



315C
Chief Administrative Officer Performance
Evaluation

Supporting Procedure 315P

Prepared By: Human Resources

Effective Date: March 25, 2019

Council Resolution No.: 19-102

References: Municipal Government Act (MGA)
Town of Olds CAO Bylaw 2019-05

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

A Council must provide the Chief Administrative Officer with an annual written performance evaluation of the results the CAO has achieved with respect to fulfilling the CAO's responsibilities under section 207 of the MGA.

Performance evaluation 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.

SCOPE AND GUIDELINES

This policy applies to the Chief Administrative Officer of the Town of Olds.

DEFINITIONS

Chief Administrative Officer (CAO) is the administrative head of the municipality.

RESPONSIBILITIES

Council is responsible to oversee this policy with the assistance of the Manager of Human Resources.

STANDARDS

The Components:

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 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.

4. ***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.

5. ***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.

6. ***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. Council could also request regular updates from the CAO during the review period as an option to track progress towards objectives.