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<b>Date</b>	Wednesday, November 20, 2019
<b>From</b>	Crystal Gunn, Human Resources Manager
<b>Subject</b>	<b>CAO Performance Appraisal Process</b>
<b>Report</b>	HR2019-08

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### Recommendation

1. That the report from Crystal Gunn, Human Resources Manager, entitled “CAO Performance Appraisal Process” be received; and
2. That the Council of the Township of Georgian Bluffs direct staff to prepare an updated Job Description for the CAO; and
3. That the Council of the Township of Georgian Bluffs direct staff to create a formal process for the Performance Evaluation of the CAO.

### Background

The CAO is the sole employee of Council. Council relies on the CAO to be the link between them and municipal operations; to implement the municipality’s policies and programs; and help them to achieve Council’s strategic goals and objectives. When Council prepared the current contract for the CAO, a section on Performance Appraisal was included. This included monthly reviews with the Mayor and Deputy Mayor, bi-monthly reviews with Council and an annual formal performance evaluation. There is no formal process or policy on how these monthly, bi-monthly and annual reviews are to take place.

### Analysis

It is suggested that a formal job description for the CAO would assist in evaluating the CAO’s performance. A job description should outline clearly the responsibilities of the position and, it is suggested by the Canadian Association of Municipal Administrators (CAMA) that the job description link directly to the municipal strategic plan. The most recent job description was completed in January 14, 2015 for the CAO/Clerk, attached

as Appendix #1. A job description template from CAMA is attached as Appendix #2, with additional suggestions on what to include.

Council asked staff to research different evaluations for measuring the performance of the CAO. The following is provided for Council's consideration:

1) CAMA Performance Evaluation Toolkit

CAMA conducted a survey in 2014. In this survey, they found that, although the majority of elected officials and CAO's participated in a performance evaluation process, far less reported they felt prepared for the process or that the outcomes were tied to actual results. Overwhelmingly, both parties identified the need for a performance evaluation system benefiting each. As a result, CAMA developed the CAO Performance Evaluation Toolkit.

The toolkit outlines 16 competencies plus an additional 48 secondary elements that can be used to develop the evaluation process. CAMA suggests using 5 to 8 of the elements and not all 16. Grey County uses this toolkit to evaluate their CAO. Appendix #3 outlines the 16 Core Competencies, the additional competencies and what Grey County has used for their review. Grey County uses this process semi-annually and annually.

This process includes a scoring system of 1 to 5, 1 being Poor and 5 being Extraordinary Performance, comments sections for Council and the CAO and a total scoring summary. Each member of Council would complete this and the Mayor or designate would compile everything together for one completed document.

2) 2018 CAO Performance Review Questionnaire for Acting CAO Rick Winters

This document, attached as Appendix #4, was circulated to all Council members last October by the previous Mayor. Council members were asked to complete each section with comments. Some provided comments and some provided numbers on a rating scale of 1-10. When it was completed, the comments were summarized by the Mayor and provided to the CAO and discussed. This document can be used once again, as is, if Council chooses to.

3) Town of the Blue Mountains Performance Review Process

The HR Manager reached out to other municipalities in regards to their CAO review process. The Town of the Blue Mountains has a formal policy and process in place for the annual evaluation of their CAO. An outline has been prepared for Council and the CAO that describes what needs to be done, who does it and when things should be done. Attached as Appendix #5, their review process includes four elements:

1. Annual Goal Setting
2. Mid-Year Check-in

3. CAO Annual Self-Assessment
4. CAO Annual Performance Appraisal

This performance evaluation requires concrete examples of situations where expectations were met or exceeded and where improvement is necessary. The elements are taken from CAMA's core competencies.

#### 4) Alberta Urban Municipalities Association (AUMA) CAO Performance Evaluation

AUMA has prepared a CAO Performance Evaluation that lists objectives developed by the CAO and reviewed with the Mayor and Council, a written review with multiple questions and a numerical rating system. Evaluators are asked to rate each section according to their perception of the CAO's performance and provide comments and examples to back up their rating. The evaluation is attached in Appendix #6.

Another measurement of performance for the CAO is conducting a 360-degree review. This process is done with anonymous questionnaires that address team or individual competencies in specific areas. Typically, the competencies addressed include communication, self-development and leadership. 360-degree reviews are completed by 3<sup>rd</sup> party.

360-degree reviews have their advantages and disadvantages. Advantages include: improved awareness and self-awareness of strengths and weaknesses; improved managers' awareness of performance and their development needs; encouragement of more open feedback and identification of core competencies and development areas for teams and individuals. Disadvantages include: individuals, particularly superiors, may not be honest enough when providing feedback and individuals may suffer from increased stress if they are the subject of feedback from multiple sources.

If Council would like a 360-degree review done on the CAO, it is suggested that this not be done every year, as it is a costly process, but after the 2<sup>nd</sup> year of the 4 year term of Council. The HR Manager would source out 3<sup>rd</sup> party companies that would prepare this review for Council.

**Staff are looking for direction from Council regarding their preferred resource for evaluation – e.g. CAMA or AUMA tools, something similar to The Blue Mountains process, or questionnaire based as completed in the fall of 2018. With that direction, a process can be developed and presented to Council for approval.**

The HR Manager's role in any process approved by Council is purely as a staff resource, to provide information, supporting documentation and material to Council and the CAO.

#### Financial Impact

Not applicable

## Implications

Adoption of the recommendations in this report will create a strong base – an updated CAO Job Description and a clear CAO Performance Evaluation Plan, including the tools needed for Council to implement and complete the process effectively.

## Strategic Priorities

Develop and enhance administrative practices to retain and attract qualified staff, political representatives and volunteers and maintain healthy and safe workplaces.

## Conclusion

Staff recommend creating a new Job Description for the CAO and a formal process for the evaluation of the CAO's performance.

Respectfully Submitted:

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Crystal Gunn  
Human Resources Manager

Reviewed By:

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Rick Winters  
CAO/Director of Operations

**Appendix #1 – CAO/Clerk Job Description January 14, 2015**

**Appendix #2 – Job Description Template from CAMA**

**Appendix #3 – CAMA Core Competencies**

**Appendix #4 – 2018 CAO Performance Review Questionnaire**

**Appendix #5 – Blue Mountains Performance Review Process**

**Appendix #6 – AUMA CAO Performance Evaluation**