



# Staff Report

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## Administration

**Report To:** Committee of the Whole  
**Meeting Date:** May 14, 2018  
**Report Number:** FAF.18.063  
**Subject:** Establishing a Chief Administrative Officer Performance Monitoring Policy Review Committee of Council  
**Prepared by:** Shawn Everitt, Interim Chief Administrative Officer

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### A. Recommendations

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THAT Council receive Staff Report FAF.18.063, entitled "Establishing a Chief Administrative Officer Performance Monitoring Policy Review Committee of Council" for information;

AND THAT Council select 3 members of Council to sit on the Chief Administrative Officer Performance Evaluation Policy Review Committee.

### B. Overview

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This report provides Council the opportunity to select three of its members to review the current Policy related to Performance Monitoring of the Chief Administrative Officer and the Chief Administrative Officer Job Description and bring forward to a future meeting of Council a revised draft Chief Administrative Officer Performance Monitoring Policy and Revised draft Chief Administrative Officer Job Description for consideration of Council.

### C. Background

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The position of Chief Administrative Officer is most commonly referred to as the CAO.

Included in this report as (attachment 1) Staff Report CAO.10.16 "Amended CAO Performance Monitoring Policy and Procedures" was approved by a previous Council and (attachment 2) POL.COR.10.17 "CAO Monitoring Policy" is the approved Policy and Procedure for monitoring the Chief Administrative Officer.

Staff brings forward this report to establish a three member committee made exclusively of members of Council to review and provide a draft Chief Administrative Officer Performance Monitoring Policy and draft Chief Administrative Officer Job Description to Council through a future staff report.

Staff is recommending that the report be drafted by the committee and recommendations be presented by the committee members to the rest of Council. This Policy and the draft Chief Administrative Officer Job Description are key Policies and decisions for Council to bring forward.

## **D. Analysis**

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The Chief Administrative Officer is the sole Employee of Council. The Job Description that outlines the expectations and duties of such a position is of significant importance and key to the success of the management and operation of the Corporation.

Staff recommends that the committee work with the Manager of Human Resources to review and provide recommendations to Council on updating the existing Chief Administrative Officer Job Description.

The Manager of Human Resources role on this Committee is purely a staff resource, to provide information, supporting documentation and material in the review process. Staff have currently initiated a process that has provided examples of best practice policies and evaluation tools. In addition, a variety of recently developed Chief Administrative Officer Job Descriptions for the committee to review and consider have been received.

The purpose of this exercise is to create a strong base, establish an updated Chief Administrative Officer Job Description and a clear Chief Administrative Officer Performance Monitoring Plan and Procedure including the tools to implement and complete the process effectively on a routine basis.

## **E. The Blue Mountains Strategic Plan**

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Goal #4: Promote a Culture of Organizational & Operational Excellence

## **F. Environmental Impacts**

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None

## **G. Financial Impact**

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None at this time

## **H. In consultation with**

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Council

Senior Management Team

**I. Attached**

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1. Staff Report CAO.10.16 Amended CAO Performance Monitoring Policy and Procedures
2. POL.COR.10.17 CAO Performance Monitoring Policy

Respectfully Submitted,

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Shawn Everitt  
Interim CAO

For more information, please contact:  
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**STAFF REPORT: Office of The Chief Administrative Officer**



**REPORT TO:** Council  
**MEETING DATE:** September 13, 2010  
**REPORT NO.:** CAO.10.16  
**SUBJECT:** Amended CAO Performance  
Monitoring Policy and Procedures  
**PREPARED BY:** Paul Graham,  
Chief Administrative Officer

**A. Recommendation**

**THAT** Council receive Report CAO.10.16 entitled "Amended CAO Performance Monitoring Policy and Procedures" for their information and;

**THAT** Council approve the CAO Performance Monitoring Policy and Procedures dated September 13, 2010 as attached to this Report.

**B. Background**

At their meeting of August 30, 2010, Council discussed the draft document entitled "CAO Performance Monitoring" dated August 30, 2010. There were suggestions to improve that document and the recommendations contained in the Report CAO.10.13 were tabled to provide the CAO with an opportunity to revise the document. The document has been revised and distributed to the Senior Management Team for their comments which lead to some additional revisions.

The revised document entitled, "CAO Performance Monitoring Policy and Procedures dated September 13, 2010 is attached to this Report for Council's consideration.

Organizations who wish to move forward with the implementation of Performance Management require policies and procedures to accomplish this goal. The CAO Performance Monitoring Policy and Procedures which is before Council at the present time, is one of several policies which will be updated over the next year. The policy and procedures attached to this Report are presented in draft for Council's consideration.

**C. The Blue Mountains' Strategic Plan**

Strategic Goal #6 speaks of providing strong, well managed municipal government. The use of best practices by Council and Staff are critical to achieving this goal.

**D. Environmental Impact**

None

**E. Budget Impact**

None

**F. Attachment**

CAO Performance Monitoring Policy and Procedures dated September 13, 2010.

Respectfully submitted,

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J.P. (Paul) Graham, P. Eng.  
Chief Administrative Officer

For more information, please contact  
Paul Graham  
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519-599-3131 ext. 234

# TOWN OF THE BLUE MOUNTAINS

## POLICY & PROCEDURES

Subject Title: CAO Performance Monitoring

Corporate Policy (Approved by Council)

Policy Ref. No.:

Administrative Policy (Approved by CAO)

By-law No.:

Department Policy: (Approved by Mgr.)

Name of Dept.: Administration

Date Approved: September 13, 2010

Staff Report:

CAO.10.16

### Policy Statement

Systematic and continuous monitoring of the Chief Administrative Officer's (CAO) job performance will be measured against the responsibilities and duties of the CAO and expected results to be achieved by the CAO. This will include setting goals for the CAO annually.

### Purpose

The purpose of this policy is to provide clear and concise direction on evaluating the performance of the CAO.

The Mayor and Deputy Mayor and/or other members of Council shall meet quarterly with the CAO to discuss the CAO's execution of his/her responsibilities and duties and progress on the CAO's goals. This will provide an opportunity to revise the goals and to identify any new concerns. This will help ensure that there are no major surprises in the Annual Performance Review.

The CAO's salary will be reviewed annually and adjusted as part of the monitoring and assessment process if appropriate, in order to provide fair and reasonable compensation for the quality of the job being performed by the CAO.

### Application

The purpose of monitoring is to determine the degree to which Council policies and expectations are met as well as the degree to which the CAO has executed his/her responsibilities and duties.

Council will set annual goals for the CAO, in consultation with the CAO, which are measurable. Each action shall have a target date for completion.

In every case, the standard for assessing CAO compliance with Council policies and achieving the set of goals shall be based upon reasonable interpretation of the Council direction by the CAO.

Performance of the CAO will be monitored at least at a frequency as outlined in the Ontario Municipal Act and by a method determined by Council.

### **Procedures**

1. A majority of Council, in consultation with the CAO, may decide to engage a process facilitator to assist with the CAO's annual work performance process or to conduct the evaluation without a facilitator. A majority of Council may decide to engage the services of the Manager of Human Resources to contract an external facilitator. If the Manager is involved, he/she shall meet with Council to discuss this matter.
2. The process shall normally commence in late spring or early summer of each year. Council may, however, initiate a performance review at any time.
3. In April or May, the Manager of Human Resources shall consult with Council in consultation with the CAO regarding the selection of the facilitator.
4. Council and the CAO shall review the previous year's assessment tool and determine the content of the assessment tool for the current year. If Council and the CAO do not agree on the assessment tool, the majority of Council shall determine the format and content of the assessment tool. The tool may be adjusted to include assessment of special projects or assigned issues that may arise later during the year.
5. In non-election years, Council and the CAO shall review the initial performance assessment tool again during December to decide what additional special projects or assigned issues need to be added. In election years, the entire tool shall be reviewed with the new Council, who will be encouraged to keep major changes to a minimum in order to preserve continuity in the interest of fairness to the CAO.
6. During December, Council and the CAO shall determine whether to include the use of 360-degree input into the next year's process. If Council and the CAO do not agree, the majority of Council shall determine the extent of the 360-degree input.
7. If there is agreement to use a 360-degree process, Council and the CAO shall determine the sources of input into the 360-degree review. All of the input shall be kept completely confidential and may be submitted anonymously with the permission of the participant.

- a) The facilitator shall prepare a 360-degree review process to complement the main assessment tool. Council, in consultation with the CAO and the facilitator, shall complete the development for the review process in January.
  - b) Before the end of January, the 360-degree review questionnaire shall be sent to the parties providing input with a request for response by the end of February.
  - c) Before the end of January, Council members shall be asked to complete their initial assessment of the CAO and provide their response to the facilitator by the end of February.
8. The information shall be consolidated and only composite results shall be released to members of Council by the first week of March. At this point the CAO shall not receive any of the input.
  9. A closed session of Council shall be scheduled with the facilitator and Council shall attempt to arrive at a consensus that will become the final evaluation. The facilitator shall take notes and prepare a draft of the corresponding portion of the evaluation.

Council shall determine which, if any, of the raw material gathered should be provided to the CAO. Any information provided shall be provided in composite detail without identifying any individual or group of individuals.

Council shall determine the CAO's salary. The Manager of Human Resources shall gather salary data from the comparators as agreed upon. If there is a fully satisfactory performance rating of the CAO, the CAO's salary should be established between the 45<sup>th</sup> and 65<sup>th</sup> percentile of the Town Comparator Group effective January 1 of that calendar year.

10. Council will take about 2 weeks to review the final document. The document shall be signed by the Mayor and Deputy Mayor and presented to the CAO by the end of March by the Mayor and Deputy Mayor. If a majority of Council determines that minor modifications are required during the two week review period, the facilitator shall solicit input and confirm the revisions with all members of Council.
11. The CAO shall then draft an Action Plan for the next year to be presented to Council within 30 days. The Plan shall have goals, specific measurable actions and anticipated completion dates. When Council accepts the Action Plan, the Mayor and CAO will sign and date the Plan. The Plan will be reviewed quarterly and be revised as required. Council shall meet with the CAO quickly and between the quarterly reviews should any performance issue arise and the Plan would be revised accordingly. Council will discuss the Plan and any revisions with the CAO.



**Review Cycle**

This policy will be reviewed annually by the CAO and Council.

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(Signature)

DRAFT

## TOWN OF THE BLUE MOUNTAINS

### POLICY & PROCEDURES

Subject Title: CAO Performance Monitoring

Corporate Policy (Approved by Council)

Policy Ref. No.: POL.COR.10.17

Administrative Policy (Approved by CAO)

By-law No.: NA

Department Policy: (Approved by Mgr.)

Name of Dept.: Administration

Date Approved: September 13, 2010

Staff Report: CAO.10.16

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(Signature)