

Title: CAO Performance Review Policy

Policy No: 2020-02

Approval: Village Council

Effective Date: September 8, 2020

Supersedes Policy No: ~~2011-02~~



Policy Statement: Council recognizes the importance of performance reviews in maintaining an effective and professional relationship between Council and the Village's Chief Administrative Officer. Regular annual reviews are a requirement under the Municipal Government Act and provide opportunity to consider job performance and professional development opportunities.

Purpose: To outline the Village of Spring Lake's policy in regard to Chief Administrative Officer (CAO) Performance Reviews.

Principles:

1. To ensure Council fulfills the Municipal Government Act requirement to provide an annual written performance evaluation for the CAO
2. To provide a framework for the CAO performance review that maintains, strengthens and/or makes necessary changes to the relationship between Council and the CAO.
3. To determine the appropriate professional development direction and opportunities for the CAO.

1. Definitions

- 1.1 **Council** - the Council of the Village of Spring Lake, in the Province of Alberta.
- 1.2 **CAO** - the person appointed as the Chief Administrative Officer of the Village of Spring Lake.
- 1.3 **Performance Review** - An annual written review involving a discussion about the CAO's development and performance. It involves setting a plan of action for the next period and reviewing what has been achieved in the last period.

2. Standards

- 2.1 Performance Review is to be held annually in September and is completed by the Mayor or Deputy Mayor with input from Council. The Performance Review will be conducted with the CAO during an in-camera session at the September Regular Council Meeting.
- 2.2 Salary and benefits shall be established in relation to the Village of Spring Lake's HR Policy 2011-02 using the Performance Review as reference.
- 2.3 Performance Review will be prepared in the attached format (Appendix A).
- 2.4 Professional development opportunities shall be discussed during the review process and recommendations can be provide to the CAO for consideration,



CAO PERFORMANCE REVIEW

Employee's Name: _____

Date Appointed to Position: _____

Date of Review Meeting: _____

Date of Last Review: _____

Purpose of Performance Evaluation

In accordance with Section 205 (1) of the Municipal Government Act, a Council must provide the Chief Administrative Officer (CAO) with an annual written performance evaluation of the results the Chief Administrative Officer has achieved with respect to fulfilling the C.A.O.'s responsibilities under section 207 of the Act.

Performance evaluation for the CAO can serve any or all of the following purposes:

1. To formally discuss the relationship which should exist between the municipality and its' Chief Administrative Officer.
2. To relate performance to the role, responsibilities, authority and duties as previously defined.
3. To set objectives and criteria for future evaluation.
4. To recognize strengths and weaknesses and reward or correct.
5. To serve as a basis for salary adjustment.

Performance Evaluation Format

1. Criteria in Which to Base Performance Review
2. Performance Review - Leadership Style
3. Performance Review - Relationship to Council
4. Performance Review - Relationship to Staff
5. Performance Review - Objectives and Accomplishments
6. Performance Review - Areas for Improvement
7. Follow-up
8. Sign Off

Criteria in which to Base Performance Review

The following criteria are taken from the Municipal Administrators Handbook to assist Councils with potential criteria for the performance review of the C.A.O.

1. Relationship to Council

Always	Frequently	Seldom	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO respect the role of Council as a whole and of individual Councillors?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO convey support of Council to the staff and to those external to the organization?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO enjoy a reasonable workable relationship with the Mayor and Council?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO respect the power and authority of Council and thus understand the limitations of his/her own position?

2. Relationship to Staff

Always	Frequently	Seldom	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO provide effective leadership to staff on an ongoing basis?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO appear to involve the senior staff in the decision making process?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO ensure that the staff is suitably informed with regards to the decisions of Council?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO appear to support senior staff in pursuing the appropriate training necessary to further enhance their skills development?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO appear to listen to staff input and respond accordingly?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Is the CAO capable of motivating, counselling and disciplining as necessary? Are these roles regularly performed?

3. Understanding the Community

Always	Frequently	Seldom	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO have a clear understanding of the background of most of the major issues and does he/she demonstrate understanding in the decision making process?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has the CAO taken steps to make sure he/she is aware of the key decision makers within the community and their views on the issues of the day?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has the CAO found suitable ways of ensuring the public is informed with regards to the services available at the Municipal Administration Office?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO appear to be effective in dealing with the public and the community leaders?

4. Management Practices

How would you as a Council member, based on your knowledge and exposure to these areas, rate the CAO with regard to his/her ability in the following central areas of managerial expertise?

Always	Frequently	Seldom	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Advisory role to Council; communication of issues and recommended solutions
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The development of policies for acceptance by Council
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The development of recommendations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A systematic way of approaching the budget process and the provision of financial information to Council
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Management of computer systems
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Human resource management practice

5. Degree of Fit “With the Community”

Always	Frequently	Seldom	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO seem to mix well with other members of the community?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the style of the CAO adapt well to the style of this community?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the CAO portray publicly his/her support of the corporate goals of the Council?

Rating Criteria

Rate each factor according to your perception of the performance of the CAO in the past year. Provide narrative comments or examples to illustrate.

1. Exceeds Expectations
2. Meets Expectations
3. Stronger Performance Required

Leadership Style

RATING

a) Strength of administrative leadership, approachability & responsiveness

Comments:

b) Quality of advice, guidance and direction given Council for the development of its decisions and policies

Comments:

c) Planning and organizing (setting long and short term objectives)

Comments:

Relationship to Council

RATING

- a) Understanding of the Council's mandate and responsibilities in relation to that of the CAO.
Ability to respond quickly and appropriately to the direction of Council.

Comments:

- b) Quality of communication with the employer. Ability to present reasonable & professional
views in a straight-forward pleasant manner.

Comments:

- c) Public respect for the role of elected officials.

Comments:

Relationship to Staff

RATING

a) Communicate to staff the goals, objectives priorities and decisions of Council.

Comments:

b) Delegates appropriate responsibilities and authority to staff. Provides follow-up assistance as necessary. Encourages staff growth as individuals.

Comments:

c) Provides good leadership, senses the need for direction and provides a good example.

Comments:

Objectives

These should be developed by the CAO and reviewed with the Mayor and Council.

Key Objectives	Results
a)	
b)	
c)	
d)	
e)	

Overall Impression of Performance and Results Achieved

Key Areas for Improvement (Rank in Order of Importance 1-5)

- a) Policy advice: development of new initiatives

- b) Leadership vis-à-vis staff

- c) Budgetary advice and control

- d) Relationship to Council

- e) Relationship to Staff

- f) Public image

- g) Other

Follow-Up

Indicate those measures or steps which should be taken by the senior officer over the course of the next appraisal period to improve his/her performance (eg. Types of external or internal development courses/seminars, changes in management practices, etc.)

Sign Off

Signature of the CAO - this indicates only that this appraisal has been discussed with you, not whether you agree or not with the comments/rating.

Mayor or Deputy Mayor

Chief Administrative Officer

Date