

**Subject:** CAO Performance Appraisal Template Review

**Recommendation:**

**BE IT RESOLVED THAT Council receive Report #2024-0035 CAO Performance Appraisal Template Review, for information;**

**AND THAT Council endorse Template \_\_\_\_ as the CAO Performance Evaluation Review Form;**

**AND FURTHER THAT Council a) maintain the existing CAO performance evaluation process unchanged or b) Council establish a committee consisting of the Mayor and two (2) Councillors to evaluate the performance of the CAO on an annual basis.**

**Background:**

In 2021 the previous Council endorsed a new policy and form to evaluate the performance of the Chief Administrative Officer on an annual basis. While the policy has achieved the intended goal of establishing a more formal evaluation process, the current template is unnecessarily cumbersome. The form is quite lengthy and includes scoring categories which are difficult for Council to provide in depth feedback upon, or do not relate to the strategic plan. This report is being written so that Council can assess the current model two years after implementation and make any adjustments deemed necessary.

**Analysis:**

After consulting multiple sources, Template 1, endorsed by the Ontario Municipal Administrators' Association (OMAA), was found to be the best formal evaluation tool and was the only template originally proposed to the previous Council. It builds on the foundational steps and core competencies outlined in the OMAA's CAO Employment Guidelines Handbook to support the evaluation process. The tool is much more reasonable in length while still covering all the relevant competencies that any CAO should possess. It has a simple ranking scale and allows for written commentary.

After the previous Council directed staff to provide additional template options for their consideration, Template 2 and Template 3 (the current model) were presented. Template 2 is a modified version of the form used at the Region of Niagara and Template 3 references multiple municipal performance template sources, primarily the International City/Council Management Association (based in the United States).

In order to provide Council with at least one new option, the Manager of People Services has created a fourth template to be considered. It is a hybrid between the current senior leadership team and staff tools. It includes 8 relevant competencies to evaluate the CAO's performance, a simple 4-point ranking scale, and also allows for written commentary.

Lastly, a formal procedure has been created and is attached to this report. The procedure will be used as a guide to ensure a consistent approach to evaluating the CAO's performance is taken each year.

### **Financial Considerations:**

There are no financial considerations with respect to implementing a new evaluation template, other than the staff time spent on this file.

### **Alternatives Reviewed:**

Council has a number of options before it today. While staff still endorse Template 1 as the preferred evaluation tool, Templates 2 through 4 are entirely adequate, albeit lengthier. Council could also opt to revert back to the previous system whereby the CAO's annual self-performance report, based upon the progress being made on the Town's strategic plan, constitutes the core focus of evaluating the CAO's performance and determining compensation adjustments. Continuing with the status quo, while not recommended, is also an option.

The process by which the CAO's performance is evaluated can also be modified if it is the wish of Council. As it stands, each member of Council is provided with the CAO's self-evaluation as well as a performance review form prior to a closed session meeting. All members of Council complete their evaluation and provide the CAO with general feedback during a closed-session performance meeting. The comments in the individual evaluations are then compiled by the Manager of People Services and distributed to Council. Lastly, the Mayor has a one-on-one meeting with the CAO to deliver the final report, relay performance goals for the next calendar year and any approved compensation adjustments. This will continue unless Council directs otherwise.

An alternative process could be to form a committee consisting of the Mayor and

two Councillors. The three committee members would be the only elected officials to evaluate the CAO's performance, provide feedback, determine future performance goals and approve any compensation adjustments. While forming a committee would streamline this process and negate the need for a closed-session meeting, it would mean four Councillors would not play a role in the CAO's annual review and goal planning for the following year.

Regardless which option is chosen, save and except the committee approach, you will all be provided forms in advance of the in-camera meeting in question and there will be a performance conversation that everyone can take part in.

### **Strategic Plan Relationship: Enhancing Capacity and Future Readiness**

Regular performance reviews ensure that the Chief Administrative Officer 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.

### **Consultation:**

The templates of the Ontario Municipal Administrators' Association, the International City/Council Management Association, and the Niagara Region were referenced during the preparation of the proposed templates.

### **Other Pertinent Reports/Attachments:**

Appendix A – Template 1

Appendix B – Template 2

Appendix C – Template 3 (current model)

Appendix D – Template 4

Appendix E – Chief Administrative Officer Performance Review Operating Procedure

### **Prepared and Submitted by:**

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