

STAFF REPORT

THE CORPORATION OF THE TOWN OF COBOURG



Report to:	Mayor and Council Members	Priority:	<input type="checkbox"/> High <input checked="" type="checkbox"/> Low
Submitted by:	Brent Larmer, Municipal Clerk/ Manager of Legislative Services blarmer@cobourg.ca	Meeting Type:	Open Session <input checked="" type="checkbox"/> Closed Session <input type="checkbox"/>
Meeting Date:	August 23, 2021		
Report No.:	Corporate Services-087-21		
Submit comments to Council			

Subject/Title: Chief Administrative Officer Performance Review

RECOMMENDATION:

THAT Council approves the CAO Performance Review Policy, attached to this Staff Report; and

FURTHER THAT Council approve the CAO Goal Setting Form, the CAO Performance Evaluation Form, and the CAO Core Elements Rating Tool, attached to this report.

1. STRATEGIC PLAN

Not Applicable

2. PUBLIC ENGAGEMENT

Not Applicable

3. PURPOSE

A key responsibility of Council is ensuring the effective management of the affairs of the municipality through the position of the Chief Administrative Officer (CAO). The CAO role acts as the link between Council and municipal operations and is expected to facilitate the development, implementation and delivery of municipal programs and services in accordance with Council's direction. Being the sole position that Council is directly responsible for hiring, Council is also responsible for measuring the performance of the incumbent in the role.

The CAO's performance is to be assessed by Council on an annual basis. A policy or procedure does not currently exist that defines the CAO performance review process. To ensure that the CAO's performance is measured in a consistent and equitable manner and promotes accountability and results in-line with Council priorities, staff developed the attached CAO Performance Review Policy, Goal Setting Form, CAO Performance Assessment Evaluation Form and the CAO Core Review Elements Rating. Developing the CAO Performance Review Policy and supporting documentation included the review and utilization of the Canadian Association of Municipal Administrators (CAMA) CAO Performance Review Toolkit, other municipalities process and procedures, in addition to consultation with the Mayor and the Council Members of the Corporate Policy Review Team.

4. ORIGIN AND LEGISLATION

As per Section 229 of the *Municipal Act*, 2001 the CAO is responsible for exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality and for performing other duties as assigned by the municipality.

5. BACKGROUND

A review of the CAO's performance has historically been conducted on an annual basis through the Non-Union – Administration Performance Review Policy HR-NU-A2. In prior years, the CAO's performance was evaluated through the following process as outline below:

Review of the Chief Administrative Officer (2013 existing Policy)

1. The Mayor and the Deputy Mayor shall make up the Performance Review Committee to perform an appraisal of the Chief Administrative Officer that shall be carried out annually.
2. The employer's copy of the signed appraisal form shall be placed in the "CAO's Performance History File" which shall be retained by the Mayor, on behalf of Council, for reviews and other ongoing discussion regarding performance responsibilities and results during the remainder of the operating year.
3. This file shall be transferred to the incoming Mayor for continuity in future discussions regarding performance.

6. ANALYSIS

As the CAO position is the only position that Council is directly responsible for hiring, Council is subsequently responsible for setting expectations of the role, measuring performance and providing performance related feedback.

As described in the attached CAO Performance Review Policy, a structured process provides a mechanism to set clear Goals of the CAO, enables on-going

feedback on the CAO's performance, supports open communication between members of Council and the CAO and serves as a basis for compensation adjustments.

Additionally, a formal, structured performance review process provides a tool to measure the effect of the CAO's leadership and decision-making, and the achievement of mutually agreed upon goals aligned with Council's priorities. This promotes effective governance, accountability to Council and the public and highlights opportunities for continuous improvement and success. The duties and responsibilities outlined in the updated CAO By-law 053-2020, in which provided the foundation to build a formal and structured CAO Performance Evaluation Policy with that uses measurable criteria to assess the performance of the CAO.

Attached to this Staff report is the Draft CAO Performance Review Policy and associated Forms for completion during the annual process.

The following is the recommended process for the CAO performance review annual process during a Municipal Council Term (Sample Schedule):

Year One:

1. Council Strategic Plan Creation and Annual Work Plan -Q1
2. CAO and Council Goal Setting Meeting – Q1
3. Program Updates and Review Meeting - Q2
4. Program Updates and Review Meeting - Q3
5. Formal Annual CAO Performance Review – Q4

Year Two:

1. CAO and Council Goal Setting Review Meeting – Q1
2. Program Updates and Review Meeting - Q2
3. Program Updates and Review Meeting - Q3
4. Formal Annual CAO Performance Review – Q4

Year Three:

1. Council Strategic Plan Mid-Term Review and Annual Work Plan -Q1
2. CAO and Council Goal Setting Meeting – Q1
3. Program Updates and Review Meeting - Q2
4. Program Updates and Review Meeting - Q3
5. Formal Annual CAO Performance Review – Q4

Year Four: (Election Year)

6. CAO and Council Goal Setting Review Meeting – Q1
7. Program Updates and Review Meeting - Q2
8. Formal Annual CAO Performance Review – Q3

7. FINANCIAL IMPLICATIONS/BUDGET IMPACTS

There are no costs associated with this report or the CAO performance review process and policy.

Defining the process and providing structure to the CAO performance review encourages fiscal accountability by aligning CAO performance and related compensation adjustments with Council expectations and the achievement of organizational objectives.

8. CONCLUSION

That Council approves the CAO Performance Review Policy, and approve the CAO Goal Setting Form, CAO Evaluation Rating Form, and the CAO Core Elements Evaluation Form, attached to this report to assist Council with the Performance review of the Chief Administrative Officer.