

POLICY #315C

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Policy Title: Chief Administrative Officer Performance Evaluation

Policy Number: 315C

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Supersedes Policy No.: Rewrite of Policy 1006

Policy Statement:

Assessing the performance of any Chief Administrative Officer (CAO) is a difficult task in an organization because of the lack of peers and closely involved individuals to whom the officer reports.

Developing an assessment process that will provide useful feedback to the CAO so that they can continue to manage effectively and to grow as an individual is very important in today's demanding and rapidly changing environment. This document provides a way to obtain meaningful and important feedback for the ongoing success of the CAO.

Purpose:

As per the Municipal Government Act Section 205.1 A council must provide the chief administrative officer with an annual written performance evaluation of the results the chief administrative officer has achieved with respect to fulfilling the chief administrative officer's responsibilities under section 207.

Performance evaluations should be an objective look at how well an individual or organization is managing those things that are important to the organization. It should include both what was accomplished and the way in which things were accomplished. Finally, opportunities for improvement should be noted to identify potential areas to pursue.

The following sets out the components and process of an effective performance evaluation process which promotes useful feedback for growth and improvement.

The process will be reviewed and updated from time to time to reflect best practices. The Canadian Association of Municipal Administrators (CAMA) CAO Performance Evaluation Toolkit may be used as a foundational document of this review.

Standards:

The council is responsible for overseeing this policy.

The Components:

Obligatory Components:

The following components shall be required pieces of each annual CAO review:

1. ***Performance Indicators for Key Result Areas***

Five key result areas are suggested, where key performance indicators would be very useful:

- CAO/Council
- Strategic Planning
- Human Resource Management
- Fiscal Management
- Communications

2. ***Annual Objectives***

The CAO, in conjunction with the Council establish three to five important objectives. These objectives would deal with “moving the organization” from where it is now toward achieving some of the longer-term goals outlined in the strategic plan. They would not deal with “business as usual” type items.

3. ***Collective Mayor and Council Feedback***

The rationale for using a collective approach is that the CAO reports to Council, and Council must decide in what direction it wants its CAO to go.

The method of gathering feedback from the Elected Officials is best achieved through individual submissions of the completed performance review documents. The completed CAO performance review document and any accompanying comments will be provided to the Mayor for compilation and eventual sharing of the information with the CAO.

Optional Components

The following components shall be included at Council's discretion:

1. ***Public Feedback***

Public surveys, when implemented, will have information about how well the Town is meeting the needs of the community in a number of different ways. As the CAO is ultimately responsible for overall management of the Town, the feedback is appropriate for their review and should form part of the annual performance review when such data is available.

2. ***Organizational Feedback***

As with the use of public surveys, employee satisfaction or employee opinion survey results can form part of the annual review. A broad view of the organization can provide valuable insight into how the CAO is contributing/developing the culture of the organization.

3. **Interim or Quarterly Reviews**

Council and the CAO may wish to meet during the review period to discuss progress on the achievement of key objectives to determine if there are any impediments to success or if the objectives need to be amended or changed as a result of a shift in strategic direction or priorities. The council could also request regular updates from the CAO during the review period as an option to track progress towards objectives.