

Corporate Policy and Procedure



Policy	CAO Performance Evaluation Process - Terms of Reference
Category	Departmental
Authority	City Clerk's Office
Related Policies	None
Approved By	City Council
Effective Date	December 18, 2017
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CAO Performance Evaluation Process

Step 1 - Development of Performance Objectives

- On an annual basis, performance objectives will be set for the Chief Administrative Officer (CAO) that is aligned with the approved strategic plan.
- Using the Performance Evaluation Form, specific performance objectives, proposed actions, and measures indicating success is to be developed.
- The CAO will prepare the initial performance objectives in consultation with the Mayor and the Chief Administrative Officer Recruitment, Selection and Performance Sub-committee (the CAO Sub-committee). Input may be sought from the Executive Team. Upon final approval by the CAO Sub-committee, the performance objectives will be presented to Council for approval.
- Performance objectives will be established for the calendar year.
- Performance objectives will be approved no later than the first quarter of each year.
- Partial-year performance objectives will be established by a new CAO appointed before the last quarter.
- The CAO will present their objectives at an open meeting of Council.

Step 2 - Performance Evaluation

- The measurement of performance will be completed on a formal basis in the fourth quarter of the first, second, and third year of the term of Council. The measurement of performance will be completed on a formal basis prior to the election during the fourth year of the term of

Council. Such timing may be altered based on any changes to the Election Act.

- The performance review shall be inclusive and evaluative of the objectives set and results expected versus the actual results achieved as well as an evaluation of how the CAO has modelled and lived the Vision, Mission, Values of the City (i.e. what and how work has been accomplished).
- The CAO will provide a minimum of two updates per year to the Committee on progress toward the completion of the objectives and proposed actions. A summary of the results achieved is to be prepared by the CAO and included in the actual performance section of the Performance Evaluation Form.
- The Committee will be provided with an orientation program on how to complete the Performance Evaluation Form.
- The form is to be completed individually by all members of the Committee. The form will be circulated to members of the Committee by the Deputy CAO, Corporate Services and/or General Manager, Human Resources. All members of the Committee are expected to complete and submit the form prior to the initial evaluation meeting.
- The Committee will assess the actual performance for each Key Result Area.
- The definitions used for rating the Achievement Level are as follows:
 - 4 = Exceptional
 - 3 = Full Successful
 - 2 = Developing
 - 1 = Unsuccessful
- Partial ratings may be given (i.e. 2.5).
- The individual ratings from each CAO Sub-committee member are then averaged to provide one rating.
- Individual ratings and comments provided by members of the Committee will be reviewed and summarized by the the Deputy CAO, Corporate Services and/or General Manager, Human Resources
- The the Deputy CAO, Corporate Services and/or General Manager, Human Resources will provide the CAO Sub-committee with a summary that includes the overall performance rating, common themes from CAO Sub-committee member comments, areas identified for professional development and suggestions for development. The summary will advise if any members of the CAO Sub-committee have not completed the form.
- The summary will be presented at a meeting of the CAO Sub-committee. The Deputy CAO, Corporate Services and/or General Manager, Human Resources will attend to and support the recommendation of the Sub-committee.
- Prior to the term of Council expiring, the CAO Sub-committee will conduct a performance evaluation of the CAO and determine any salary adjustments for the preceding year.

Overall Performance Rating

- An overall performance rating will be calculated by the Deputy CAO, Corporate Services and/or General Manager, Human Resources based on the averaged performance ratings provided by individual members of the CAO Sub-committee and included as part of their report to the Sub-committee and its report to Council.

Step 4 - Recommendations for Salary Adjustment

- The CAO Sub-committee will provide its overall evaluation and recommendations to adjust the total compensation package of the CAO to Council. Once approved by Council, the overall evaluation rating will be used to adjust the total compensation package of the CAO.
- The guidelines for establishing the adjusted salary component of the CAO's total compensation are as follows:
 - Rating of 3-4 – Receive salary adjustment in accordance with the CAO contract or the NUME Compensation Policy, whichever is greater.
 - Rating of 2 -2.99 – Developing, eligible for a partial adjustment in accordance with the NUME Compensation Policy
 - Rating of 0 – 1.99 - No salary increase
- The salary level corresponding to the ratings indicated above would be based on the NUME salary grid.
- After Council has approved the rating, the Chair (Mayor) would meet with the CAO to provide feedback on their performance, inform them of any resulting total compensation adjustment and complete any other documentation to finalize the process as required.

360-Degree Assessment

- A 360-degree assessment may be completed at the request of the CAO or the CAO Sub-committee. The 360-degree feedback would be gathered from the CAO, his/her direct reports and members of Council.
- The information collected in the 360-degree assessment would be used in developing professional development plans.
- Participants in the 360-degree assessment will receive appropriate training on the process.
- The 360-degree process shall be a separate process from the performance review (i.e. to commence after the performance review period). It should be structured in such a way as to provide feedback for personal, professional and leadership development to augment development that had been identified through the performance review period.
- As a best practice, the results of the 360-degree assessment shall be shared only with the CAO. The CAO shall provide a summary of the feedback to the Mayor. Results may alter the development plan

established during the performance evaluation and will be confirmed by CAO Sub-committee.

- The 360-degree assessment will be managed through the Deputy CAO, Corporate Services and/or General Manager, Human Resources with expertise in this area.

Performance Review Rating Guide

1.0	2.0	3.0	4.0
Unsuccessful	Developing	Fully Successful	Exceptional
The employee's performance falls substantially short of criteria and standards of job performance. Performance frequently fails to meet minimum standards.	The employee's performance usually meets the normal requirements in most of the job areas but occasionally fails to meet minimum criteria. This rating would also apply to an employee new to a position who is still learning aspects of the job.	The employee demonstrates sound performance that meets organizational goals. The employee consistently fulfils performance expectations and periodically may exceed them.	The employee has performed so well that organizational goals have been achieved that would not have been otherwise. Major positive influence includes innovations, improvements and contributions to management, administrative, technical or other functional areas. This level of performance is the exception.
Immediate and substantial improvement is necessary.	Requires development.	Performance fully meets performance expectations.	Performance is exceptional.

Half point ratings may be awarded, up to a maximum of 4.0

Further definition considerations

Unsuccessful

The employee has not achieved the goals set out on numerous occasions or has been substandard in their completion. For example, every time he/she completes a goal, they are over-budget or fails to account for crucial, controllable details.

The will to complete assigned tasks is not demonstrated regularly.

Developing

The employee usually meets objectives, however, on occasion has not.

The employee is developing a skill that is impacting their ability to meet objectives on a regular basis but is making steady progress toward improvement.

The employee is new and is learning about the job, and steady progress is being made.

Fully Successful

The employee is meeting goals and objectives. Sound performance is being seen on a **regular** basis while demonstrating Corporate Values. Occasionally the employee exceeds expectations.

Exceptional

The employee is performing so well that goals are achieved and exceeded with **high frequency** while demonstrating Corporate Values.

A word about meeting goals

When an employee fails to meet goals, the following should be reviewed:

- Were the goals and expected outcomes appropriately defined?
- Were the goals achievable given the conditions of the role or the environment?
- Were the goals relevant? Did they make sense?
- Were timelines set out? Were they realistic?
- What uncontrollable factors need to be considered? Could these factors have prevented the achievement of the goal?
- Does the employee share accountability for not meeting the goal? Be sure to fairly balance employee accountability with control over conditions affecting the completion of the goal.