
POLICY NO: POL-ADMIN-04-2023
APPROVAL DATE: October 23, 2023
EFFECTIVE DATE: October 23, 2023
AMENDMENT DATE:

POLICY STATEMENT

The Township of West Lincoln (“The Township”) believes that regular performance reviews ensure that the Chief Administrative Officer (CAO) is provided with accurate and appropriate feedback with the goals of enabling the achievement of corporate objectives, improving municipal performance and allowing for the personal and professional development of the CAO. The CAO performance review 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, Township policy and the job description;
- To set objectives and criteria for future evaluation; and
- To serve as the basis for salary adjustments.

PURPOSE

The Township of West Lincoln will conduct an annual review of the performance of the Chief Administrative Officer before year end. The review process is to be a collaborative exercise, the aim of which is to provide the CAO with feedback that contributes to their professional and personal development. It is important that Council and the CAO are using a process that everyone sees the value of and has confidence in its effectiveness.

The annual review of the CAO’s performance is to be based on the following:

- Implementation of Council’s Strategic objectives and priorities;
- Accomplishment of mutually agreed goals for the year;
- CAO’s role as Council’s principle advisor; and
- The leadership that the CAO provides.

Township Council is responsible for implementing this policy supported by the CAO and Administration. This policy is to be reviewed every four years in the third year of a Council's term. The appraisal system for the CAO is to be a separate process from that applied to the rest of the staff.

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. Council will support the use of a third party advisor to assist the CAO in successfully fulfilling the roles and responsibilities of the position. 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

DEFINITIONS

Competencies: are the attitudes and behaviours required at a high level of performance for an individual to be successful in a role.

Goal: A goal is a general statement about a desired outcome with one or more specific objectives that define in precise terms what is to be accomplished within a designated time frame. A goal may be performance-related, developmental, a special project, or some combination.

Performance Management Program: is the complete set of documents, tools and instructions for the performance review process.

Performance Review: is a key performance indicator of the effectiveness of the CAO's strategic management decisions and actions. This is executed through a standardized set of documents prepared by Human Resources as part of the Performance Management Program that allows for both the CAO and Council to document performance. The performance assessment and rating are then aligned to the Non-Union Compensation salary structure to determine any increase in annual compensation, or compensation as otherwise approved by Council.

Performance Review Process: is the standardized and approved methodology used to ensure a quality, equitable performance process is conducted. It entails a standard timeline, series of steps and evaluation methodology and tools.

GENERAL PROVISIONS AND GUIDELINES

The Mayor and Council will conduct a formal performance review of the Chief Administrative Officer (CAO) on an annual basis before year end in partnership with Human Resources. During a provincially scheduled election year, the review will be completed not less than 90 days prior to the date of the election. The review will provide Council the opportunity to assess the CAO's performance for the prior year and to clarify goals and expectations for the upcoming year.

As part of the review, the Mayor and Council will ensure that the CAO receives recognition for satisfactory or outstanding performance and that the CAO is advised on areas needing improvement, where necessary.

The performance review process will include the Mayor and Council's assessment of the CAO's performance in meeting the annual goals of the Township.

The annual goals are to be based on the corporate goals set by the Mayor and Council for the year and may include the CAO's personal learning and development plans. Performance standards are to be defined within the Mayor and Council's goal setting process or defined through the corporate performance measurement process.

The CAO will provide a self-assessment on both accomplishments and performance sections of the annual review process as a confidential report to Council prior to the formal performance review.

Results of the annual performance review are determined by Council and reported to the CAO in confidence with due respect for privacy, fairness, and dignity.

PERFORMANCE REVIEW TIMELINE

The CAO Performance Review is scheduled in the fourth quarter of the year November of each year. All components of the review, including any salary adjustment, will be completed by December 31.

REVIEW PROCESS

Step 1: Discussing objectives

The purpose of this step is for the CAO and Council to jointly decide on any personal development goals and establish key performance objectives that are tied to the annual performance review feedback. These objectives should be established within the overall context of the Strategic Plan for the Township. Goal setting will be completed every January.

Step 2: Mid-Year Check In

Council and the CAO will meet to discuss progress on the achievement of key objectives and determine if there are any impediments to success or if objectives need to change as a result of a shift in strategic direction or priority.

Step 3: CAO Performance Presentation

The CAO will prepare a self-assessment of goals, key performance objectives and accomplishments for the year as well as gather data from community surveys/feedback. This information will be presented to Council during Confidential matters as allowed under the Municipal Act. The annual performance review will take place in October, annually.

The Mayor/Council

Each Council member completes the CAO Performance Review form individually and forwards it to the Human Resources.

Human Resources

Human Resources will conduct a confidential survey with Senior Leadership to be used in the Performance Review from Senior Leadership Team to receive feedback that reflect current competency factors of the CAO. Human Resources will coordinate the process flow of the annual performance review procedure. Human Resources then collates all feedback into a summary document. Results of these surveys will be provided directly to the Mayor and Council. Human Resources is responsible to maintain the policy that supports the CAO's annual performance review process.

Step 4: Performance Review Meeting

Human Resources will collate all information gathered from the CAO, Council and Senior Leadership Team and present during a formal meeting to discuss the results of the review and the level of success in achieving the key objectives. Council feedback is documented for provision to the CAO. Council also determines any salary adjustment (step increase) based on overall performance. The performance review meeting will take place in November, annually.

Step 5: Performance Review Meeting

The Mayor and Council will meet with the CAO to provide formal, documented feedback as gathered above and to communicate Council's compensation adjustment decision. The annual Performance Review meeting will take place in December, annually.

Step 6: Election Year Process

In an election year, the annual performance review will be shortened to complete the process by the end of June. The mid-year check-in will be completed in March. The CAO will continue to provide quarterly updates to Council during the year in open session. All components of the review, including any salary adjustment will be completed by June 30.

Detailed Annual Performance Review Schedule

Deliverable	Who	Due Date
Send reminder of Chief Administrative Officer review timelines and advise to complete self-assessment	Human Resources	October
Meet with the Mayor to discuss components of evaluation survey from Senior Leadership team, as requested)	Human Resources	October
Attend formal Council meeting to discuss timeline and steps moving forward	Human Resources	October
The CAO will present their self-assessment of the performance year to Council	CAO	November
Advise Senior Leadership team to complete evaluation review document for CAO	Human Resources	November
Advise Council members to complete evaluation review document for CAO	Human Resources	November
Deadline to receive performance review documents from Senior Leadership team	Senior Leadership Team	November
Deadline to receive performance review documents from Council members	Council Members	November
Summarize all feedback from Council and Senior Leadership Team into performance review document	Human Resources	November
Performance report summary presented to Council and CAO, decide on salary adjustment	Human Resources	December
Meet with CAO to deliver feedback and advise of salary adjustment	The Mayor	January
Advise HR to process	The Mayor	January

Deliverable	Who	Due Date
salary adjustment		
Develop key performance objectives for the following year	CAO	January
Share and discuss key performance objectives with Council; finalize	CAO	February
Mid-year check in	Council	June

Supporting Documents

- Annual Goal Setting Form
- Mid-year Check In List
- CAO Self-Assessment Tool
- Competency Rating Form- from Council
- Competency Rating Form- from Senior Leadership Team