



Township of Georgian Bluffs

CAO-01

CAO – ANNUAL PERFORMANCE REVIEW POLICY

Policy Statement

The Chief Administrative Officer (CAO) is the only direct employee of Council, and is the connecting link between Council and municipal operations.

- The CAO is the head of the administrative branch of the government of the municipality and is responsible to Council for the proper administration of the affairs of the municipality in accordance with the by-laws of the municipality and the policies adopted by the Council;
- Council shall communicate with its employees of the municipality solely through the CAO, except that the Council may communicate directly with employees of the municipality to obtain or provide information;
- Council shall provide direction on the administration, plans, policies and programs of the municipality to the CAO; and
- No Council member or member of a committee established by the Council shall instruct or give instruction to, either publicly or privately, an employee of the municipality, with the exception of the CAO.

1. Purpose & Scope

The performance evaluation of the CAO is a valuable instrument which can serve any or all of the following purposes:

- To formally discuss the relationship between Council and the CAO;
- To ensure that there is clarity with regard to the position expectations of the CAO;
- To provide an assessment of the performance of the roles and responsibilities set out in the job description and Township policies;
- To set objectives and criteria for future evaluation; and
- To serve as the basis for salary adjustments.

The annual performance review is part of an ongoing performance management process by which Council and the CAO work together to plan, monitor and review the objectives and overall contributions to the organization. This is part of a continuous process of setting goals, assessing progress and providing on-going feedback. The annual review of the CAO's performance should include the development of measurable criteria that:

- Align with the Township's strategic direction;
- Are practical and easy to understand and use;
- Provide an accurate picture of expectations and performance;
- Include a collaborative process for setting goals and reviewing performance based on two way communication between Council and CAO;
- Monitor and measure results (what) and behaviours (how);
- Identify and recognize accomplishments; and
- Supports the administrative decision-making process.



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This policy applies to the Chief Administrative Officer as the only employee of Council.

2. Definitions

Goals	A goal is a general statement about a desired outcome with one or more specific objectives that define in precise terms what is to be accomplished within a designated time frame. A goal may be performance-related, developmental, a special project, or some combination.
Competency	The skills, traits, qualities or characteristics that contribute to a person's ability to perform responsibilities in an organization.

3. Procedures

Performance Review Timelines:

The CAO Annual Performance Review is scheduled in ~~November-June~~ of each year. ~~(with the exception of an election year).~~ All components of the reviews, including any salary adjustments will be retroactive to January 1st of that year. completed by November 30.

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Chief Administrative Officer Review Process:

Step 1: Goals and Objectives

The purpose of this step is for the CAO and Council to jointly decide on goals and establish key performance objectives that are tied to the annual performance review feedback. These objectives should be established within the overall context of the Strategic Plan for the Township.

Goals are established based on annual performance review feedback, Township priorities, initiatives and direction for the coming year. Goal setting for the following year will be established in ~~November~~~~December~~ of each year. In Councils' first year of the four-year term goal setting will be completed in January.

Step 2: Mid – Year Review

Council and the CAO meet to discuss progress on the achievement of key objectives and determine if there are any impediments to success or if objectives need to change as a result of a shift in strategic direction or priority. Council will also complete a periodic review of CAO progress on key objectives.

Step 3: Annual Performance Review (see detailed schedule for more details)

Chief Administrative Officer

Chief Administrative Officer provides comments that reflect the satisfaction and well-being of the community



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and the workforce and provide it to the Mayor.

Mayor & Council

The Mayor, Deputy Mayor and each Councillor complete the CAO Annual Performance Review form individually and forwards it to the Human Resources Manager.

Human Resources

The Human Resources Manager assists the Mayor in coordinating the process flow of the annual review procedure. During the second year of the council term a formal 360-degree assessment is to be used in the Annual Performance Review. The Human Resources Manager will source and organize it. Results of these surveys and the 360-degree feedback are provided directly to the Mayor. The Human Resources Manager is responsible to maintain the policy that supports the CAO's annual performance review process.

Pre-Annual Review Meeting

The Human Resources Manager will collate all information gathered from the CAO and Council. A formal meeting with Council will be held to discuss the results of the review and the level of success in achieving the key objectives. Council feedback is documented for provision to the CAO. Council also determines any salary adjustment (step increase) based on overall performance.

Annual Meeting

The Mayor, Deputy Mayor and the Human Resources Manager will meet with the CAO to provide formal, documented feedback as gathered above and communicate Council's compensation adjustment decision.

360-Degree Assessment

The 360-degree assessment and feedback will be completed in the ~~spring~~fall of the second year of Council's four-year term. The 360-degree feedback would be gathered from the CAO, their direct reports and members of Council. An external consultant will be sourced to summarize the feedback and a summary of the feedback would be provided to the CAO and Mayor. An executive summary would be provided to Council.

In the second year of each Council term, the following will be implemented:

- An Request for Proposal (RFP) will be prepared for the external consultant with review by Council in December.
- The RFP will go out in early January, with the proposals coming back to Council for review in early March.
- The review ideally will start at the beginning of April.



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~~Step 5: Election Year Process~~

~~In an election year the annual performance review will be shortened to complete the process by the end of June. The Mid Year Review will be completed in March. All components of the review, including salary adjustment will be completed by June 30.~~

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~~Detailed~~ Annual Performance Review Schedule

TASKS	WHO	DUE DATE
Send reminder of CAO review timelines to Mayor.	Human Resources	September 15 <u>April 15</u>
Source and implement a 360 process/tool for CAO (if being used in the year).	Human Resources	December 1 <u>October 1</u>
<u>Review of 360-degree RFP's.</u>	<u>Council & Human Resources</u>	<u>March 1</u>
<u>360-degree process to commence</u>	<u>External Resource</u>	<u>April 1</u>
Advise CAO to complete self-assessment Annual Review	Human Resources	October 1 <u>May 1</u>
Advise Council members to complete Annual Review document for CAO	Human Resources	October 10 <u>May 10</u>
Complete annual review document for the CAO, each Council member individually and submit to Human Resources	CAO & Council Members	October 15 <u>May 15</u>
Collate and summarize Council feedback; collate all other information gathered and send to Council for review	Human Resources	October 20 <u>May 20</u>
Meet to discuss CAO review and provide overall feedback; decide of salary adjustment	Mayor and Council	November 1 <u>June 1</u>
Meet with CAO to deliver feedback and advise of salary adjustment	Mayor, Deputy Mayor & Human Resources	November 15 <u>June 15</u>
Develop goals and objectives for coming year	CAO	November 20
Share and discuss goals and objectives for coming year with Council; finalize	CAO, Mayor and Council	November 30
Mid-Year Review	CAO, Mayor and Council	May 30

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Goals Timeline

<u>Develop goals and objectives for coming year as part of the Budget process.</u>	<u>CAO</u>	<u>November 15</u>
<u>Share and discuss goals and objectives for coming year with Council; finalize</u>	<u>CAO, Mayor and Council</u>	<u>November 30</u> <i>(Maybe later in an election year)</i>
<u>Mid-Year Review</u>	<u>CAO, Mayor and Council</u>	<u>May 30</u>

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4. Objection of Review

If the CAO is dissatisfied or disagrees with the review they can outline their points of disagreement in writing,



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to be included with their review as an addendum.

5. Consequences of Non-Compliance

Failure to comply with this policy could lead to a lack of alignment of CAO and Council goals and a failure to complete strategic actions in a timely manner.

6. Review & Amendment

Council will monitor the effectiveness of this policy and its general compliance. This policy will be kept up to date and amended accordingly to reflect any changes in response to revised legislation and applicable standards and guidelines. This policy will be reviewed at least once per term of Council.

7. Supporting Documents

- Goals and Objectives
- Mid-Year Review
- Annual Review

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