

City of Hamilton Performance Accountability and Development Form

Employee Name:	Gary Moore	Employee #:	061799-0
Job Title:	Dir Engineering Services	Accountability Period:	2017-01-01 - 2017-12-31
Leader:	Daniel McKinnon	Reviewer:	Christopher Murray
Position:	GM Public Works	Position:	City Mgr

PHASE COMPLETION HISTORY		
Date	Phase	Completed By
2017-03-14	Initiating/Goal Setting - Set Performance & Development Expectations (Phase 1)	Daniel McKinnon-GM Public Works
2017-03-14	Review Meeting - Check In, Feedback, Coaching and Support (Phase 2)	Daniel McKinnon-GM Public Works
2017-12-08	Completed - Evaluate Performance (Phase 3)	Daniel McKinnon-GM Public Works

1. PERFORMANCE EXPECTATIONS			
Goals or Core Job Responsibilities (Specify desired future result or outcome)	Measures (Describe how each goal will be measured for example numeric; descriptive; timeframe)	Results Achieved (Describe progress, required changes, result, outcome)	Rating (Rate Job Responsibility)
Strategic Plan Priorities - Clean and Green - Ensure Engineering Services related initiatives are completed.	-Complete conversion of 15000 existing Streetlights to LED in 2017	On target to complete goal by year end, Aug. 28/17 GM	Meets Expectations
Strategic Plan Priorities - Built Environment and Infrastructure - Ensure Engineering Services related initiatives are completed	-complete condition assessments and long term action plans for presentation to Council for Escarpment Crossing Asset Features including the Claremont. - Provide LRT support as required	Escarpment Crossing asset management plan presented to Committee June '17 GM LRT involvement on-going July '17 GM	Meets Expectations
Strategic Plan Priorities - Healthy and Safe Communities - Ensure Engineering Services related initiatives are delivered	all ES employees have a PAD which aligns and supports priority objectives - 100% by Q1	All ES employees have PAD developed and ongoing by April 2017	Meets Expectations
Business - Adopt and Implement Business Planning/ Multi-year budgeting Framework	Complete y/n	Sitting on MYB committee on-going participating in all MYB initiatives as requested July '17 GM	Meets Expectations
Process- Participate in Developing a plan to implement a full regime of measures for all program areas which will satisfy the implementation of public facing dashboard and public reporting that is aligned with RBA.	Draft ES internal scoreboard (based of draft PW scoreboard to be done in Q2 -2017) by Q3 - 2017	Service Delivery initiative ongoing July '17 CI initiatives for AM and budget processes on-going July'17 GM	Meets Expectations
Process - Implement a CI program to be in place by Q1 2017 -	yes/no	Multiple CI's in progress through Sr.PM for 2017. - Scope Process identification and SOP-	Meets Expectations

		proceeding as planned Aug 28, GM -determination of a Priority setting process for Capital budget projects - being initiated Aug. 28, GM - One Call rationalization initiative - on-going Aug. 28, GM	
Process - Evaluate and assess on-going efficiency and effectiveness in accordance with corporate standards and approaches as applicable. Utilize CI initiatives to improve efficiency and effectiveness	Yes/No	CI for Capital budget delivery process within ES as well as Project Priority Setting and Scheduling process identification and documentation. July '17 GM	Meets Expectations
1) Strengthen PAD quality of PW leaders including competency based L&D plans as demonstrated by: a) Implementation of generic PAD-KPIs in Q1 for leaders within PW that are consistent and SMART	- Vacancy fill rate (<16 weeks) - PAD completion rate (>95%) - ASMP Mtgs (<16 weeks) - Safety Mtg Completion (100%) - Lost time/Health Care Incidents (reduce 10%) - Sectional annual reports – due Q1 2018 - Dennison Culture Projects per area work plan - CI projects (25 in total) - Procurement compliance (Total # of Policy 19 occurrences) - monitor - Quality (customer complaints) –reduce 10% - Dept. Expense Variance – per budget - O/T Spending (develop in 2017 - monitor) - Grievance Rates (monitor)	-n/a due to gapping requirements -100% -100% -100% n/a -in progress -in progress -in progress - 0 - n/a - positive variance - below budget - 0	Meets Expectations
1) By the end of Q2 leaders in PW have identified an action plan addressing the top 1-2 priority areas from their 2016 Denison Workplace Culture and actions are complete by Q4	- Complete? Yes/No	Actions plans in place and on-going July '17 GM	Meets Expectations
2) Beginning in Q3 all leaders visibly sponsors the roll out and implementation of the City's "Our People Survey" preparing for and promoting full employee participation.	- Target a departmental completion rate of 75 +%	Ambassadors and reps in place. On-going discussions and updates standing items on DMT. July '17 GM Eng Services Staff appreciation awards luncheon will be used to support and promote OPS	Meets Expectations

		survey.	
Daily Business: Capital Program: Assemble, coordinate, prepare and deliver to tender projects according to the Capital Budget.	95%	30/33 projects delivered as of Aug.29 2 projects are being held up by CA approvals 1 was technical support for NETMP 100% delivery	Meets Expectations
Coordinate and direct all aspects of PW interests in LRT project	yes/no	on-going	Meets Expectations
Administer capital construction projects to meet budget and tender value	90%	Providing Administration and Inspection on 100% of Horizontal Linear Capital projects tendered.	Meets Expectations
Asset Management – administer infrastructure and condition assessment programs; manage asset life cycle for roads and bridges to legislative requirements and community expectation. Align with Capital Budget.	Meet legislative and budget requirements	creating AM business plan to align with Multi-year budget initiative and service delivery review. July GM Draft for Divisional input to Corporate complete - Aug 30	Meets Expectations

2A. CORE COMPETENCIES

COMPETENCY	Achieves Results	Competency Rating Meets Expectations
Behaviours		
1. 3 - Guides and coaches others on how to increase commitment and buy-in to accomplish the organization's		
2. 3 - Holds staff accountable for achieving results and maintaining standards of excellence for the organization		
3. 3 - Recognizes when others have set goals that are misaligned with the organization's objectives and		
4. 4 - Considers the impact of fiscal constraints in meeting organizational goals and setting realistic priorities		
5. 4 - Develops realistic quantifiable milestones and measurements that improve organizational performance		
6. 4 - Recognizes and anticipates barriers and obstacles to achieving organizational goals; committed to		
To which culture pillar does this competency align? Sensational Service		
Leader Comments: Gary's performance as reflected in the items above has been impressive this year. His team delivered the capital program successfully again this year. Additionally the additional duties that Gary assumed this year have been well managed including waterfront and LRT. I especially appreciate Gary's willingness to use the process improvement tools that now exist within the department through the SPMs to establish projects and seek efficiencies. Gary has also launched foundation work with corporate asset management work responding to bill 6 will be very helpful next year.		
Employee Comments: I have enjoyed the challenge and the success.		

2B. TECHNICAL COMPETENCIES (Hard Skills)

3. WORK GOALS and PLAN

Short Term Employee Career Goals (Attainable in 1 - 3 years)

Ensure that the impacts of LRT are positive on the City especially with regard to effects on PW infrastructure and operationally.

Long Term Employee Career Goals (Attainable in 3+ years)
retire

4. DEVELOPMENT PLAN
 Development plan addresses competency development (knowledge, skills, abilities and behaviours) and career goals
 Section 1 and 3 get addressed here

Development Goals (Specify desired future result or outcome)	Action Plan (Describe the specific steps needed to achieve the development goal and resources required)	Timelines (Describe how each goal will be measured for example numeric; descriptive; timeframe)	Results (Describe progress, required changes, result, outcome)
Gary will be retiring soon so no plan is being developed.			

5. OVERALL PERFORMANCE RATING
 Meets Expectations

6. OVERALL COMMENTS

Employee Comments

I look forward to giving the same effort in making the LRT project a success.

Leader Comments

Gary has had another successful year delivering the capital program for the City of Hamilton. Gary's representation on the LRT file has been invaluable to PW and his ability to assume responsibility for the Waterfront development since February is very much appreciated. Gary will moving to the LRT in a more full time way and is likely retiring sometime in 2018, I wish him all the best in his future endeavors. Gary's career is marked by the delivery of significant, city shaping capital projects as well as a capital program that was successfully delivered year after year. Gary and I continue to have fundamental differences around leadership style but having said that I feel Gary and I agree on the fundamentals of many issues and I always appreciate our spirited conversations. I wish Gary all the best going forward!!!
 Dan McKinnon Dec 8, 2017

Employee Signature: _____

Date: _____

Leader Signature: _____

Date: _____

REVIEWER (2nd REMOVED) COMMENTS

Reviewer Signature: _____

Date: _____


Salary / Progression (Merit Increase) Recommended (if eligible) Yes

Long Term Employee Career Goals (Attainable: Next 5 Years)	
retire	

4. DEVELOPMENT PLAN			
Development plan addresses competency development (knowledge, skills, abilities and behaviours) and career goals Section 1 and 3 get addressed here			
Competency	Describe the proficiency needed to achieve the development goal and resources required	Development Goal	Result
Gary will be retiring soon so no plan is being developed.			

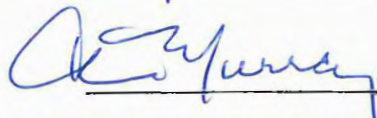
5. OVERALL PERFORMANCE RATING	
Meets Expectations	

6. OVERALL COMMENTS	
Employee Comment: I look forward to giving the same effort in making the LRT project a success.	
Leader Comment: Gary has had another successful year delivering the capital program for the City of Hamilton. Gary's representation on the LRT file has been invaluable to PW and his ability to assume responsibility for the Waterfront development since February is very much appreciated. Gary will be moving to the LRT in a more full time way and is likely retiring sometime in 2018, I wish him all the best in his future endeavors. Gary's career is marked by the delivery of significant, city shaping capital projects as well as a capital program that was successfully delivered year after year. Gary and I continue to have fundamental differences around leadership style but having said that I feel Gary and I agree on the fundamentals of many issues and I always appreciate our spirited conversations. I wish Gary all the best going forward!!! Dan McKinnon Dec 8, 2017	

Employee Signature:  Date: Jan 23/18

Leader Signature: D. McKinnon signed electronically. Date: _____

REVIEWER (2nd REMOVED) COMMENTS
<u>I fully appreciate the use of the term "spirited" when done the right way. It's great otherwise problematic.</u>

Reviewer Signature:  Date: Jan 24/18

Salary / Progression (Merit Increase) Recommended (if eligible) Yes

Competency Level Legend: 1 = Front-line/Individual Contributor, 2 = Supervisor, 3 = Manager, 4 = Director and above

I fully appreciate the use of the term "spirited" when done the right way. It's great otherwise problematic.

