

## **Policy Statement**

The Chief Administrative Officer (CAO) is the only direct employee of Council, and is the connecting link between Council and municipal operations. This position derives its authority under Sections 28, 30, and 31 of the Municipal Government Act.

- The CAO is the head of the administrative branches of the government of the municipality and is responsible to the Council for the proper administration of the affairs of the municipality in accordance with the by-laws of the municipality and the policies adopted by the Council;
- The Council shall communicate with its employees of the municipality solely through the CAO, except that the Council may communicate directly with employees of the municipality to obtain or provide information;
- The Council shall provide direction on the administration, plans policies, and programs of the municipality to the CAO; and
- No Council member, committee, or member of a committee established by the Council shall instruct or give instruction to, either publicly or privately, an employee of the municipality.

Regular performance reviews to ensure that the CAO is provided with accurate and appropriate feedback with goals of enabling and achievement of corporate objectives and improving municipal performance.

## **Purpose**

The performance evaluation of the CAO 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, Town policy, and job description;
- To set objectives and criteria for future evaluation; and
- To inform discussion of salary adjustments.

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. This is part of a continuous process of setting objectives, assessing progress, and providing ongoing 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;
- Reflect the responsibilities assigned to the CAO by contract, policy and legislation;
- 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; and
- Support administrative decision-making.

### **Scope**

This policy applies to the Chief Administrative Officer as the only employee of Town Council.

### **Policy**

The review will be completed annually following Council's review of the Strategic Plan, or another date as mutually agreed by the Committee and the CAO. The review will provide Council with the opportunity to assess the CAO's performance for the prior year and to clarify goals and expectations for the upcoming year.

Meetings of the CAO Review Committee and any meetings of Council regarding the CAO's performance review shall be held in closed session.

The goals by which the Employee is assessed shall be:

- Established annually through a mutual process of drafting and discussion leading to a mutually acceptable and clear understanding;
- Consistent and commensurate with the role and responsibilities of the CAO set out in the employment contract, CAO Policy, and the regulations and legislation of the Province of Nova Scotia;
- In all ways directed to advance the best interests of the Town; and
- Include the measures of performance that also reflect sufficient resources and time to be accomplished by the Employee and all staff where such goals will result in delegation and the engagement of others

Any comments regarding the performance of the CAO shall be strictly confidential and will not be released to any other staff member or the public.

A comprehensive appraisal form based on the core competencies of the job description and annual corporate goals and priorities should be jointly developed and agreed upon by the CAO Review Committee and the CAO.

The CAO shall be given sufficient time to prepare for and respond to the performance appraisal. The appraisal shall be conducted at a time that is convenient to both the Council and CAO.

Council shall convene an annual strategic planning session in the fourth quarter of each fiscal year to determine and/or confirm the Town's strategic direction for the coming fiscal year. The Town's strategic direction, as approved by Council, shall be documented and forwarded to the CAO within 30 days of the annual strategic planning session.

The CAO shall draft a list of goals, objectives and training requirements for discussion during the review process.

The completed appraisal document shall be signed by the Mayor and the CAO and be placed in the confidential personnel file.

Council may meet periodically throughout the year in closed session to discuss performance with the CAO, to review progress achieved on goals and priorities previously established and approved by Council.

## **Responsibilities**

There shall be a CAO Review Committee to facilitate and support excellent communications and positive collaborative effort between the CAO and elected officials. The Committee will consist of the Mayor, Deputy Mayor, and the most recent Deputy Mayor. Where the most recent Deputy Mayor is not a member of Council, Council shall appoint another member of Council by motion.

Scheduling the date and time of the annual review shall be the responsibility of the Mayor in consultation with the Committee and the CAO.

Should the annual review not have been scheduled by the end of the fiscal year, the CAO shall initiate the scheduling of the meeting with the Committee.

Clerk's Annotation for Official Policy Book	
Date of notice to Council Members of Intent to Consider [minimum 7 days notice]	____April 28, 2022____
Date of Passage of Policy	____May 10, 2022____
_____	_____
Town Clerk	Date

## **Appendix A**

### **CAO Performance Review Process**

1. The CAO will develop a Performance Review Toolkit which contains
  - a. The sections of the Nova Scotia Municipal Government Act relating to the role and responsibilities of the CAO (Sections 28, 30, and 31)
  - b. The Town's CAO Policy
  - c. This CAO Performance Review Policy
  - d. CAO Job Description
  - e. CAO Employment Contract
  - f. Goals and Key Results for the period, previously agreed-upon by Council and CAO
  - g. A Review Template including Core Competencies and Performance metrics outlined in the CAO Job Description.
2. Following on the annual strategic planning session and receipt of the Town's strategic direction from Council, the CAO will complete a self-assessment based on the documents contained in the Performance Review Toolkit.
3. Mayor and Council receives the Performance Review Toolkit and the CAO's completed self-assessment along with the draft goals, objectives and training requirements for the new fiscal year proposed by the CAO on the basis of the Town's strategic direction, and provide input to the CAO Performance Review Committee.
4. The CAO Review Committee will complete the CAO's Performance Evaluation using the review template.

The CAO Review Committee may choose to recommend to Council assistance from an outside consultant to complete the CAO's Performance Evaluation.
6. The CAO Review Committee will present the draft CAO's Performance Evaluation to Council in a closed-session.
7. The CAO Review Committee will meet with the CAO to discuss the final CAO Performance Evaluation Report.
8. The CAO Review Committee and the CAO will review goals for the CAO for the upcoming year to determine a list of priorities which are in alignment with the Council's strategic priorities and the Town's organizational capacity.
9. The Mayor and CAO will sign the final CAO Performance Evaluation Report, the original to be kept in the CAO's Employee file.