

DEPARTMENT: Council**TITLE: Annual Performance Review – Chief Administrative Officer**Minutes reference date: 3 October 2016

Policy Statement

1. The Chief Administrative Officer (CAO) is the only direct employee of Council, and is the connecting link between Council and municipal operations. This position derives its authority under Sections 28, 30 and 31 of the *Municipal Government Act*.

- The chief administrative officer is the head of the administrative branch of the government of the municipality and is responsible to the council for the proper administration of the affairs of the municipality in accordance with the by-laws of the municipality and the policies adopted by the council;
- The council shall communicate with its employees of the municipality solely through the chief administrative officer, except that the council may communicate directly with employees of the municipality to obtain or provide information;
- The council shall provide direction on the administration, plans, policies and programs of the municipality to the chief administrative officer; and
- No council member, committee or member of a committee established by the council shall instruct or give instruction to, either publicly or privately, an employee of the municipality.

Regular performance reviews ensure that the CAO is provided with accurate and appropriate feedback with goals of enabling and achievement of corporate objectives and improving municipal performance.

Purpose

2. The performance evaluation of the CAO is a valuable instrument which can serve any or all of the following purposes:

- To formally discuss the relationship between Council and the CAO;
- To ensure that there is clarity with regard to the position expectations of the CAO;
- To provide an assessment of the performance of the role, responsibilities and authority as set out in legislation, Town policy and job description;
- To set objectives and criteria for future evaluation; and
- To serve as the basis for salary adjustments.

The annual performance review is part of an ongoing performance management process by which Council and the CAO work together to plan, monitor and review the work objectives and overall contribution to the organization. This is part of a continuous process of setting objectives, assessing progress and providing on-going feedback. The annual review of the CAO's performance should include the development of measurable criteria that:

- Align with the organization's strategic direction and culture;
- Are practical and easy to understand and use;
- Provide an accurate picture of expectation and performance;
- Include a collaborative process for setting goals and reviewing performance based on two-way communication between the Council and CAO;
- Monitor and measure results (what) and behaviours (how);
- Ensure that administrative work plans support the strategic direction of the organization;
- Identify and recognize accomplishments
- Support administrative decision-making

Scope

3. This policy applies to the Chief Administrative Officer as the only employee of Town Council.

Policy

- 4.
- 4.1. The review will be completed by December 31 annually, or another date as mutually agreed by the Committee and the CAO. The review will provide Council with the opportunity to assess the CAO's performance for the prior year and to clarify goals and expectations for the upcoming year.
 - 4.2. Meetings of the CAO Review Committee and any meetings of Council regarding the CAO's performance review shall be held in-camera.
 - 4.3. The process to be followed will be as has been agreed in paragraph 15 of the CAO's employment contract (excerpt at Appendix 1 of this Policy).
 - 4.4. The CAO shall be assured that any comments regarding performance shall be strictly confidential and will not be released to any other staff member or the public.
 - 4.5. A comprehensive appraisal form based on the core competencies of the job description and annual corporate goals and priorities should be jointly developed, and agreed upon by the Committee and the CAO.
 - 4.6. The CAO shall be given sufficient time to prepare for and respond to the performance appraisal. The appraisal shall be conducted at a time that is convenient to both the Council and CAO.
 - 4.7. Council shall convene an annual strategic planning session in the fall of each year to determine and/or confirm the Town's strategic direction for the coming year. The Town's

strategic direction, as approved by Council, shall be documented and forwarded to the CAO within 30 days of the annual strategic planning session.

- 4.8. The CAO shall draft a list of goals, objectives and training requirements for discussion during the review process.
- 4.9. The completed appraisal document shall be signed by the Mayor and CAO and be placed in the confidential personnel file.
- 4.10. Council may meet periodically throughout the year to discuss performance with the CAO, to review progress achieved on goals and priorities previously established and approved by Council.

Responsibilities

5.
 - 5.1. There shall be a CAO review committee of Council to facilitate and support excellent communications and positive collaborative effort between the CAO and elected officials,. The Committee will consist of the Mayor, Deputy Mayor and the most recent Deputy Mayor. Where the most recent Deputy Mayor is not a member of Council, Council shall appoint another member of Council instead.
 - 5.2. Scheduling the date and time of the review shall be the responsibility of the Mayor in consultation with the Committee and the CAO.
 - 5.3. Should the review not have been scheduled by March 31 of the following year, the CAO shall initiate the scheduling of the meeting.

APPENDIX 1**PERFORMANCE DEVELOPMENT PLAN (PDP) (Excerpt from CAO Employment Contract)**

15. (1) The parties agree that clearly articulated, mutually agreed and measurable performance expectations are fundamental to an effective, efficient, and healthy employment relationship. Thus there is an undertaking and commitment by the Town to employ a goal setting process for the Employee in a manner fully consistent with applicable provincial legislation and other applicable laws. The process shall be similar to the process utilized for Town staff, and it shall commence with a forward goal setting process, with specific expectations, as well as commitments, by the Town, to provide and support the communications that shall provide mutual commitment to success.
- (2) There shall be a CAO Review Committee of Council, which shall be appointed by Council to facilitate and support excellent communications and positive collaborative effort between staff and elected officials. Council shall receive and review a report, which summarizes the findings and recommendations of the CAO Review Committee. In all cases both the Town and the Employee will endeavour to support and sustain effective performance and relationships in the interests of the community. All documents approved by the Review Committee will be retained by the office of the Mayor, and as well as a complete duplicate by the office of the CAO.
- (3) The parties agree that the goals by which the Employee is assessed shall be established annually through a mutual process of drafting and discussion leading to a mutually acceptable and clear understanding, shall be both consistent and commensurate with the role of the CAO in the Town of Amherst by-laws and policies and the Province of Nova Scotia per regulations and legislation, shall be in all ways directed to advance the best interests of the Town and shall include the measures of performance that also reflect sufficient resources and time to be accomplished by the Employee and all staff where such goals will result in delegation and the engagement of others.
- (4) The Town and the Employee agree that there shall be an annual Performance Development Plan, the objectives of which are:
- a) To ensure that Council and the Employee understand the responsibilities and priorities of the position as included in the approved position description; and to provide the employee an opportunity to discuss such responsibilities to increase efficiencies and effectiveness of the organization.
 - b) To provide an opportunity for the Employer and Employee to dialogue on the organization's priorities, operations and objectives.
 - c) To provide feedback to the Employee regarding the Employer's evaluation as to the Employee's performance in carrying out the assigned responsibilities.
 - d) To discuss and obtain mutual agreement for long-term objectives and goals for the Employee and position in the organization.
 - e) To discuss and identify both short and long term training requirements, based on position responsibilities and organizational objectives.

- f) To provide a forum to discuss the factors that are considered in the approval of salary scale increments.
 - g) To discuss revisions to this Employment Agreement.
- (5) The Town agrees that the PDP process will be completed annually by December 31, or at another date annually as mutually agreed by the parties;
- (6) It is explicitly agreed that the annual goal setting process shall result in reasonable and achievable goals along with adequate resources, provided by the Town, to support their achievement. The goals shall be accompanied by reasonable, mutually agreed upon, annual measures and indicators. This process is subject to annual written documentation and mutual agreement.