



## Corporation of the Town of Cobourg

### Policy Title: CAO PERFORMANCE REVIEW

**Division:** General Administration

**Effective Date:**

**Approval Level:** Town Council

**Section Number:** 2-20

**Department:** Human Resources

**Revision Date:**

**Policy Number:** HR-AP-0003

#### **Purpose**

To provide a structured process to set clear objectives of the Chief Administrative Officer (CAO), enable on-going feedback on the CAO's performance, and support open communication between Members of Council and the Cao Performance as a year-round process. The performance review process should:

- Ensure clarity of CAO position expectations and competencies.
- Provide two-way communication forum for the CAO and Council to formally discuss corporate performance and the relationship between administration and the municipality.
- Set objectives and criteria for the CAO based on the Strategic Plan/Council Priorities and the Council Unfinished Business Tracking List.
- Set out a timeline for regular and on-going feedback of the CAO Performance and goal progress.
- Clearly outline how the performance review is to be conducted.
- Provide a tool to evaluate performance against the established criteria; and
- Define the alignment between compensation adjustments and performance results.

#### **Policy**

##### **1.0 CAO POSITION EXPECTATIONS AND SETTING EXPECTATIONS**

1.1 The performance review is an ongoing process based on evaluating the CAO's performance using measurable criteria in alignment with Council priorities, position, expectations, and competencies. The following documents should be used to guide the development of the performance tool, the establishment of goals and evaluation of performance:

- CAO Appointment By-law.
- Strategic Plan and Annual Work Plan.
- Yearly Unfinished Business Listing Review.

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- Employee Code of Conduct.

## **2.0 PERFORMANCE REVIEW PROCESS**

### **STEP 1 – Development of Performance Objectives and Goals**

- 2.1 At the beginning of the performance cycle, performance objectives will be established that align with the Town's Strategic Plan and Annual Work Plans. This will be a joint process between the CAO and Municipal Council and will include the identification and development of professional development goals as applicable and take place in a Closed Session meeting. The performance cycle is defined as the calendar year.

The Performance Goals will be presented to Council for approval prior to the end of the first quarter of the calendar year. If the appointment of a new CAO occurs mid-year, the performance goals will be established and approved by Council before the last quarter. Should the appointment of a new CAO occur in the last half of the calendar year, no formal performance review will take place that year. The performance goals should be established using the S.M.A.R.T. goal methodology (Specific, Measurable, Assignable, Realistic, Time-related).

### **STEP 2 – Progress Updates and On-Going Review**

- 2.2 The CAO will provide quarterly updates informing Council on the progress of the established performance goals set by the CAO and Council. These updates will take place through a Closed Session and will include a dialogue around successes, barriers to success or a recommendation to change a goal because of a shift in strategic priorities. Any formal changes to the established CAO Goal Setting Form requires a Closed Session Council Meeting and must be approved by Council.

### **STEP 3 – Year End Final Performance Review**

- 2.3 The formal final CAO Performance Review will commence in the final quarter of the calendar year, except when it is the last year of the Council term, at which time the review will be completed prior to the end of the third quarter of the calendar year, prior to the end of the Council term. The final review will consist of the completion of the CAO Performance Assessment Evaluation Form of the CAO Goals set in the first quarter and the evaluation of the CAO core Review Elements review.

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#### **CAO's Role**

2.4 CAO will initiate the performance review in the first quarter of each year by reviewing the yearly performance review package including:

- CAO By-law
- Employee Code of Conduct
- Strategic Plan and/or annual work plans
- Performance Review Policy
- Performance Goal Setting Form and, Performance Assessment Evaluation Form.
- Any other relevant materials

The CAO will prepare the Goal Setting Form in the first quarter of the calendar year. The CAO will then forward the completed self-assessment to Council, including any relevant documents the CAO deems appropriate. During each quarter of the year, the CAO will complete a self-assessment using the Performance Assessment Evaluation Form. Before doing this, the CAO should review the goal setting form, in addition to any other relevant documents created throughout the year applicable to the assessment, including previous quarterly progress updates. The CAO will forward the completed self-assessment to Council, including any relevant documents the CAO deems appropriate for the purpose of the review.

#### **Council's Role**

2.5 The CAO Goal Setting Form will be circulated to each Member of Council within the first quarter of the calendar year as completed by the CAO, along with any other relevant documents. Each Council Member will complete the Goal Setting Form individually and then collectively with Municipal Council.

In the fourth quarter of the calendar year, each Council member is responsible for filling out the CAO Performance Assessment Evaluation Form and the Core Review Elements Form; full participation of each Member of Council is required. Council will use the definitions outlined in the performance review tool to measure performance in each area by assigning a numerical rating. The numerical ratings are defined within the accompanying performance rating tool located on the CAO Performance Review Core Elements Form. Members of Council may add a brief comment to support each rating. The completed Performance Assessment

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Evaluation Forms are to be forwarded to the Municipal Clerk before the end of the fourth quarter by each Member of Council. The numerical rating assigned by each Member of Council will be averaged in each category, resulting in an averaged overall performance review rating. The Municipal Clerk will combine and summarize Council's comments, focusing on common themes and areas requiring improvement. The summary and final performance rating will be included in a final performance review report which will be circulated to Council in advance of a closed session meeting of Council. The CAO is provided with the final performance review report in advance of this fourth quarter meeting.

#### **Municipal Election Year**

- 2.6 In a Municipal Election Year, the final CAO performance Review will be completed in the third Quarter of the year. All other provisions of this policy will apply.

#### **Performance Review Meeting**

- 2.7 The performance review meeting is to be held in confidential session and should include the CAO, all members of Council, and the Municipal Clerk.

The meeting itself should be a conversation between the CAO and Council in the fourth quarter of a calendar year discussing the final performance review, with a constructive focus on successes, opportunities for improvement and professional development opportunities.

The CAO and Council should be approaching these meetings as a further opportunity to enhance the relationship between the parties. New proposed performance goals should be discussed in this meeting for the following performance cycle. It is recommended that all parties come prepared with strategic goals that continue to link the CAO's performance objectives with the strategic plan and priorities of Council.

The Mayor and CAO will sign off on the final performance review, with a copy to Human Resources to file in the CAO employee file.

### **3.0 COMPENSATION ADJUSTMENTS**

- 3.1 The performance review provides a mechanism to align CAO compensation adjustments to performance. To maintain internal equity, consistency, transparency and fiscal accountability, CAO compensation will be administered in accordance with the applicable sections of the Corporation's non-union Salary Administration Policy, which is subject to change from time-to-time.

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**4.0 ASSESSMENT TOOLS**

**Review of Performance Evaluation Forms and Tools**

- 4.1** The performance review process, including the form and related tools are to be reviewed as deemed necessary by Council.

If it is determined by Council that changes to the performance review process, form or tool are required, Council will inform the CAO and Human Resources of such. Human Resources will recommend changes based on Council direction and bring a revised process/form/tool to Council for approval.

**Scope**

This policy applies to the position of Chief Administrative Officer (CAO) and is administered by Members of Council.

**Administration**

The Mayor and all Council shall implement and administer the terms of this policy and shall establish related operating procedures as required with assistance from the Human Resources Manager and the Municipal Clerk.

**Cross Reference**