EP3.24 Appendix A

Annual Performance Review Policy

Effective Date: June 1, 2018

Policy Type: Employee

Policy Statement

Exhibition Place builds a strong, diverse, productive and engaged workforce and as an employer, provides employees with opportunities to grow and develop full careers and contribute through their daily work in serving Exhibition Place. A key part is to ensure that all employees have a clear understanding of what is required of them, the skills and abilities needed to meet those requirements and how their contribution will be rewarded.

Application

All eligible non-union employees will participate in the annual performance review program.

Definitions

Anniversary Date –

For performance review purposes, it refers to common anniversary date of January 1st where the review period is from January 1st to December 31st. When an employee moves to a new position or starts employment within the calendar year, the review start date changes / starts within the year but still ends on December 31st.

As Needed Contract Employee –

An employee hired to work on an as needed basis determined by the operational needs of Exhibition Place and who will not be scheduled to work more than 675 hours per annum or earn more than 35% of the annual yearly maximum pension amount as set out by CRA.

Cost of Living Allowance (COLA) –

A pay increase based primarily on cost of living adjustment. The COLA is applied to the salary ranges and the employee's salary, provided the employee received a performance level of "Meets most but not all expectations/objectives/developmental"; "Meets all expectations/objectives"; or "Consistently exceeds all expectations/objectives". This increase is conditional upon and subject to annual Exhibition Place Board approval.

Full-Time Renewable Contract Employee –

An employee hired to work full-time hours in a position that is not part of the permanent staff complement for Exhibition Place.

Performance Financial Reward –

A pay increase based on the employee’s performance level, i.e. 4.5% (Consistently exceeds all expectations / objectives); 2.5% (Meets all expectations / objectives); and 1% (Meets most but not all expectations / objectives/developmental). This increase is added to the employee’s current salary up to the maximum salary of the range. This increase is conditional upon and subject to the Exhibition Place Board’s approval.

Performance Review Period –

The period from January 1st to December 31st each year.

Permanent Employee –

An employee hired for a full-time permanent position within the approved permanent staff complement for Exhibition Place.

Prorating –

The adjustment of a salary increase (COLA, Performance Financial Reward and Re-earnable Performance Reward) based on the length of time an employee has worked in a position when that time is less than 12 months. Prorating is based on full weeks worked in the calendar year.

Re-earnable Performance Rewards –

An annual lump sum payment that an employee at the top of or above the pay grade range for the year of the review period is eligible to receive that cannot exceed the maximum Performance Financial Reward percentage (i.e. 4.5, 2.5 or 1%); it must be re-earned each year based on performance; and is not added to the employee’s current salary. This increase is conditional upon and subject to the Board’s approval.

Term Contract Employee –

An employee hired to work full-time hours for a specified fixed term.

Conditions

All employees are to receive a performance review at the beginning of the calendar year.

Implementation

Department/Division Head or designate is responsible for achieving results through the leadership of their staff. It includes developing a clear understanding of the employee’s role and responsibilities in the organization, establishing agreed upon and measureable outcomes or expectations related to the responsibilities, providing ongoing feedback, and support and coaching to the employee in achieving expectations and encouraging enhanced performance in terms of staff development.

The employee performance review consists of two parts.

1. Annual staff tactics, which are linked to the Exhibition Place Board's Strategic Plan and to the organizational goals and objectives and core values of Exhibition Place included in the Plan.
2. Annual professional development competencies that encourage enhanced employee performance.

Performance Review Levels

Achievement of staff tactics and the professional development / competencies are determined by the "Performance Review Level" that best reflects the employee's efforts and contributions.

Level	Performance Review Level
1	Does not meet most expectations and objectives
2	Met most but not all expectations, objectives, developmental
3	Meets all expectations and objectives
4	Consistently exceeds all expectations and objectives

Guidelines

For further details, refer to the Annual Performance Review Guidelines.

Guideline Statement

The purpose of these Guidelines is to provide details related to the implementation of the Performance Management Plan with respect to the Annual Performance Review Policy. The general principles of the Guidelines are as follows:

- The level of the Cost of Living Allowance (COLA); Performance Financial Reward and Re-earnable Performance Reward is conditional upon and subject to approval of the Exhibition Place Board.
- Salary minimum and maximum ranges are adjusted on an annualized basis subject to COLA as approved by the Exhibition Place Board. However, regardless of the adjustment to the Salary ranges, COLA is only paid to an employee if the employee received a performance level of "Meets most but not all Expectations and/or Developmental"; "Meets Expectations"; or "Exceeds Expectations". COLA is not paid to an employee who receives a performance level of "Unsatisfactory". If the employees' salary is above the maximum of the Pay Grade Job Rate, then the employee will not be eligible for full COLA or Performance Financial Rewards until the employees' salary aligns with the maximum of the Pay Grade Job Rate.
- Progression through the salary range is determined by the employee's performance level that then determines the Performance Financial Reward, i.e., 4.5% (Exceeds Expectations); 2.5% (Meets Expectations), 1% (Meets most but not all Expectations and/or Developmental); and 0% (Unsatisfactory).
- A Re-earnable Performance Reward applies to employees who are at the top of their pay grade or above and match the Performance Financial Reward of 4.5% (Exceeds Expectations), 2.5% (Meets Expectations) or 1% (Meets most but not all expectations and/or Developmental).
- A common anniversary date for performance reviews applies to all non-union employees.

Application

These Guidelines apply to non-union employees who are Permanent Employees or Full-Time Renewal Contract Employees who have received a performance review and are still working when the adjustments are paid out by Exhibition Place following annual approval of the Exhibition Place Board.

Term Contract Employees or As Needed Contract Employees will only be eligible to participate in the Performance Management Plan as part of the Annual Performance Review Policy if these employees have worked in excess of one year prior to the review period; have a performance review; and are still working when the adjustments are paid out following annual approval of the Exhibition Place Board.

Definitions

Anniversary Date – For performance review purposes, it refers to common anniversary date of January 1st where the review period is from January 1st to December 31st. When an employee moves to a new position or starts employment within the calendar year, the review period will commence from the start date in the new position and the review end date is December 31st.

As Needed Contract Employee – An employee hired to work on an as needed basis determined by the operational needs of Exhibition Place and who will not be scheduled to work more than 675 hours per annum or earn more than 35% of the annual yearly maximum pensionable earnings amount as set out by Canada Revenue Agency (CRA) on an annual basis.

Cost of Living Allowance (COLA) – A pay increase based primarily on cost of living adjustment. The COLA is applied to the salary ranges and the employee's salary, provided the employee received a performance level of "Meets most but not all expectations and/or developmental"; "Meets expectations"; or "Exceeds expectations". This increase is conditional upon and subject to annual Exhibition Place Board approval.

Full-Time Renewable Contract Employee – An employee hired to work full-time hours in a position that is not part of the permanent staff complement for Exhibition Place.

Performance Financial Reward – A pay increase based on the employee's performance level, i.e. 4.5% (Exceeds Expectations), 2.5% (Meets Expectations) and 1% (Meets most but not all Expectations and/or Developmental). This increase is added to the employee's current salary up to the maximum salary of the range. This increase is conditional upon and subject to the Exhibition Place Board's approval.

Performance Review Period – The period from January 1st to December 31st each year.

Permanent Employee – An employee hired for a full-time permanent position within the approved permanent staff complement for Exhibition Place.

Prorating - The adjustment of a salary increase (COLA, Performance Financial Reward and Re-earnable Performance Reward) based on the length of time an employee has worked in a position when that time is less than 12 months. Prorating is based on full weeks worked in the calendar year.

Re-earnable Performance Rewards - An annual lump sum payment that an employee at the top of or above the pay grade range for the year of the review period is eligible to receive that cannot exceed the maximum Performance Financial Reward percentage (i.e. 4.5, 2.5 or 1%); it must be re-earned each year based on performance; and is not added to the employee's current base salary. This increase is conditional upon and subject to the Board's approval.

Term Contract Employee – An employee hired to work full-time hours for a specified fixed term.

<u>Conditions</u>

Following annual approval by the Exhibition Place Board of the COLA; Performance Financial Reward and Re-earnable Performance Reward, all eligible non-union employees will receive:

a) Pay rewards based on their performance for the previous year, or
b) Prorated pay rewards based on performance for the portion of the previous year actually worked.

Performance reviews for the work performed in the previous year are to be completed and submitted to the employee's manager for review and consideration. Deadlines are provided each year, normally February/March. One-on-one review meetings with staff are to be completed once the Department/Division Head or designate have reviewed and authorized the Performance Level allocations especially related to "Exceeds Expectations" or "Unsatisfactory".

COLA / Performance Financial Reward / Re-earnable Performance Reward are given to employees and are retroactive to January 1st of the current calendar year.

The Performance Financial Reward will be calculated based on the previous year's base salary range.

The COLA is applied automatically to the salary ranges. The COLA is only applied to an employee's salary if the employee receives a performance review level of "Meets most but not all Expectations and/or Developmental", "Meets Expectations" or "Exceeds Expectations" and if the employee is paid within the salary range.

If the employee is paid above the maximum of the salary range, the employee will be eligible for a portion of the approved COLA providing the employee current pay is no greater than the approved percentage COLA increase.

Implementation

The table listed below shows how the COLA is added to the employees' salary (if applicable), Performance Financial Reward and the Re-earnable Performance Reward are applied in differing scenarios.

Scenario	Salary Status As of December 31st	COLA	Performance Pay increase	% Performance Financial Reward Added to Base Salary	Re-earnable Performance Reward Paid As Lump-Sum & To Be Re-Earned
Exceeds Expectations = 4.5%					
	Up to 4.5% below max of 2016 range	YES	4.5%	Up to 4.5%	0%
	Top of 2016 range	YES	4.5%	0%	4.5%
	Above 2016 range	PARTIAL / NONE	4.5%	0%	4.5%
Meets Expectations = 2.5%					
	UP to 2.5% below 2016 range	YES	2.5%	Up to 2.5%	0%
	Top of 2016 range	YES	2.5%	0%	2.5%
	Above 2016 range	PARTIAL / NONE	2.5%	0%	2.5%
Meets Most but not all expectations and/or Developmental = 1%					
	Up to 1% below 2016 range	YES	1%	Up to 1%	0%
	Top of 2016 range	YES	1%	0%	1%
	Above 2016 range	PARTIAL / NONE	1%	0%	1%
Unsatisfactory = 0%		NO	0%	0%	0%

Employees on Pregnancy/Parental, Family Medical Care, Family Care Giver, Critically Ill Child Care, Crime Related Death or Disappearance Leaves, Workplace Safety & Insurance and Short Term Disability Leave

- Apply the full COLA and prorate the Performance Financial Reward and the Re-earnable Performance Reward (if applicable)
- The employee's Performance Financial Reward and Re-earnable Financial Reward is prorated for the time worked, provided the employee was at work for at least 30 calendar days during the review period.
- The Department/Division Head or designate conducts a closing review before the start of the pregnancy and/or parental leave and following approval by the Exhibition Place Board, the Performance Financial Reward and/or Re-earnable Performance Reward will be pro-rated and the appropriate COLA and top-up payment (if applicable) can be processed retroactive to January 1st. For employees on sick leave a performance review is completed upon their return and the Performance Financial Reward is pro-rated for time worked.

Long-term Disability (LTD) Leave

- Employees who were on LTD leave for all of the year being reviewed will receive no COLA, Performance Financial Reward or Re-earnable Performance Reward while on LTD leave. When the employee returns, they will receive any missed COLA increases.
- When an employee has worked all or part of the Performance Review Period but is on LTD following approval by the Exhibition Place Board of the annual Performance Management Plan and at the time when performance reviews are being completed, the employee's manager will send a completed performance review without the employee's signature to Human Resources for that part of the Performance Review Period worked. On the basis of the performance review, Payroll will issue a retroactive payment for any prorated increases up to the employee's LTD start date. Human Resources will determine the impact on the employee's LTD benefit rate and inform the insurance provider of the employee's new salary, if applicable.

Absences without Pay / Leaves without Pay

- Employee receives no COLA / Performance Financial Reward / Re-earnable Performance Reward while on leave without pay. When the employee returns, depending on the performance review for the Performance Review Period, the employee may receive COLA and a prorated Performance Financial Reward or Re-earnable Performance Reward for the time worked prior to his/her leave without pay.
- If an employee was absent for the entire Performance Review Period, Human Resources will notify Payroll of the employee's return and any missed COLA increases for the previous review period(s) that the employee was on leave. The increase will take effect as of the employee's return date.

Acting Assignments and Promotions

- When an employee moves to a new position, whether a permanent promotion or an acting assignment, the current manager conducts a closing performance review when the employee leaves their position but does not share the proposed performance review level with the employee; instead the performance review is forwarded to Human Resources.
- For employees who are promoted to the job where they have been in an acting capacity, the review start date will be the start date of the initial acting assignment to which the employee has now been promoted and the review end date is December 31st.
- For employees promoted to a new job, promotions create a new base position and a new review start date but the review end date of December 31st remains unchanged.
- If the employee has been in the new position, whether acting assignment or promotion, for more than 30 calendar days during the Performance Review Period, another performance review is conducted by the current manager and provided to the employee.

- A Prorating of the COLA, Performance Financial Reward and Re-earnable Performance Reward is required based on performance taking effect from January 1st of the Performance Review Period as applied to the number of weeks an employee worked in their former position and the number of weeks the employee worked in the new position.
- For Promotion or Acting Assignment the employee is paid at the minimum salary of the new position's salary grade or 10% above the employee's current salary, whichever is greater, up to the maximum salary of the Promotion or Acting Assignment.
- If an employee is in the same Acting Assignment for the full calendar year and it carries over to the following year, the COLA and Performance Financial Reward applicable to the acting assignment is applied up to the maximum salary of the acting assignment.
- In the event the employee returns to their base salary, further adjustments may be made.

Bonus Plan for Sales Staff

- Depending on an employee's performance, the Bonus Plan applies to Sales Staff in the Sales & Marketing Division to the maximum levels stated below:

Position	Maximum Bonus Payable
Director	**25% of salary**
Sales Staff	**15% of salary**

- Bonuses are only available to Sales Staff who have received a performance review and are still working when all payroll adjustments are paid out by Exhibition Place following annual approval of the Exhibition Place Board.
- Depending on performance, the employee is eligible for COLA and a Performance Financial Reward but is not eligible for a Re-earnable Performance Reward and instead is eligible for payment under the Bonus Plan.
- If payment of the COLA and Performance Financial Reward has caused the employee salary to be in excess of the Maximum for the Pay Grade Job Rate the salary will be frozen and the employee will not be eligible for any COLA or Performance Financial Reward until the salary aligns with the maximum of the appropriate Pay Grade. However, the employee will continue to be eligible to receive an annual payment under the Bonus Plan based on performance while the salary remains above the maximum of the Job Rate.