



## STAFF REPORT ACTION REQUIRED

### CEO Performance Evaluation and Review Process

<b>Date:</b>	December 6, 2016
<b>To:</b>	Human Resources and Labour Relations Committee
<b>From:</b>	Chief Executive Officer

### Summary

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TTC Staff have developed a performance evaluation template which will be used to evaluate the CEO's performance on an annual basis.

The CEO has drafted a 2016 Performance Plan of goals and objectives which will be reviewed and discussed confidentially between the TTC Chair and CEO. The 2017 Performance Plan will continue to be developed in Q4, 2016 to ensure alignment with the TTC's most recent strategic planning.

### Recommendations

It is recommended that the Human Resources and Labour Relations Committee;

1. Adopt the TTC Performance Planner (attached as appendix 1), for the purposes of conducting on-going performance reviews for the TTC CEO;
2. Authorize the TTC Chair to complete the 2016 CEO performance review, and for this review to remain confidential.

### Financial Impact

There are no financial implications associated with this report under the TTC's current Salary Administration and Treatment Policy. .

### Issue Background

At the June 20, 2016 HR/LR Committee Meeting, Barbara Shulman (Executive Director, Human Resources, City of Toronto), presented the City's Performance Planner Template. As a result of this presentation TTC Staff were directed to;

1. Adopt a similar tool to that of the City of Toronto Performance Planner for Non-Union Employees for the purpose of conducting on-going performance reviews for the TTC CEO and;
2. Use this tool to draft CEO goals and objectives for 2016 and 2017 in order to support an assessment of CEO Performance by the TTC Chair.

## **Accessibility/Equity Matters**

There are no accessibility or equity issues associated with this report.

## **Comments**

Staff repurposed the City of Toronto's Performance Planner, updating the template to reflect the Objectives and Achievements found in the TTC's 5-year plan. Updates include;

- Revising the performance planner summary, confirming that individual objectives align directly with the TTC's strategic actions (appendix 1, page 2).
- Updating Section 1: Declaration Statements to support TTC values and the Toronto Public Service By-Law (appendix 1, page 3).
- Revising Section 2: Objectives and Achievements to explain how the TTC determines annual performance objectives, including how they connect to the 5 – Year Corporate Plan (appendix 1, page 4)

As the Performance Appraisal is a personal employee matter, it is Staff's recommendation that this document remain confidential, to be completed and shared exclusively between the Chair and CEO.

In order to align the CEO's Objectives and Achievements with the most recent strategic actions, the 2017 Performance Plan will continue to be developed and reviewed in Q4 2016, in consultation with the TTC Chair.

## **Contact**

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## **Attachments**

- 1) Appendix 1 - TTC Performance Planner Template
- 2) TTC Salary and Administration Treatment Policy



## Performance Management

# 2016 PERFORMANCE PLANNER FOR NON-UNION EMPLOYEES

**CEO Name (first, last):**

**CEO #:** [Click here to enter text.](#)

**CEO Title:** [Click here to enter text.](#)

**Division:** Toronto Transit Commission

**Chair Name (first, last):**

**Chair Title:** [Click here to enter text.](#)

**Review Period:** [Click here to enter text.](#)

## 2016 PERFORMANCE PLANNER

The Toronto Transit Commission's (TTC) approach to managing and reviewing employee performance is simple. It begins at the start of each year with setting individual objectives that align to the TTC's Strategic Actions ([https://www.ttc.ca/Customer\\_Service/Corporate\\_Plan/index.jsp](https://www.ttc.ca/Customer_Service/Corporate_Plan/index.jsp)), and divisional priorities, and identifies coaching and development opportunities for personal and professional growth and development. Throughout the year, the CEO and Chair should meet regularly to review individual objectives, receive performance feedback and identify coaching mid-year "course corrections". These performance management reviews will be conducted with all non-union employees using this performance planner. A final year-end rating will record performance over the full year using a separate Performance Pay Form that will determine appropriate salary increases.

**There are 5 sections to the Performance & Development Planner:**

**Section 1**  
Declaration Statements

**Section 2**  
Objectives & Achievements

**Section 3**  
Development Plan

**Section 4**  
Manager/Employee  
Comment

**Section 5**  
Performance Pay Form

## SECTION 1: Declaration Statements

The CEO together with the Chair reviews the following declaration statements and signs the bottom.

I have reviewed and discussed the statements below with my manager and I understand and accept my responsibilities:

- To support and act in a manner consistent with the following TTC values:
  - Act with integrity
  - Apply judgement and discretion
  - Serve the public well
  - Serve the TTC Board well
  - Uphold the TTC's objective to deliver a transit system that makes Toronto proud
  - Maintain political neutrality
  - Use TTC property, services and resources responsibly
- To conduct my work in a manner that is in accordance with the Conflict of Interest and Confidentiality, Political Activity and Disclosure of Wrongdoing and Reprisal Protection provisions set out in the Chapter 192, Public Service, Toronto Municipal Code (TPS By-Law) (<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=630efe1b5950d410VgnVCM10000071d60f89RCRD>) as well as in accordance with all City policies.
- To provide and maintain safe and healthy working conditions for all employees of the TTC and to incorporate strong health and safety practices in all I do each and every day
- To promote and consistently demonstrate the achievement of equity, diversity and human rights goals set out in legislation, policies and guidelines

**Review and initial the following declaration statements.**

- To develop succession plans for my team and to actively support and promote the development of my team, as appropriate.
- To engage in regular performance conversations with my staff throughout the year.

\_\_\_\_\_  
**EMPLOYEE SIGNATURE**

Click here to enter a date.  
\_\_\_\_\_  
**DATE**

*Signing this page indicates that you have read and discussed these statements with the Chair at the beginning of the year.*

## SECTION 2: Objectives and Achievements

### Strategic Actions for 2013-2017

#### Safety

A transit system that manages its risks, that protects its customers, contractors and employees, and that minimizes its impact on the environment.

#### Customer

A transit system that values customers and provides services that meet or exceed customer expectations.

#### People

An empowered, customer-focused workforce that values teamwork, pride in a job well done, and an organization that actively develops its employees.

#### Assets

Effective, efficient management of assets that delivers reliable services in a state of good repair.

#### Growth

An affordable expansion program that matches capacity to demand.

#### Financial Sustainability

A well-run, transparent business that delivers value for money in a financially viable way.

#### Reputation

An organization that is transparent and accountable, well-regarded by stakeholders and peers, in which employees are proud to play a part.

### Planning for 2016 Performance Objectives begins with the TTC's 5-Year Plan (2013-2017)

Group Chiefs identify the top priorities for their group and align these to the TTC's 5-year plan.

Group Chiefs then cascade this information throughout their groups, enabling directors and managers to align the group's priorities with their own business and operational plans and objectives. Performance objectives should include actions where group chief's and non-union staff are the lead, supporting or involved in implementation as well as those that are cross-corporate in nature that involve all groups in implementation.

Managers then meet with all non-union employees to ensure that individual objectives are established and aligned with group business and operational plans and objectives and the TTC's 5-year plan.

All goals and objectives identified below must relate to the TTC's Strategic Themes and Actions identified on the previous page.  
 Please click to enter text in the empty table cells below.

*Strategy and Action	Group/Operational Goal	Objective At the start of the performance review period develop SMART (specific, measureable, achievable, realistic, timeframe) objectives	Accomplishments Throughout, and at the end of, the review period, describe the achievements for each objective

\*Strategic Theme and Actions #: Refers to the specific theme and/or strategic actions for which the division has direct responsibility or accountability as per the TTC's 5-year plan: [https://www.ttc.ca/Customer\\_Service/Corporate\\_Plan/index.jsp](https://www.ttc.ca/Customer_Service/Corporate_Plan/index.jsp)

Mid-Year Review Discussion	
CEO Comments (and Date)	Click here to enter text.
Chair Comments (and Date)	Click here to enter text.

Final Review Discussion	
CEO Comments (and Date)	Click here to enter text.
CEO Comments (and Date)	Click here to enter text.

## SECTION 3: Development Plan

Please click to enter text in the empty table cells below.

Part A: Learning Goal (i.e., <i>what</i> I want to learn or achieve)	Part B: Learning Activity (Education, Experience & Exposure) (i.e., <i>how</i> I will achieve my goals)		Part C: Supports Required From Chair (i.e., <i>what</i> I need to support my learning/development)
1. Click here to enter text.	Click here to enter text.	Target Date: Click here to enter a date.	Click here to enter text.
	Click here to enter text.	Target Date: Click here to enter a date.	Click here to enter text.
2. Click here to enter text.	Click here to enter text.	Target Date: Click here to enter a date.	Click here to enter text.
	Click here to enter text.	Target Date: Click here to enter a date.	Click here to enter text.
3. Click here to enter text.	Click here to enter text.	Target Date: Click here to enter a date.	Click here to enter text.
	Click here to enter text.	Target Date: Click here to enter a date.	Click here to enter text.

### Part D: Mid-Year and Final Review Discussion

Mid-Year Review Discussion	
CEO Comments (and Date)	Click here to enter text.
Chair Comments (and Date)	Click here to enter text.

Final Review Discussion	
CEO Comments (and Date)	Click here to enter text.
Chair Comments (and Date)	Click here to enter text.



## SECTION 4: Performance Review Level / Chair and CEO Comments

This Section is completed following the "performance review" meeting. At the "performance review" meeting, the Chair and CEO discuss overall performance; the Chair recognizes achievements/efforts and communicates the overall performance review level. Following the discussion, the Chair completes the "Chair Comments" section of the Performance Planner, signs their name and forwards the planner to the employee. The CEO then completes the "CEO Comments" section, signs their name and returns the form to the Chair.

**STEP 1:** The Chair indicates the overall performance rating of the employee by checking off the appropriate box:

- Unsatisfactory
- Meets Most But Not All Expectations and/or Developmental
- Meets Expectations
- Exceeds Expectations

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**STEP 2:** The Chair provides comments, signature and title in the space below (Note: The Chair completes this section following the performance discussion with the CEO; then forwards to the CEO for his/her comments and signature – i.e., step 3).

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**STEP 3:** The CEO provides his/her comments, signature and title in the space below (Note: The employee completes this section upon receipt from Chair. The CEO then prints, signs and returns this page to the Chair). Signing this page indicates that the CEO has read and discussed this Performance Review with the Chair. The CEO's signature means that he/she has been advised on his/her performance and does not necessarily imply that he/she agree with the contents of this review.

## 2016 Performance Rating Form

Employee Name (First, Last): <a href="#">Click here to enter text.</a>	Employee Number: <a href="#">Click here to enter text.</a>	Employee Status: <input type="checkbox"/> Perm <input type="checkbox"/> Temp <input type="checkbox"/> Part-time
Job Title: <a href="#">Click here to enter text.</a> <input type="checkbox"/> Base or <input type="checkbox"/> Acting	Division & Section: <a href="#">Click here to enter text.</a>	
Reporting to: Name (First, Last) & Title: <a href="#">Click here to enter text.</a>	Telephone No: <a href="#">Click here to enter text.</a>	

### Salary Information

Review Start Date*(yyyy-mm-dd): <a href="#">Click here to enter a date.</a>	Review End Date (yyyy-mm-dd): <a href="#">Click here to enter a date.</a>	
Present Salary (mandatory): <a href="#">Click here to enter text.</a>	Pay Grade #: <a href="#">Click here to enter text.</a>	2016 Salary Range (mandatory): <a href="#">Click here to enter text.</a>
Effective Date: January 1, 2017	<b>FOR PAYROLL USE ONLY</b>	
	<b>Amount</b>	<b>Calculation</b>
<b>Performance Review Level:</b> <input type="checkbox"/> Unsatisfactory: <input type="checkbox"/> Meets Most But Not All Expectations and/or Developmental: <input type="checkbox"/> Meets Expectations: <input type="checkbox"/> Exceeds Expectations:	\$	
New Salary Amount** <a href="#">Click here to enter text.</a> (Up to maximum of the salary range)	\$	
Re-earnable Performance Lump Sum Payment ** <a href="#">Click here to enter text.</a>	\$	

\*Start date changes and a pro-ration factor will be applied if an employee started a new job (promotion, acting assignment or reassignment) or was absent (e.g. sick, pregnancy/parental and WSI for more than three months, and other approved absences for any length of time during the review period). \*\*Depends on employee's current salary and cannot exceed the maximum performance pay percentage, i.e. employee will not be eligible for this payment when his/her current salary exceeds the maximum salary by his/her performance pay percentage.

**Comments** (Please provide details for any leave of absences for more than 10 consecutive working days in 2016 with the exception of vacation.)  
[Click here to enter text.](#)

**A Performance Planner has been completed and given to the employee** (including all five sections: 1. Declaration Statements; 2. Objectives and Achievements; 3. Development Plan; 4. Performance Review Level / Chair & CEO Comments)

**Payroll to calculate employee's new salary (if applicable) as he/she had changed base position since January 1, 2017.**

**Employee acknowledges that performance pay increases are conditional upon and subject to Council approval as part of Council's budget deliberations.**

Employee: [Click here to enter text.](#) Date (yyyy-mm-dd): [Click here to enter a date.](#)

Chair: [Click here to enter text.](#) Date (yyyy-mm-dd): [Click here to enter a date.](#)

**FOR PAYROLL USE ONLY:**