employee.

Responsibilities

Employee Responsibilities

- Consult with their supervisor, seek advice and express views about any aspect of work;
- Provide advice on performance criteria and plan performance enhancement strategies;
- Self-assess achievements against approved objectives;
- Seek clarification on job expectations;

- Seek opportunities and take responsibility for ensuring staff development and career advancement needs are met; and
- Participate in their Performance Appraisal (minimum: once per year).

Management Responsibilities

- Initiate and ensure that the Performance Appraisal is completed (minimum: once per year) for each employee;
- Treat employees in a fair and equitable manner, being mindful of potential biases;
- Provide the employee with details of work expectations, including setting performance objectives and reasonable timeframes for their achievement;
- Provide employees with recognition where appropriate;
- In consultation with the employee, establish performance criteria that align with operational and strategic plans;
- Discuss work performance with the employee on an on-going basis, including identifying and clarifying underperformance issues;
- Review employee performance against established criteria;
- Develop, in consultation with the employee, strategies for performance enhancement;

Facilitate employees to undertake training and development opportunities that align with the *Town of Hay River* goals and where possible support other career development opportunities.

Punitive Measures

All employees and supervisors who act by using any bias or neglect in conducting performance appraisals will be considered to be in breach of this policy. Immediate disciplinary action will be taken, up to and including termination.

Acknowledgement & Agreement

I, (Employee Name), acknowledge that I have read and understand the Performance Appraisal Policy of the *Town of Hay River*. I agree to adhere to this policy and will ensure that employees working under my direction adhere to this Policy. I understand that if I violate the rules set forth in this Policy, I may face punitive or corrective action, and up to and including termination of employment.

Name: _____

Signature: _____

Date: _____

Witness: _____

Appendix B: Performance Advantage Training Program

Purpose

The purpose of this training program is to ensure that supervisors and employees understand their roles and involvement within the performance management process, and guidelines on conducting a Competency/Standard-Based Performance Appraisal.

Goals

The goals within the performance management process include:

1. To ensure that the supervisor establishes effective communication between themselves and their employees.
2. To ensure that the supervisor has a consistent and methodical way of monitoring employees throughout the year, while being aware of potential biases that may inhibit or discredit the performance management process.

3. To ensure that the supervisor provides the necessary feedback and assistance to the employee for improving performance.
4. To ensure that employees are aware of their value and strengths in contributing to the organizations goals.
5. To ensure that employees are aware that participating in the performance management process

Outcomes

- Effective communication process between employees and supervisors throughout the year.
- Valuable information, guidelines, and assistance for the employee to perform their job in such a way that meets or exceeds organizations standards.
- Employees are not surprised during their annual performance appraisal.
- Supervisors better understand the employee's duties and responsibilities.
- In collaboration with the employee, the supervisor helps to identify barriers to performance and problem areas that need to be addressed in an Action Plan.

Competency Ratings: Each competency is rated by a numerical indicator and a general rule assigned as follows:

- 1 – Does not meet requirements.**
- 2 – Needs improvement on some requirements.**
- 3 – Meets all requirements.**
- 4 – Meets all and exceeds some requirements.**
- 5 – Exceeds all requirements.**

Each numerical indicator and general rule will be followed with a thorough description of what it means to be assigned with the designated rating.

If it is identified that an employee is rated at a level 1 or 2, it is advised to discuss the rating with the employee and agree to meet at another time to complete an *Action Plan* for the employee's further development on improving the competency.

Standard Ratings: All standards are rated similarly by numerical indicators and descriptive rules as follows:

1 = Does not meet standards: Work output is consistently low, regularly fails to meet required outcomes, and the error rate is high, requiring repetition of duty or completion by others. The employee may require constant supervision, and show an indifference to job responsibilities.

2 = Needs improvement on some standards: Employee displays inconsistency in the performance of the job standard, and output frequently falls below acceptable levels. Tasks may be significantly late at times or incomplete, with potentially serious consequences.

3 = Meets all standards: Employee displays and maintains an effective and consistent level of performance of the job standard. Work output regularly achieves desired or required outcomes or expectations. Problems or errors are reported and corrected quickly.

4 = Meets all and exceeds some standards: Employee displays a high level of related skills, abilities, initiative, and productivity, exceeding requirements in some areas, but not consistently or not without exception.

5 = Exceeds all standards: Employee displays at all time, without exception, a consistently high level of factor related skills, abilities, initiative, and productivity. All assignments/responsibilities are completed beyond the level of expectation. Initiative and self-direction are common traits.

When rating the standards within the Performance Appraisal tool, please make careful reference to the definition of each rating as listed above and assign the rating that **most closely** exemplifies how the employee is meeting the standard.

Checklists

Supervisors: To help you and your employee get the most out of the performance management process, please ensure that you have reviewed the following materials:

- Performance Appraisal Policy & Procedures
- Performance Management Supervisor Training Manual
- Performance Management Supervisor Training (*PowerPoint* Presentation)
- Performance Appraisal (provided by the *Town of Hay River*)
 - Extraordinary Incident Log
- Action Plan

Employees: Additionally, ensure that your employees have been fully oriented using the following materials:

- Performance Appraisal Policy & Procedures
- Performance Management Employee Training Manual
- Performance Management Employee Training (*PowerPoint* Presentation)
- Performance Appraisal (provided by the *Town of Hay River*)
- Extraordinary Incident Log
 - Action Plan

Further Information: Please refer to the following resources to obtain further information in the area of performance management:

Bacal, R. (2004). Managers Guide to Performance Reviews. The McGraw-Hill Companies, Inc.

Bacal & Associates (1999). Performance Appraisal for Managers. The McGraw-Hill Companies, Inc.
Public Service Human Resources Management Agency of Canada (2003). The Leadership Network: Competencies.

Appendix C: Employee Performance Advantage Training Manual

Overview

The purpose of this manual is to provide you with an overview about performance management in order to establish ongoing communication. This is done in partnership between you and your supervisor. Our goals are to create an agreement between you

and your supervisor about what you are required to accomplish, bring *clarity* on how you can achieve success in your job, and have your supervisor provide feedback to help you advance in your career.

Definitions

What are Competencies?

Competencies are individual skills, knowledge, and behaviours that are observable and measurable, and are critical to the success of an employee's performance on the job.

Types of competencies include:

- *Organizational Competency* - key values and principles held within an organization: E.g. Commitment, Innovation, Leadership, and Customer Service
- *Behavioural Competency* - behavioural characteristics that influence how well employees perform on the job: E.g. Interpersonal communication, Time management, and Analytical thinking
- *Technical Competency* - technical knowledge and skill that is needed within a specific job: E.g. Computer skills, Research skills, Planning/coordination, and Writing skills.

What are standards?

This system is standard based and the manager and the employee set standards of performance to describe what the employee should accomplish and how well the employee should perform.

What is the process?

Performance management is not meant to be a "perfect fix" but is rather meant to acknowledge the contributions that our employees make to the *Town of Hay River*. It is designed to help you achieve excellence in your career as well as contribute to our organizational strategies. It is also meant to explore areas that our organization can improve in as well. The complete process includes the following steps:

Step 1: Planning & Review

During the planning phase of your appraisal you will meet with your supervisor to discuss your job description to ensure that the duties listed are current. You will be asked to confirm major job responsibilities and review what is required in order to meet the organizations expectations (AKA: Setting Standards). You and your supervisor will review your skills, knowledge and behaviours (AKA: competencies) required to meet the obligations within the job.

Step 2: Setting Standards

Setting standards gives you the opportunity to compare how you are expected to perform with your actual performance. This enables you and your supervisor to reflect on your performance so that you can work without constant supervision.

Setting standards gives you a tool you can use to focus on your job responsibilities, the timeframe in which to complete them, and your performance cycle.

Step 3: Documenting Throughout the Year

Documenting your performance and the organizations role in helping you progress is a crucial component of performance management. Making note of your accomplishments on the job and throughout the year allows you and your supervisor to:

- Identify any barriers that make it difficult for you to complete your duties.
- Meet throughout the year to discuss areas of strength and areas to improve (noted in *Extraordinary Incident Logs*).
- To establish an *Action Plan* in identifying the steps needed to assist you in improving your performance.

i) Documenting Extraordinary Incidents

Extraordinary (or critical) incidents are areas of strength and improvement that are documented throughout the year by you and your supervisor to help you recall facts about your performance. This creates ease for decisions such as salary increases, promotions, or disciplinary action. It also provides proper documentation to protect both you and the *Town of Hay River* if legal issues arise.

ii) Documenting Your Action Plan

Your action plan is the document that identifies barriers to performance and outlines strategies to remove or reduce their negative effects. This provides you with the steps to be taken for improvement. Action Plans identify ways in which you and your employer can work together to sustain, improve, and build on your performance.

Why Do Performance Appraisals?

Performance Appraisals are done for numerous reasons. They allow you to know when tasks must be completed, how your job responsibilities relate to the goals of the organization, specifies the standard to which work should be performed, unveils potential barriers to job performance and offers solutions, and informs your supervisor of any assistance needed to alleviate barriers that may hinder performance.

How to Prepare for Your Performance Appraisal?

The key to preparation is planning. You must ensure your job description is relevant and up to date. Review your standards and make notes to see if they have been met, or if you have encountered any difficulties. When reviewing your critical incidents, think about any stumbling blocks or barriers to your performance and be prepared to offer solutions.

What to Expect from Your Performance Appraisal?

Performance Appraisals involve you and your supervisor sitting down in a scheduled meeting to review your performance together. The meetings should be no longer than 90 minutes and serve to formalize the informal discussions held during the year.

No Surprises

The fundamental rule of a performance appraisal is that there should never be any surprises. The meeting should be a review, so anything said should have been discussed at an earlier time. If your supervisor does not discuss performance as often as you would like throughout the year, then YOU may initiate those discussions.

What Happens During the Meeting?

The appraisal meeting is meant to clarify expectations and roles. Your supervisor will inform you of how they will proceed in the interview. You will provide input and your supervisor will ask you to self evaluate about how you view your performance. It is important to note that you should reflect on your performance prior to attending the meeting. During the review you will be given an opportunity to discuss and negotiate with your supervisor to assess your strengths and weaknesses. Engaging in a performance appraisal will assist in problem-solving, allow you and your supervisor to identify any barriers to your performance, and develop improvement strategies. By planning for follow-up you and your supervisor will establish steps in the meeting for setting standards to be used in the next performance cycle.

Summary

Through performance appraisals, your supervisor recognizes your skills, knowledge, abilities, and significant contributions that you make to the organization. Throughout meetings with your supervisor, you establish a shared understanding of your job which allows your supervisor to display interest in support of your success, rather than finding fault. The *Town of Hay River* hopes the performance management process will aid you in your success and enable us to build a long-lasting relationship with you.

Appendix D: Supervisor Performance Advantage Training Manual

Overview

The purpose of this manual is to allow the supervisor to become familiar with proper performance management procedures to ensure a prompt and productive working environment. Performance Management is used within an organization to aid in employee/supervisor relations and to maintain a healthy working environment for all workers.

Definitions

What are Competencies?

Competencies are individual skills, knowledge, and behaviours that are observable and measurable, and are critical to the success of an employee's performance on the job.

Types of competencies include:

- *Organizational Competency* - key values and principles held within an organization: E.g. Commitment, Innovation, Leadership, and Customer Service
- *Behavioural Competency* - behavioural characteristics that influence how well employees perform on the job: E.g. Interpersonal communication, Time management, and Analytical thinking
- *Technical Competency* - technical knowledge and skill that is needed within a specific job: E.g. Computer skills, Research skills, Planning/coordination, and Writing skills.

What are standards?

This system is standard based and the manager and the employee set standards of performance to describe what the employee should accomplish and how well the employee should perform.

What is the process?

Performance management is not meant to be a "perfect fix" but is rather meant to acknowledge the contributions that our employees make to the *Town of Hay River*. It is designed to help you achieve excellence in your career as well as contribute to our organizational strategies. It is also meant to explore areas that our organization can improve in as well. The complete process includes the following steps:

Step 1: Performance Planning

Planning for performance is the first step to a successful organization.

Establishing what is expected and how a job should be performed allows for the employee to set goals to strive for. An employee's goals should align directly with the strategic goals of the organization. Planning for performance affects the entire organization and individual work units.

Proper planning allows for with windows of communication to remain open and establishes positive employee/supervisor relations. It indirectly creates an agreement between the employee and the supervisor about what the employee is required to do.

One of the major components to performance management is the ongoing performance communication that is established.

- Crucial component in all stages of managing performance,
- Allows you to help correct problems before it's too late by addressing them as they arise,
- Helps employees know how well they are doing,
- If minimal communication is used then there may be a year of less than optimal performance,
- Allows employees to feel recognized and valued by their supervisors,
- Relatively easy and best done informally, need not involve paperwork (although it could), and can happen anywhere, and
- Ensures everyone is on the same page and helps *red flag* problems before they get bigger.

Step 2: Performance Managing

Performance managing entails three important steps:

A) Data Gathering and Observation:

- Uncover the root cause of any problem.
- Gather information through observation about how the employees are performing.
- Review *Extraordinary Incident logs* to determine patterns in performance.
- Review other documentation (e.g. absenteeism, turnover, exit interviews, etc.).

B) Documenting Performance:

- Helps both you and the employee recall what has happened over the past year.
- Gives you a guideline to review the employee's performance based on factual information.
- Creates ease for decisions based on merit increases, promotions, or disciplinary action.
- Provides proper documentation to protect both the employee and the employer if legal issues arise.
- "Papers and forms don't improve performance - people do." - Robert Bacal

C) Providing Feedback:

The feedback that is communicated from the supervisor to the employee must be specific and as objective as possible. It is also important that the feedback is substantial to produce high impact results on job performance. Providing feedback sends a positive message to the employee that their work is appreciated.

Step 3: Performance Appraisal Meeting

The performance appraisal meeting involves you and the employee sitting down in a scheduled meeting to review performance annually on the employee's anniversary date. The meeting should be relatively short and should not contain any surprises. The review serves to formalize the informal discussions that are held throughout the year and employees are encouraged to participate in the discussion of their performance. It is also important for you, the supervisor to focus the latter part of the review on what the employee has done well.

Preparing for the appraisal meeting is crucial for achieving success:

- Ensure that the employee understands the purpose of the meeting and its contents,
- Confirm the employee's major job responsibilities,
- Provide the employee with suggestions and observations pertaining to their performance,
- Communicate with the employee on how you can work together to improve performance,
- Identify barriers that may affect performance, and
- If necessary, set a date for an action plan meeting.

Performance Diagnosis:

1. **Pre-meeting** - assemble data, prepare the employee (by notifying them of the meeting, and asking them to reflect on their performance and bring any supporting documentation), and choose a time and place.
2. **Warm-up** – build rapport and set up a cooperative environment that puts the employee at ease.
3. **Clarify expectations and roles** - inform the employee how you will proceed in the interview.
4. **Elicit input from the employee** - get the employee to self evaluate.

It is important to discuss the employee's strengths and areas needing improvement based on factual information. As the supervisor you are expected to engage in performance improvement and problem solving to identify barriers that are causing the employee to struggle with performance. In doing so, you will be able to plan a follow-up meeting to establish progress through setting job standards and expectations. As the supervisor, it is pertinent that you are able to recognize barriers that should occur throughout the year. Do not blame the employee for low performance. Instead, understand that performance issues may be a result of the employee being unmotivated, unskilled or uneducated on what the job entails. Take the time to establish the roots of the problems.

Step 4: Action Plan:

Setting the action plan is the last step to successful performance management. Address the areas of strength and create a plan for the areas that need

improvement by discussing how the two of you can work together to improve performance. The last step is to set a date for a follow-up meeting to reassess where the employee stands with regards to job standards and expectations.

Why Do Performance Appraisals?

If Performance Management is done properly it will reduce any and all workplace conflict that may occur. It also ensures that the employee(s) understand what their job tasks, standards and competencies are within the organization. In performing proper management the employer is able to establish open communication with the employee that builds trust and a strong relationship. This is a highly important part of a successful business. In doing so, the supervisor is able to focus on their job duties and allows the employee to work more independently with less supervision.

Another important part of positive performance management is the ability to identify barriers that are occurring in the workplace. Underlying conflicts are easily identified and therefore are easier to resolve. This in turn, helps the employees work toward the needs, goals, and overall objectives of the organization.

How to Prepare for the Performance Appraisal?

The key to preparation is planning. You must ensure your employees understand their job description and that they are up to date. Review the job standards and make notes to see if the employee has met them, or if they have encountered any difficulties. When reviewing the critical incidents think about any stumbling blocks or barriers that could have effected performance and be prepared to offer solutions.

What to Expect from the Performance Appraisal?

Performance Appraisals involve you and your employee sitting down in a scheduled meeting to review your performance together. The meetings should be no longer than 90 minutes and serve to formalize the informal discussions held during the year.

No Surprises

The fundamental rule of a performance appraisal is that there should never be any surprises. The meeting should be a review, so anything said should have been discussed at an earlier time. It is your responsibility, as the supervisor, to initiate discussion throughout the year with employee's regarding their job performance.

What Happens During the Meeting?

The appraisals meeting is meant to clarify expectations and roles. As the supervisor you will inform employees of how they are performing on the job. You will provide input and you will ask the employee(s) to self evaluate about how they view their performance. It is important to note that you should make note of their performance prior to attending the meeting. During the review you will give the employee(s) an opportunity to discuss and negotiate what their strengths and weaknesses are.

Engaging in a performance appraisal will assist in problem-solving, allow you and your employee(s) to identify any barriers to their performance, and develop improvement strategies. By planning for follow-up you and your employee will establish steps in the meeting for setting standards to be used in the next performance cycle.

Summary

Communicating with your employees effectively throughout the year will help to create trust and build comfort in the performance appraisal process. Performance problems may exist, but be sure to recognize what the employee(s) has done well and be sure to address the value of their presence within the *Town of Hay River*. Ongoing communication eliminates the element of surprise during the performance review and is key to a successful working environment.

Appendix E: Employee Action Plan

Employee Action Plan

Instructions: This form is to be completed by the supervisor in the event that action needs to take place in identifying **areas of strength** (what the employee is doing well) on the job, and **areas to improve** (what area or standard within the job does the employee need to improve upon). Section A – I of this action plan should be completed in **consultation with the employee** to identify:

- ❖ Area(s) of strength.
- ❖ Area(s) to improve (**not exceeding 2, please see Notes at bottom of page*).
- ❖ Action needed for the employee's improvement in the stated area: Describe what is needed to be done, or how the employee can improve (e.g./mechanisms for support, area for training, or a mutually agreed upon arrangement that will aid the employee in meeting the standard).
- ❖ Employee's responsibilities: Describe what the employee is responsible for in implementing the action.
- ❖ Supervisor's responsibilities: Describe what the supervisor is responsible for to assist the employee in carrying out the action, including subsequent steps if the action plan is not followed.
- ❖ The expected result from completing the identified action.
- ❖ The time frame for completing the identified action, including start/end dates.
- ❖ A follow-up method for reviewing the expected results in a mutually agreed upon manner (e.g./via e-mail, letter, formal meeting, web meeting, or phone call).
- ❖ Date, time, and/or location of the follow-up review.
- ❖ Signatures required from the employee and supervisor, indicating the action plan is clear and understood.

Copies:

Please provide a copy to the following individuals:

1. Copy of the Action Plan to the Employee.
2. Copy of the Action Plan for the Supervisor's employee file.

**Please ensure that the following Action Plan does not exceed two different areas to improve upon (Section E). If more areas to improve upon are identified, please consult with the Senior Administrative Officer immediately.*

SECTION A

EMPLOYEE INFORMATION	
Please Print	
Employee Name:	_____
Position Title:	_____
Department:	_____
Office Phone#:	_____
E-mail address:	_____

SECTION B

SUPERVISOR INFORMATION	
Please Print	
Supervisor Name:	_____
Position Title:	_____
Department:	_____
Office Phone#:	_____
E-mail address:	_____

SECTION C

DATE
Date: _____ Day/Month/Year

SECTION D

AREAS OF STRENGTH
<p>Please identify what the employee is doing well, e.g. meets or exceeds standards in identified area(s). Further evidence, documentation, or critical incidences may be attached to supplement this record.</p> <ul style="list-style-type: none"> ▪ ▪

SECTION E

AREAS TO IMPROVE
<p>Please identify what area(s) or standard(s) within the job that the employee need to improve upon (Maximum of 2). Further evidence, documentation, or critical incidences may be attached to supplement this record.</p> <ol style="list-style-type: none"> 1. 2. <p>*Employee Note: This Action Plan constitutes a verbal warning (documented for your acknowledgment and understanding). Please refer to Supervisor’s Responsibilities (page 4) regarding subsequent steps.</p>

SECTION F

ACTION NEEDED FOR IMPROVEMENT	EMPLOYEE’S RESPONSIBILITIES	SUPERVISOR’S RESPONSIBILITIES	EXPECTED RESULT	TIME FRAME FOR COMPLETION: <small>Start date & End date (Day/Month/Year)</small>
		Provide ‘xyz’ to ensure that ‘ <i>employee name</i> ’ has the appropriate tools to complete the		

		<p><i>'action needed for improvement.'</i></p> <p>*If this action plan is not fulfilled by the time frame indicated, <i>'employee name'</i> will receive a written warning.</p> <p>*If after the written warning, the action plan is not fulfilled by this date: <i>'date'</i>, termination of employment will follow immediately.</p>		
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Appendix F: Extraordinary Incident Report

Instructions:

The Extraordinary Incident Report is to be used to identify when the employee has showed either:

- Exemplary performance on the job (where the employee has gone above and beyond what they are required to do, or the employee has exceeded the performance standard),
- OR
- *When the employee has performed or acted poorly on the job (thereby having a negative impact on the organization, and/or the other employees). *An Action Plan is to be attached to this form.

Sections A through D should be **completed by the manager/supervisor or the employee**. Please type or print clearly. Attach any additional documentation/report that may substantiate this extraordinary incident. If poor performance is indicated, immediately discuss the matter with the employee for the purpose of ensuring accurate documentation of the incident. **Submit** the original form to the Human Resources Department after completion and ensure a copy has been provided to the employee. Attach an Action Plan if applicable.

SECTION A

Name of Employee: (Please print)

Last Name First Name

Name of Department: _____

Location: _____

Office Phone #: _____

Employee's Position:

Employee Identification #: _____ Date of Hire _____ dd/mm/yyyy

Name of Manager/Supervisor: (Please print)

_____ Ph: _____

Last Name First Name

Town of Hay River:

Performance Management

Supervisor Training

Agenda

- **Welcome**



- Consequences of doing Performance Management the *Wrong Way*
 - Definitions
 - What is Performance Management?
 - Why do Performance Management?
 - What is the Process?
 - 1. Performance Planning - Ongoing Communication
 - 2. Performance Managing
 - 3. Performance Appraisal Pre-Meeting Checklist
 - 4. Performance Appraisal Meeting
 - 5. Performance Appraisal Meeting Summary
- Performance Appraisal Policy
Resources

Consequences of doing Performance Management the *wrong way*...

- Lowered morale
- Discrimination in promotion and training
- Increased anger and frustration
- Feelings of unfairness and mistrust
- Lower productivity
- Higher Absenteeism
- Tension in the workplace
- “Star employees” may leave



Definitions

What are Competencies?

- Competencies are individual skills, knowledge, and behaviours that are observable and measurable, and are critical to the success of an employee's performance on the job. There are 3 categories:
 1. *Organizational Competency* - key values and principles held within an organization: e.g. commitment, innovation, leadership, and customer service
 2. *Behavioral Competency* - behavioral characteristics that influence how well employees perform on the job: e.g. interpersonal communication, time management, and analytical & creative thinking
 3. *Technical Competency* - technical knowledge and skill that is needed within a specific job: e.g. computer skills, research skills, planning/coordination, and writing skills.

Definitions

What are Standards?

- Standards in performance describe what the employee should accomplish and how well the employee is expected to perform.



What is Performance Management?

- It is an ongoing communication process between the employee and supervisor.
- Its purpose is to improve job performance.
- It is done in partnership with the employee and is not “done *to* them.”

Why Do Performance Management?

- Reduces workplace conflict (if done properly).
- Ensures the employee understands what their job tasks, standards, and competencies are within the organization.
- Maintains open communication and builds trust between the supervisor and employee.
- Allows employees to work with less supervision.
- Identifies possible barriers in the workplace.
- Helps employees work toward the needs, goals, and overall objectives of the organization.



What is the Process?

The complete process includes the following:

1. Performance Planning (Ongoing Communication – regular feedback)
2. Performance Managing
 - a) Data Gathering & Observation
 - b) Completing Action Plans
 - c) Documenting Performance
 - d) Providing Feedback
 - e) Identifying Barriers in Performance
3. Performance Appraisal: Pre-Meeting Checklist
4. Performance Appraisal: Meeting
5. Performance Appraisal: Meeting Summary

1. Performance Planning

Ongoing Performance Communication

- Allows you to help correct problems before it's too late by addressing them as they arise.
- Comes in the form of regular feedback.
- Allows employees to feel recognized and valued by their supervisors.
- Relatively easy and best done informally, need not involve paperwork (although it could), and can happen anywhere.
- Ensures everyone is on the same page and helps *red flag* problems before they get bigger.
- If minimal communication is used then there may be a year of less than optimal performance.

2. Performance Managing

a) **Data Gathering & Observation**

- Review **incident logs** to determine patterns in performance.
- Review other documentation (e.g. absenteeism, turnover, exit information, etc.).

2. Performance Managing

b) Completing Action Plans

- Address the **areas of strength** and create a plan for the areas needing improvement.
- Discuss how the two of you can work together to improve performance.
- Set a date for follow-up.

2. Performance Managing

c) Documenting Performance

- Helps both you and the employee recall what has happened over the past year.
- Gives you a guideline to review the employee's performance based on factual information.
- Creates ease for decisions based on merit increases, promotions, or disciplinary action.
- Provides proper documentation to protect both the employee and the employer if legal issues arise.



2. Performance Managing

d) Providing Feedback

- Feedback must be specific and as objective as possible.
- High quality feedback is essential for quick performance improvement.
- If feedback is too vague, general, or subjective, the process is likely to do more harm than good.
- Makes information available to the employee and sends the message that their work is appreciated.



2. Performance Managing

e) Identifying Barriers in Performance

- Discuss any performance issues to see if they are beyond the employee's control.
- Do not “blame” employees when performance is not where it should be.
- Understand that performance problems may be a result of the employee being unmotivated, unskilled, having poor tools, an inefficient system, a poor understanding of the job, and a raft of other factors.

3. Performance Appraisal: Pre-Meeting Checklist

- ✓ Assemble data/documentation
- ✓ Complete employee's performance appraisal
- ✓ Notify the employee of the meeting at least one (1) week in advance, and set a time and place
- ✓ Ask the employee to complete their performance appraisal (self-evaluate) and bring other supporting documentation

4. Performance Appraisal: Meeting

- **Scheduled Meeting** - involves you and the employee sitting down and reviewing performance together.
- **Meeting Warm-up** – build rapport and set up a cooperative environment to put the employee at ease.
- **Review Ratings Together** – elicit the employee’s response to their self-evaluation.
- **Discuss & Negotiate Ratings** - assess the employee’s strengths and areas needing improvement based on factual information that is presented.
- **1 hour Max** – should take less than an hour to complete and not contain any surprises.
- **Plan for follow up** - agree on steps for follow-up and set a meeting to establish standards for the next performance cycle.



5. Performance Appraisal: Meeting Summary

- Serves to formalize the informal discussions & documentation completed throughout the year.
- Employees are encouraged to discuss their performance, and elicit feedback from you.
- Approximately 70% of the review meeting



should focus on what the employee has done well.

Performance Appraisal Policy

- Review current policy

Resources

- Information included in this slide show was retrieved and adapted to meet your needs from:
- Managers Guide to Performance Reviews: Bacal (2004)
- Performance Appraisal for Managers: Bacal & Associates (1999)

Town of Hay River

Performance Management

Employee Training

Overview

1. The Purpose of Performance Appraisals
 - Definitions
 2. What is the Process?
 - a) Planning
 - i) Setting Standards
 - b) Documenting Throughout the Year
 - i) Extraordinary Incidents
 - ii) Action Plan
 3. Why Do Performance Appraisals?
 4. How to Prepare for Your Performance Appraisal?
 5. What to Expect from Your Performance Appraisal?
 6. What Happens During the Meeting?
- Summary

1. The Purpose of Performance Appraisals

- To establish an ongoing communication process, in partnership with both you and your supervisor.
- To create agreement between you and your supervisor about what you are required to accomplish.
- To bring *clarity* on how you can achieve success in your job
- To receive feedback from your supervisor to help you advance in your workplace

Definitions

What are Competencies?

- Competencies are individual skills, knowledge, and behaviours that are observable and measurable, and are critical to the success of an employee's performance on the job. Types of competencies include:
- *Organizational Competency* - key values and principles held within an organization: E.g. Commitment, Innovation, Leadership, and Customer Service
- *Behavioral Competency* - behavioral characteristics that influence how well employees perform on the job: E.g. Interpersonal communication, Time management, and Analytical thinking
- *Technical Competency* - technical knowledge and skill that is needed within a specific job: E.g. Computer skills, Research skills, Planning/coordination, and Writing skills.

Definitions

What are standards?

- This system is standard based and the manager and the employee set standards of performance to describe what the employee should accomplish and how well the employee should perform.

2. What is the Process?

The complete process includes the following:

a) **Planning & Reviewing**

- Meeting with your supervisor to discuss your job description and ensure that the duties listed are current.
- Confirm major job responsibilities, and review what is required in order to meet the obligations (AKA: Setting Standards).
- Reviewing the skills, knowledge and behaviours (AKA: competencies) required to meet the obligations within the job.

i) Setting Standards

- The expected performance which actual performance is compared to.
- Enables your performance to be monitored without constant supervision.
- Tells you the job responsibilities to focus on this performance cycle and the timeframe in which to complete them.

2. What is the Process?

b) Documenting Throughout the Year

- Making note of your accomplishments on the job and throughout the year.
- Identifying any barriers that make it difficult for you to complete your duties.
- Meeting with your supervisor throughout the year to discuss areas of strength and areas to improve (noted in Extraordinary Incident Reports).
- Meeting with your supervisor to establish an *Action Plan* in identifying the steps needed to assist you in improving your performance.

i) Extraordinary Incidents

- Incidents (areas of strength and areas to improve) are documented throughout the year to help both you and your supervisor recall performance.
- Gives your supervisor a tool to review your performance based on facts.
- Creates ease for decisions such as salary increases, promotions, or disciplinary action.
- Provides proper documentation to protect both the employee and the employer if legal issues arise.

ii) Action Plan

- Is documentation which identifies barriers to performance and outlines strategies to remove or reduce their negative effects, and the steps to be taken for improvement.
- Action Plans identify ways in which you and your employer can work together to sustain, improve, and build on your performance.

3. Why do Performance Appraisals?

- Lets you know when tasks must be completed.
- Shows you how your job responsibilities relate to the goals of the organization.
- Specifies the standard to which work should be performed.
- Unveils potential barriers to job performance and offers solutions.
- Informs your supervisor of any assistance needed to alleviate barriers that may hinder performance.

4. How to Prepare for Your Performance Appraisal

- Review your job description to ensure that it is relevant and up to date.
- Review standards and make notes on if they have been met, or difficulties encountered.
- Review the extraordinary incidents.
- Think about stumbling blocks or barriers to your performance, and possible solutions.

5. What to Expect from Your Performance Appraisal

- Involves you and your supervisor sitting down in a scheduled meeting to review your performance together.
- Should be relatively short, and not contain any surprises.
- Serves to formalize the informal discussions held during the year.

6. What Happens During the Meeting?

- Clarify expectations and roles – your supervisor will inform you of how they will proceed in the interview.
- You will provide input – your supervisor will ask you to self evaluate how you feel your performance has been.
- Discuss and negotiate – your supervisor will assess your strengths and weaknesses based on fact.
- Engage in performance improvement problem-solving – you and your supervisor will identify barriers to your performance and develop improvement strategies.
- Plan for follow up – you and your supervisor will agree on steps for follow-up and set a meeting to establish standards for the next performance cycle.

Summary

- Through performance appraisals, your supervisor recognizes your skills, knowledge, abilities, and significant contributions that you make to the organization.
- Meeting with your supervisor throughout the year establishes a shared understanding of your job.
- Your supervisor is more interested in supporting your success, rather than finding fault.

Resources

- Information included in this slide show was retrieved and adapted to meet your needs from:
 - Performance Appraisal for supervisors: Bacal & Associates (1999).



Appendix C: Capital Investment Plan



Town of Hay River
Five Year Capital Plan



	2010	2011	2012	2013	2014	Totals
Capital Expenditures						
Computer Replacements	13,200					\$ 13,200
IT Exchange Serve	22,000					\$ 22,000
Computer Accessories	14,100					\$ 14,100
Storage Garage for Arena Equipmer	150,000					\$ 150,000
High Load Corridor			*	*	*	-
Replace Fire Hal		4,000,000				\$ 4,000,000
Arena Roof Replacement/Repair	**					\$ -
Arena Heat Reclamation			*			\$ -
ILS Road Realignment			*			\$ -
Cranberry Crescent Drainage			*			\$ -
Plan	30,000					\$ 30,000
New Landfill						\$ -
Vale Island Drainage Plan	30,000					\$ 30,000
Vale Island Ditch Remediation			*			\$ -
Path completion between Bridge and Old Town & 553	125,000					\$ 125,000
Trails Porritt Old Town Link	10,000					\$ 10,000
Fishermen's Wharf Improvements	4,000					\$ 4,000
EMO-Additional Video Camera Surveillance	10,000					\$ 10,000
EMO Sensor Upgrade	7,000					\$ 7,000
Indoor Turf Surface for Rink Surface in Arena			*		100,000	\$ 100,000
Lighting			*			\$ -
Twin Ball Diamond			*		100,000	\$ 100,000
Porritt Landing Wharf Project Engineering	30,000					\$ 30,000
Gord Thompson Park Upgrade	55,000					\$ 55,000
Raven Proof Garbage Container	6,500					\$ 6,500
Foyer	10,000					\$ 10,000
Recreation Centre Development Plan	50,000					\$ 50,000
Recreation Centre PA System	5,000					\$ 5,000
Visitors' Centre Improvement	5,000					\$ 5,000
Welcome Signs-Chamber Park/Chamber Office	15,000					\$ 15,000
Chain Link Fencing-Tri Service	10,000					\$ 10,000
Watering System Equipment	5,000					\$ 5,000
Porta Potties/Hand Sanitizer Station	5,000					\$ 5,000
Automated External Defibrillators (AED) Including Training (2)	6,000					\$ 6,000
Skid Steer Loader/Tractor w/attachment	55,000					\$ 55,000
One Way Plow Blade			*			\$ -
By-Law Vehicle			*			\$ -
Loader	250,000					\$ 250,000
Back Hoe		250,000				\$ 250,000
Hearse		30,000				\$ 30,000
Woodland/McBryan Drive Waterline Upgrade	2,000,000	2,000,000				\$ 4,000,000
Lift No. 1 Upgrade	400,000					\$ 400,000
Lift No. 2 Upgrade	750,000					\$ 750,000
Lift No. 3 Upgrade		300,000				\$ 300,000
Relocate Truck Fill South of Miron Drive				500,000		\$ 500,000
SCBA Upgrades	25,000					\$ 25,000
Ambulance LED Upgrade	10,000					\$ 10,000
Ambulance		300,000				\$ 300,000
Public Works Vehicle Replacement			*			\$ -
Asphalt Patching	200,000					\$ 200,000
Remote Meter Reading System				175,000		\$ 175,000
Toro Mower Attachments	11,000					\$ 11,000

**Town of Hay River
Five Year Capital Plan**



	2010	2011	2012	2013	2014	Totals
Steamer	9,500					\$ 9,500
Stacking Conveyo		60,000				\$ 60,000
Sander		17,250				\$ 17,250
Pick Up Replacemen			*			\$ -
Tandem Dump Truck Replacemen			121,500			\$ 121,500
Pick Up Replacemen			31,500			\$ 31,500
4x4 Pick Up Replacement	36,000		35,200			\$ 71,200
Total Estimated Cost of Capital Expenditures (in Planned Budgets)	\$ 4,364,300	\$ 6,957,250	\$ 188,200	\$ 675,000	\$ 200,000	\$ 12,384,750

Town of Hay River
Five Year Capital Plan



	2010	2011	2012	2013	2014	Totals
Suggested Capital Expenditures from Strategic Sessions with Community Members						
Trail Development to include:						-
Linkages to Great Slave Lake and Hay River			25,000			\$ 25,000
Upgrading and construction to include completion of "end to end" trail			50,000			\$ 50,000
Signage and improvement - Share the Trail, safety with motorized & non-motorized			10,000			\$ 10,000
Public consultation and education program			25,000			\$ 25,000
Snowmobiling & Winter fishing - enhancement - trails and access to lake in winter			25,000			\$ 25,000
Infrastructure Items						
Storm Water management and run off - Mitigating Effects				100,000		\$ 100,000
Infrastructure - upgrades - water & sewer projects			2,000,000	2,000,000	2,000,000	\$ 6,000,000
Fire Hall - Opportunities for energy conservation design parameters	200,000	100,000				\$ 300,000
Town Hall - New building to LEED Silver (demonstrate)						\$ -
Note: Town Hall to be Multi Use or community use including arts & culture uses***			500,000	2,500,000	2,500,000	\$ 5,500,000
Energy Plan items						
Audits	50,000		50,000			\$ 100,000
						\$ -
Piped water and sewer included in development						\$ -
Wood pellet boiler in new Town Hall - Feasibility Study			40,000			\$ 40,000
Conversion projects in Industrial areas to Wood Pellet boilers				100,000	100,000	\$ 200,000
Arena and Water Treatment Plant to Wood Pellet boilers - Feasibility Study			40,000	40,000		\$ 80,000
Waste oil recycling pilot at Water Treatment Plant - Feasibility Study			40,000			\$ 40,000
Bike Rack at Community Hall			10,000			\$ 10,000
Expand Fisherman's Wharf facilities for Farmer's Market			25,000	25,000		\$ 50,000
Energy Star Standards for new appliance and office equipment - Town			20,000	20,000	20,000	\$ 60,000
Garbage pickup to once per week - reopen contract	not capital					\$ -
Recycling opportunities at landfill site			100,000	100,000	100,000	\$ 300,000
Purchase New Town vehicles- to be highest energy efficiency			100,000	100,000	100,000	\$ 300,000
Infrastructure - LEED or CBIP - Develop standards - Feasibility study			50,000	50,000	50,000	\$ 150,000
Total Estimated Cost of Capital Expenditures (based on "Wants" identified in Strategic Planning Exercise)	\$ 250,000	\$ 100,000	\$ 3,110,000	\$ 5,035,000	\$ 4,870,000	\$ 13,365,000

Combined Total Estimated Cost of Capital Expenditures (Current Planned plus Strategic "Wants")	\$ 4,614,300	\$ 7,057,250	\$ 3,298,200	\$ 5,710,000	\$ 5,070,000	\$ 25,749,750
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- * - Town of Hay River anticipated Annual Capital Budget approximately \$6,000,000.
- Budgeting for these items should be planned within years 2012 - 2014 as identified capital items are less than this anticipated budget.
- ** - Budgeting for Arena Roof Repair should be considered for 2010.
- *** Based on an 1,100 sq. m facility at \$5,000 per sq. m



Appendix D: Council Sign Off





The council approves this strategic plan.

Council resolution/motion # 09-359

Date: December 14, 2009

Signed by: 
Duly elected official

Date: December 14, 2009

