

CORPORATE POLICY AND PROCEDURE



POLICY	CAO Performance Appraisal Committee Terms of Reference
CATEGORY	Departmental
AUTHORITY	Human Resources & Clerk's Office
RELATED POLICIES	CAO Employment Policy, CAO Procedure for Hiring, CAO Employment Agreement Template

Introduction

Ad Hoc Committees of Council are created to enable Council's work. Ad Hoc Committees work on behalf of Council to provide advice and make recommendations to Council.

A primary function of Council is to ensure the effective management of the affairs of the Corporation of the City of Guelph for the purpose of ensuring the efficient and effective operation of the municipality.

Guelph's model of administration follows the Municipal Act in the establishment of a Chief Administrative Officer (CAO) position as the head of the administrative arm of city government. The CAO is responsible to Council to administer the business affairs of the City in accordance with the policies and plans established and approved by Council.

The hiring of the CAO is one of the key responsibilities of Council. The CAO is the only position that Council is directly responsible for hiring.

Accomplishment and measurement are two fundamental principles of the Governance Framework adopted by Council. Performance measurement is an important human resources management practice.

Council is responsible for the evaluation of the performance of the CAO. The CAO Performance Appraisal Committee is delegated the responsibility of overseeing the process on behalf of Council.

Guiding Principles

1. All Ad Hoc Committee work will be carried out in accordance with provisions of the Municipal Act and other governing legislation.
2. The Council's Code of Conduct, transparency and accountability will guide Committee efforts, promoting the highest ethical standards and professionalism while ensuring that the best interests of the community are met.
3. The Council endorsed corporate values of wellness, integrity and excellence will also be observed.

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4. The Council endorsed Principle Based Governance model is reflected in the Responsibilities and Duties defined below.

Mandate

The Committee's mandate defines its core areas of management and responsibility. It is the mandate of the Committee to ensure that appropriate policies, principles, procedures and roles are established for the functional areas that comprise the scope of the Committee's responsibility.

Scope of the CAO Performance Appraisal Committee Responsibilities:

The responsibilities for the Committee are:

Accomplishment and Measurement

- Oversee the process for the establishment of annual objectives for the CAO.
- Oversee the process for the annual appraisal of performance of the CAO.
- Recommend to Council any changes to CAO compensation as an outcome of the performance appraisal process.

Continuous Learning & Growth

- Ensure the development for the CAO through the establishment of an annual Professional Development Plan by the CAO.
- Ensure members of Council are oriented on their participation in the CAO performance appraisal process.
- Recommend changes to the CAO Performance Approval Process to the Governance Committee based on feedback from the CAO and members of Council.

Composition and Term

- The CAO Performance Appraisal Committee consists of the Mayor and the Chairs of PBEE, OTEs, CAFE and CSS.
- The Chairs of PBEE, OTEs, CAFE and CSS may delegate their responsibilities to the Deputy Chair of their Standing Committee (or a member of the Committee in the absence of a Deputy Chair).
- The term of committee members coincides with their appointment as Chair of PBEE, OTEs, CAFÉ or CSS.

Resources

- The Committee will retain the services of an external Human Resources consultant to assist in the execution of the CAO Performance Appraisal process.
- The Chief Administrative Officer (CAO), the Executive Director responsible for the service area and other specialists may be called upon to conduct research, communications or any other Committee identified requirements. Because Council has delegated responsibility to the CAO for the administration of the affairs of the City in accordance with decisions adopted by Council,

under the direction of the CAO staff have the responsibility and the authority to provide consultation, advice and direction to Council, and by inference to Council Ad Hoc Committees.

Operating Procedures

1. **Chair** - The Mayor chairs the Committee. The annual Performance Appraisal process is initiated by the Chair. The Chair shall vote on all motions.
2. **Meetings** – The frequency and calling of meetings is at the discretion of the Chair.
3. **Meeting Agenda** - Committee meeting agendas shall be the responsibility of the Chair of the Committee.
4. **Notice of Meetings** - Public notice of all committee meetings will be provided on the City’s electronic general calendar at least 72 hours prior to a meeting; by posting a notice in City Hall at least 72 hours prior to the meeting; and by publication in a local paper at least 72 hours prior to the meeting. It is recognized that some items consistent with Section 239 in the Municipal Act may permit a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.
5. **Meeting Minutes** - Meeting minutes will be recorded and distributed to Committee members with each meeting agenda. Minutes will capture a summary of discussions and debate without attribution
6. **Committee Working Process** - All decisions that lead to the formulation of recommendations for Council consideration will take place at the Committee meetings only and not through electronic or other outside exchanges. All pertinent information will be shared with all Committee members in advance of meetings. This can include but not be limited to meeting minutes and any supplemental information.
7. **Quorum** - A quorum shall be a majority of the whole committee (3).
8. **Attendance at Meetings** - Members of Council who are not committee members shall not attend meetings unless invited by the Mayor or at the request of the Committee.
9. **Reporting to Council** - The Committee will report to Council with recommendations for approval.
10. **Procedural Rules** - Any rule not stated herein is deemed to be provided in the current Procedural By-law, as amended from time to time.
11. **Performance Appraisal Committee Protocol** – A protocol guides the Committee’s work (Schedule 1).

Roles of Stakeholders With Respect to Committee Meetings/Business

The following key stakeholders are recognized:

1. Committee Chair
2. Committee Members
3. Chief Administrative Officer
4. Executive Director of Corporate and Human Resources
5. External Human Resources Consultant
6. City Clerk

1. Committee Chair Role

Specific roles and responsibilities for the Committee Chair include:

Preparation

1. Calling the meetings.
2. Consulting the CAO on the development of the agenda.
3. Ensuring the alignment of the Committee with the Council-approved protocol.
4. Developing an annual work plan.
5. Ensuring the confidentiality of material distributed to Committee and Council.
6. Working with Human Resources to engage the services of an external Human Resources Consultant (Consultant).
7. Meeting with the Consultant to ensure the coordination of the Performance Appraisal Process.

In Committee Meetings

8. Ensuring the Committee works within its assigned mandate.
9. Collaborating with the CAO and City Clerk to encourage efficient and effective conduct of Committee business and accomplishing the work of each meeting agenda.
10. Modeling the behavior expected of all Committee members.

Specific to decision making:

11. Maintaining order and decorum during meetings, deciding questions of procedure, and generally ensuring that the Committee work proceeds smoothly according to the Committee's work plan.
12. Engaging all Committee members in the decision making process.
13. Ensuring the Committee has sufficient information to make a decision.
14. Ensuring that the CAO has been provided with the opportunity to clarify any matters of fact or professional advice.
15. Building consensus where possible.
16. Ensuring the will of the Committee prevails.

After Committee Meetings

17. Speaking on behalf of the Committee at the Council level.
18. Acting as the primary spokesperson for any Committee-related inquiries working closely with the CAO, as required.
19. Maintaining strong communications with committee members between meetings.

2. Committee Member Role

Specific roles and responsibilities for the Committee Members include:

Preparation

1. Reading all agenda material and seeking clarification from the Chair of on any matters prior to meetings in order to make the most effective use of the Committee's time.

In Committee Meetings

2. Attending meetings and participating fully in all Committee work.
3. Debating the issues in an open, honest and informed manner to assist the decision-making process.
4. Actively contributing to reaching Committee recommendations and directions.
5. Respecting the role of Committee Chair.
6. Respecting the role of the CAO.

3. Executive Director of Corporate and Human Resources

Specific roles and responsibilities for the Executive Director include:

1. Assisting with the engagement of the external Human Resources Consultant.
2. Providing advice to the committee as required.
3. Attending committee meetings at the request of the Chair.
4. Serving in the capacity of the City Clerk when the Committee makes recommendations to Council regarding compensation.

4. Chief Administrative Officer (CAO)

Specific roles and responsibilities for the CAO include:

1. Preparing a summary of accomplishments based on the approved performance objectives for the appraisal period.
2. Preparing objectives for the approval of Council for the coming appraisal period.
3. Attending meetings at the request of the Chair.

5. External Human Resources Consultant (Consultant)

Specific roles and responsibilities for the CAO include:

1. Attending committee and Council meetings at the request of the Chair
2. Serving in the capacity of the City Clerk when the Committees present the results of the appraisal to Council.
3. Conducting the survey of Council.
4. Providing advice to the committee as required.

6. City Clerk's Role

Specific roles and responsibilities for the City Clerk include:

Preparation

1. In consultation with Committee Chair and CAO develop the Committee mandate and charter and reviewing once a term or as required.
2. Managing the legislative agenda and process for the Committee, ensuring that meetings are held in accordance with Council approved protocol and applicable legislation.
3. Calling meetings at the request of the Committee Chair.

In Committee Meetings

4. Attending, or designating staff to attend, all meetings of Council Committees.
5. Providing advice on legislative protocol and meeting procedures as requested by the Chair
6. Supervising the issuance of notices, recording of minutes and resolutions and other meeting and documentary processes

After Committee Meetings

7. Evaluating effectiveness of Committee meetings and offering suggestion for improvement to the Chair and CAO.