

## Overview

The Federation of Canadian Municipalities (FCM) is a not-for-profit organization that represents the interests of Canadian municipalities on Federal policy and program matters. With 125 employees, FCM manages a number of programs that fulfill its advocacy mandate.

FCM was looking for a solution that automated its employee performance

*“CRG emPerform gave FCM the flexibility to automate our existing process and forms, as we wanted. We were not constrained by the software.”*

**Lynn Firkins**  
Director of Human Resources  
Federation of Canadian Municipalities

## About emPerform

CRG emPerform is an easy-to-use, all-inclusive web-based employee performance and talent management solution. It provides collaborative appraisals, goal management, 360 multi-rater reviews, compensation management, online surveys, succession planning, and reporting and dashboards.

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management system and provided robust reporting.

FCM selected emPerform to automate its employee performance management system. Since implementing emPerform, FCM has improved efficiency, personalized the appraisal process, reduced the amount of paper used, and improved reporting. FCM was also able to take advantage of a number of the additional features that come included with emPerform: Report Builder, online surveys, and 360 multi-rater reviews.

## Situation

The Federation of Canadian Municipalities (FCM) is a not-for-profit organization that represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small urban and rural communities, and 18 provincial and territorial municipal associations.

FCM has been the voice of municipal government since 1901. It has 125 employees supporting the work and programs offered by the organization.

The FCM employee performance management process involved three distinct stages:

1. Objective setting
2. Ongoing management
3. Evaluation

Employees completed their evaluations using a work document; once completed, it was sent to human resources (HR).

The human resources department, which is responsible for the appraisal process, developed, with the assistance of another non-HR employee, a complex Excel spreadsheet to record and calculate performance related information for each employee.

The different worksheets (introduction and summary, set-track your objectives, additional activities, core values, mid-year reviews, comments, sign-offs) in the spreadsheet related directly to the stages in the evaluation process (objective setting, ongoing management, and evaluation). HR used the spreadsheet to calculate ratings and salary increases for every employee and it was used as a data source for employee communications.

Using Excel worked for a number of years; however, the HR department was becoming dependent on a single employee which posed challenges when changes to the spreadsheet were required. Even though the information was being recorded in an electronic format, the reporting capabilities were limited and the data entry from the completed appraisals was still a manual process.

The employee performance appraisal process resulted in large quantities of paper being produced. Employees made multiple copies while they worked on their appraisals, including the copy that was brought to the annual review meeting. Additionally, at the end of the evaluation cycle, two final copies were made—one for the employee, the other for his or her file. As FCM is committed

to becoming a sustainable organization, the amount of paper used had to be reduced.

Overall, the entire appraisal system was labour intensive and inefficient.

## Solution

FCM was looking for a solution that automated their existing employee performance appraisal process. The new solution had to:

- Automate the current appraisal process
- Incorporate more functionality
- Provide reporting and analytical capabilities

As a user of Microsoft Dynamics GP, FCM was also looking for an employee performance management solution that integrated with Microsoft Dynamics GP Human Resources.

After a search and evaluation of the solutions available, FCM selected emPerform. Not only did emPerform meet all of its current needs, it can provide FCM with the functionality required for future initiatives.

## Benefits

### Reporting

With emPerform, FCM is able to monitor and report on the progress of the appraisals throughout the process. More importantly, the HR department can report on the content of the appraisals.

FCM is able to report on the data through the different appraisal activities – annual appraisals, goal setting and objective

***“emPerform is working really well for FCM and its employees. We are very excited about using the additional features, such as 360 multi-rater feedback and online surveys, that come included with the software.”***

**Helen McCaskill**  
**HR Coordinator**  
**Federation of Canadian Municipalities**

setting. The information is used for a variety of purposes, including aligning corporate and individual goals and ensuring personal objectives are set and met.

emPerform replicates and replaces the existing reports and it allows HR to create custom reports using Report Builder.

### Automation & Personalization

Prior to implementing emPerform, FCM had developed its own Excel-based employee performance management system. With emPerform, FCM is able to automate their existing employee performance management system, as is, using the content and forms that it had already created. Additionally, FCM is able to create unique rating scales for each position within the organization.

FCM employees greatly appreciate the similarity to the existing system. It makes emPerform that much easier to use.

### Increased Efficiency

Automating the employee performance management system with emPerform

increases the efficiency of all employees and benefits FCM in a number of ways:

- HR employees are able to make changes to the appraisals and the calculations, without having to rely on the “Excel” expert.
- Integrating directly with Microsoft Dynamics GP and other human resource management systems reduces the amount of data entry time and the data already exists. And, it creates a history for each employee that is accessible on demand.
- The data within emPerform is available to all employees. Not only can employees access their historical data, but they can enter information throughout the year to make the appraisal process easier and more efficient.
- emPerform allows FCM to fulfill its Sustainable Organization mandate, the employee appraisal process uses less paper than in the past.
- FCM is able to use the additional features and functions of emPerform to roll out future projects, like enhanced reporting, online surveys and 360 multi-rater feedback.
- As part of the workflow automation, emPerform sends emails to employees, enabling them to complete their appraisals on time.

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