

CORPORATE POLICY AND PROCEDURE



POLICY	Procedure for Chief Administrative Officer Performance Appraisal
CATEGORY	departmental
AUTHORITY	Human Resources
RELATED POLICIES	CAO Performance Appraisal Committee Terms of Reference
APPROVED BY	Council

POLICY STATEMENT

This procedure provides detailed instructions for the steps involved in the CAO Performance Appraisal and 360 Degree Feedback process approved by Council.

PROCEDURE

Step 1 – Review of Job Description and Agreement on the Key Result Areas and Position Responsibilities

- This review will occur once during the term of Council and should be completed by the end of the first quarter during the first year of the Council term. The review would be initiated by the Chief Administrative Officer (CAO) with the Chairs of the Standing Committees and would be approved by all members of Council.

Step 2 – Development of Goals and Measurable Performance Goals

- The CAO's Key Result Areas are (taken from the CAO's job description):
 1. Leadership
 2. Management
 3. Communications
 4. Technical Functions
- Using the Performance Appraisal Planning and Review Form, specific Goals and Proposed Actions are to be developed for the Key Result Areas and Position Responsibilities. These are to be prepared by the CAO and the Performance Appraisal Sub-committee of Council. Upon final approval by this committee, the objectives will be presented to Council for approval. To be completed in the first quarter of each year.
- The Performance Appraisal Sub-committee of Council consists of the Mayor and the **four** Standing Committee Chairs.

Step 3 – Measurement of Performance against Goals

- The CAO will provide quarterly updates on progress towards completion of the Goals and Proposed Actions. The quarterly update will be given to all members of Council.

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- The Measurement of Performance will be completed on a formal basis in the second quarter of the second, third, and fourth years of the term of Council.
 - A summary of the results achieved is to be prepared by the CAO and included in the Actual Performance section of the Performance Appraisal Planning and Review Form. The CAO will present this information to the Mayor and Chairs of the Standing Committees Council for initial review following which all Members of Council shall be provided a summary of results achieved.
 - Council will be provided with an orientation program on how to complete the Performance Appraisal Planning and Review Form.
 - Council will then assess the actual performance for each of the Key Result Areas. First the actual performance for each goal is assessed as Not Achieved (for acceptable reason), Not Achieved (for unacceptable reasons), Achieved or Exceeded. Secondly a numerical rating is then given for each key result area. The numbers used in this rating are just a way to identify the level of achievement for each Key Result Area. This is to be completed individually by all members of Council.
 - The definitions used for rating the Achievement Level are as follows:

5= exceeds most expectations

4= exceeds some expectations

3=satisfactory (meets expectations)

2=needs some improvement

1= unsatisfactory

- The individual ratings of individual Council members are then combined to provide the one rating.
- Individual ratings and comments provided by members of Council will be reviewed and summarized by the Consultant. The Consultant will provide the Performance Appraisal Sub-committee with a summary that includes the overall performance rating, recommendation for salary, common themes from Council comments and possible issues for professional development.

Step 4 - Overall Performance Rating

- An overall performance rating is to be determined by the Performance Appraisal Sub-committee of Council using the performance ratings provided by individual members of Council. This would be completed in the spring of the second, third and fourth years of the Council term.

Step 5 – Recommendation for Salary

- Based on the overall performance rating, the Performance Appraisal Sub-committee of Council would establish a recommended salary, also to occur in the second third and fourth years of the term of Council.
- The guidelines for establishing the salary are as follows:

Level 5 – Move to the next step on the salary grid and/or provide 5% salary increase as a lump sum re-earnable amount

Level 4 – Move to the next step on the salary grid and/or provide 3% salary increase as a lump sum re-earnable amount

Level 3 – Move to the next step on the salary grid or maintain at job rate
Level 2 – No increase other than any Council approved across the board increase for NUME employees
Level 1 – No salary increase.

- The salary level corresponding to the levels indicated above would be based on the Council approved CAO compensation (i.e. 2008 approved range \$165,986 – \$216,965.38)
- The overall performance rating and the recommended salary would be presented to Council for approval.
- After Council has approved the rating and salary, the Performance Appraisal Sub-committee of Council would meet with the City Administrator to complete the Performance Appraisal Summary Form for that year and the Development of Goals and Measurable Performance Goals for the next year.

Step 6 – 360 Degree Assessment and Feedback

- The 360-degree assessment and feedback will be completed in the fall of the first year of Council's four-year term. The 360-degree feedback would be gathered from the CAO, his/her direct reports and members of Council. An external consultant would summarize the feedback and a summary of the feedback would be provided to the CAO and Mayor. An executive summary would be provided to Council. The information collected in the 360-degree feedback would be used in developing the Professional Development Plan.

Step 7 – Professional Development Plan

- In the spring of the second and third years of the Council term, the City Administrator will prepare a professional development plan. This plan will be reviewed and approved by the Performance Appraisal Sub-committee of Council. The plan may be related to issues identified in the Measurement of Performance against Goals (step 3) or the 360 Degree Assessment and Feedback Process (step 6).