

## CAO Performance Evaluation Committee

### Purpose

A primary function of Council is to ensure the effective management of the affairs of the Corporation of the County of Grey.

Grey County's model of administration follows the Municipal Act in the establishment of a Chief Administrative Officer (CAO) position as the head of the administrative arm of the county government. The CAO is responsible to Council to administer the business affairs of the County in accordance with the policies and plans established and approved by Council.

The hiring of the CAO is one of the key responsibilities of Council. The CAO is the only position that Council is directly responsible for hiring.

Council is responsible for the evaluation of the performance of the CAO. The CAO Performance Evaluation Committee is delegated the responsibility of overseeing the process on behalf of Council.

### Scope of Responsibility

#### Setting Objectives:

In consultation with the CAO and/or external human resource consulting resources, the Committee will oversee the process for establishing annual objectives for the CAO. The Canadian Association of Municipal Administrators (CAMA) CAO Performance Evaluation Process will provide guidance to the process and Grey County specific objectives will be developed based on CAMA's CAO Competencies, the CAO job description and the Grey County Strategic Plan (see Schedule 1)

#### Accomplishment and Measurement:

The committee will oversee the process for the annual appraisal of performance of the CAO as outlined in Schedule 2. The Committee will report to Council with recommendations as required.

#### Continuous Learning & Growth:

Ensure the development of the CAO through the establishment and completion of an annual Professional Development Plan for the CAO.

## Membership

Committee membership will consist of the Warden and four members of County Council elected annually.

## Quorum

A quorum shall consist of more than 50% of the membership of the Committee.

## Chair

The Warden will Chair the committee. The annual Performance Appraisal process is initiated by the Chair. The Chair shall vote on all motions.

## Meetings

The frequency and calling of meetings is at the discretion of the Chair and will follow the process outlined in Schedule 2. Committee meeting agendas shall be the responsibility of the Chair of the Committee with support from the CAO and the Clerk.

## Notice of Meetings

Public notice of all committee meetings will be provided on the County's electronic general calendar at least 72 hours prior to a meeting. It is recognized that some items consistent with Section 239 in the Municipal Act may permit a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.

## Meeting Minutes

Meeting minutes will be recorded and distributed to Council at the next Council meeting. Minutes of the previous Committee meeting will be included on the next Committee meeting agenda for information. Minutes will capture a summary of discussions and debate without attribution.

## Committee Working Process

All decisions that lead to the formulation of recommendations for Council's consideration will take place at the Committee meetings only and not through electronic or other outside exchanges. All pertinent information will be shared with all Committee members in advance of meetings. This can include but not be limited to meeting minutes and any supplemental information.

## Procedural Rules

Any rule not stated herein is deemed to be provided in the current Procedural By-law, as amended from time to time.

## **Statutory Authority**

Grey County Procedural By-law

Municipal Act, 2001 as amended

## **Reporting Relationship**

The CAO Performance Evaluation Committee reports to County Council.

## **Lead Staff:**

Chief Administrative Officer

Executive Assistant to the CAO and Warden

## **CAMA CAO Competencies**

1. Promotes the development and performance of staff and employees throughout the organization.
2. Helps elected officials and other community actors identify, work toward, and achieve common goals.
3. Service delivery management - maintains a consistently high level of quality in staff work, operational procedures, and service delivery.
4. Functional and operational expertise and planning.
5. Strategic leadership - sets an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action.
6. Democratic advocacy and citizen participation - demonstrates a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process.
7. Diversity - understands and values the differences among individuals and fosters these values throughout the organization.
8. Strategic planning - positions the organization and the community for events and circumstances that are anticipated in the future.
9. Advocacy and interpersonal communication - facilitates the flow of ideas, information, and understanding between and among individuals.
10. Presentation skills- conveys ideas or information effectively to others.
11. Media relations- communicates information to the media in a way that increases public understanding of local government issues and activities.
12. Integrity - Demonstrates fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities.

**CAO Job Description - [CAO Job Description](#)**

Schedule 2.

## Annual Performance Appraisal Process and Timeline

The CAO performance Review is scheduled in October of each year. All components of the review, including any salary adjustment, will be completed by October 31st.

This means that:

In an election year, the outgoing County Council evaluates the CAO's performance over the prior year before the new Council is elected.

The CAO will already have performance goals/key objectives in place to share with a newly elected County Council in the first year of their term.

The incoming County Council will strike a CAO Performance Evaluation Committee and may choose to fine-tune the performance goals/key objectives of the CAO for that year.

The first time the new County Council evaluates the CAO is one year following their election.

### **CAO Review Process:**

Step 1: Objectives and Goal Setting

Step 2: Mid Year Check In

Step 3: Annual Performance Review (see detailed schedule below)

**CAO** - prepares a self-assessment of goals, key performance objectives and accomplishments for the year as well as gathers data from any community surveys/feedback and employee surveys/feedback that reflect the satisfaction and well-being of the County and its workforce and provides it to the committee.

**Committee** – Each Committee member completes the performance review form individually and forwards to the Warden. The Executive Assistant to the Warden collates all feedback into a summary document.

**External HR Consultant (optional)** – If required, the external HR consultant prepares and administers confidential surveys of the Senior Management Team, other members of Council, or key stakeholders. Results of any surveys are provided to the CAO and members of the Committee.

**Preparation for the Performance Review Meeting** – The Executive Assistant to the Warden collates all information gathered from the CAO, Committee members and the external HR consultant. The Committee meets to discuss the results and

level of success in achieving the key objectives. A management letter to the CAO is prepared.

**Performance Review Meeting**

The Committee meets with the CAO to provide the management letter and any other feedback to the CAO. Recommendations regarding changes to the CAO job description, employment terms or compensation are prepared for Council consideration.

**Annual Review Timeline**

<b>Deliverable</b>	<b>Who</b>	<b>Date</b>
Develop key performance objectives for the coming year	CAO, Senior Management Team	November
Discuss key performance objectives for coming year with Committee and Council, finalize.	CAO/Committee	December
Mid-year check in <ul style="list-style-type: none"> <li>- Discuss progress to date, determine any course correction or remedial action</li> <li>- Determine if external HR consulting or surveys will be required and arrange for these, if necessary</li> </ul>	CAO/Committee	May/June
CAO self-assessment, Committee members prepare individual assessments, results from external HR collated and provided to CAO and committee. Committee meets to discuss and prepare management letter.	CAO Committee	September
Committee meets with CAO to deliver feedback and discuss recommendations for the future.	Committee	October