



Staff Report to Striking Committee

Title: CAO Performance Evaluation

From: Jenn Robinson, Director of Human Resources

Date: March 21, 2024

Staff Recommendation:

That the striking committee endorse the CAO Performance Evaluation Policy and recommend the policy to Council.

Report Summary:

As per by-law 2023-041, the CAO's performance is to be assessed by Council on an annual basis. A formal policy or procedure does not currently exist that defines Bruce County's CAO performance evaluation process. To ensure that the CAO's performance is measured in a consistent and equitable manner and promotes accountability in-line with Council priorities, the attached CAO Performance Evaluation policy has been created.

Background:

The Performance Evaluation policy has been developed with guidance from the Canadian Association of Municipal Administrators (CAMA) CAO Performance Evaluation Toolkit. The toolkit was updated in 2023 to provide best practice guidance on creating an effective process for Council to document the annual performance of the CAO which is collaborative and transparent.

The creation of this process fosters:

- A foundation for good communication
- An approach to dialogue and conversation that reduces misunderstandings
- A process for setting annual work-related goals
- A shared understanding of performance measurement
- A documented process for recognition of the CAO's achievements and assessment of what is being accomplished
- An identification of performance gaps and proactive measures
- A focus on aligning the CAO's goals with the strategic plan for the organization

The performance evaluation process navigates away from methodology using a rating scale and instead is based on communicated performance goals and development objectives. This model of performance evaluation has been utilized with Bruce County staff since 2023 and has provided improvements to our staff performance review process through fostering open

communication and clearly communicating performance expectations. The format ensures that the performance evaluation is based on tangible goals which are aligned with the strategic plan and endorsed as council priorities.

The process provides for feedback from Council in the following areas:

- Performance Goals
 - Goals developed based on Council’s priorities, the strategic plan, business plans and CAO specific goals
- Development Objectives
 - Objectives specific to the CAO regarding professional development and/or training opportunities
- Core Review Elements
 - Annual leadership expectations of the CAO
- Council Reflection
 - An opportunity for Council to comment on CAO strengths, areas for improvement, identified performance goals/development objectives for next review period, and overall satisfaction with performance

The Striking Committee in collaboration with the Director, Human Resources will collate Council feedback and create the official performance evaluation document for the performance evaluation meeting, which will be delivered annually by the Warden.

The Performance Review Cycle:



Financial/Staffing/Legal/IT Considerations:

There are no additional costs associated with the CAO Performance Evaluation Process.

Interdepartmental Consultation:

The Office of the CAO has been consulted in developing the Performance Evaluation Process.

Link to Strategic Goals and Objectives:

Culture and Capacity - Ensure a positive, inclusive and accountable work culture

Link to Departmental Plan Goals and Objectives, if any:

Report Author:

Jenn Robinson - Director, Human Resources

Departmental Approval:

Approved for Submission:

Sean Morphy, Deputy Chief Administrative Officer