



Policy: D12 - CAO Performance Evaluation

Section: Total Rewards

Department: Human Resources

Revision Date: March 20, 2025

Effective Date: May 16, 2024

1. Coverage

This policy applies to the Chief Administrative Officer and is administered by Council through the Striking Committee.

2. Policy Statement

Bruce County'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 the County government. The CAO is responsible to Council to administer the business affairs of the County in accordance with the policies and plans established and approved by Council. The CAO is the only direct employee of Council and is the connecting link between Council and municipal operations.

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

Performance evaluation is an ongoing process based on evaluating the CAO's performance using measurable criteria in alignment with Council priorities, position expectations and competencies. Regular performance evaluations ensure that the CAO is provided with accurate and appropriate feedback on the goals of enabling the achievement of corporate objectives and improving municipal performance. The CAO's performance is evaluated against the progress of the Strategic Plan and Annual Business Plan as well as annual performance goals and development objectives.

3. Procedure

Performance Evaluation Process

Step 1: Preparation of the CAO Performance Evaluation Information Package

The CAO will prepare annually a CAO performance evaluation information package which will be circulated to all members of Council. The information package will be a resource to assist Council with preparing for the completion of CAO performance evaluation feedback. In preparation of the CAO performance evaluation information package, the CAO will review and prepare the following for inclusion in the package:

- Review of By-law 2023-041: A by-law to Appoint a Chief Administrative Officer for the Corporation of the County of Bruce and Schedule A: General Duties, Roles and Responsibilities of the Chief Administrative Officer
- Review of CAO job description with recommendations for updates and modifications
- Review of the Bruce County Strategic Plan goals and objectives
- Complete the CAO self-assessment portion of the CAO Performance Evaluation Form

Step 2: Annual Performance Evaluation Preparation

The CAO's performance evaluation meeting will be delivered by the Warden and outgoing Warden¹.

The CAO's performance evaluation timeline will be confirmed annually by the Striking Committee by the second Council meeting in June. sample timelines are identified in Appendix A.

The Performance Evaluation will include the following sections:

- Evaluation of Specific Annual Council and CAO Goals for the Evaluation Period
- Evaluation of the CAO Annual Development Plan for the Evaluation Period
- Core Review Elements for the Evaluation Period (Appendix B)
 - Core review elements outline the annual leadership expectations of the CAO
- Council Reflection for the Evaluation Period
 - Provide an opportunity for Council to comment on CAO strengths, areas for improvement, identified performance goals or development objectives and overall satisfaction with performance
- Sign Off

¹ If the outgoing Warden is not available, the last serving Warden will participate in the performance evaluation meeting.

The Director, Human Resources will assist the Striking Committee in coordinating the process flow of the annual performance evaluation procedure, which will include:

- Circulation of the CAO Performance Evaluation Information Package to Council for review
- Distribution of a performance evaluation feedback tool to provide the opportunity for Council to evaluate the CAO's performance goals, development objectives and core review elements

The Striking Committee and the Director, Human Resources will meet to discuss the results submitted through Council feedback and collate the information received through the Council feedback process. This feedback will be documented on the Annual CAO Performance Evaluation Form. The Striking Committee will finalize the CAO Performance Evaluation Form for the formal performance evaluation meeting.

Step 3: Performance Evaluation Meeting

The Warden and outgoing Warden will meet with the CAO to provide formal, documented feedback as gathered through the CAO performance evaluation process. The meeting will take place consistent with the timelines as communicated by the Striking Committee. Participants will sign off on the Annual CAO Performance Evaluation and a copy of the form will be provided to Human Resources.

Step 4: Development of Performance Goals and Development Objectives

On an annual basis, performance goals and development objectives will be set for the CAO that are aligned with the approved strategic plan. The Striking Committee will delegate responsibility to the Warden and outgoing Warden to approve the annual performance goals and development objectives for the CAO.

- Using the CAO Performance Evaluation Goal Setting Form, specific annual goals and development objectives, proposed outcomes/measures, and target completion dates are to be developed in consultation with the Warden and outgoing Warden during the formal performance evaluation meeting
- The performance goals and development objectives for the coming year will be presented to Council for information.

4. References and Related Policies

1. Canadian Association of Municipal Administrators (CAMA), CAO Performance Evaluation Toolkit <http://www.camacam.ca/about/camas-toolkits/cao-performance-evaluation-toolkit>

5. Appendix A

Sample Annual Performance Evaluation Schedule

Deliverable	Responsibility	Due Date
Confirm annual timeline with Striking Committee	Director, Human Resources	Second Council Meeting in June
Initiate production of the CAO Performance Evaluation Information Package with the CAO and discuss timelines	Director, Human Resources	October 1
Complete self-assessment of goals, key performance objectives and accomplishments and finalize CAO Performance Evaluation Information Package	Chief Administrative Officer	October 15
Circulate CAO Performance Evaluation Information Package to all members of Council in electronic format	Director, Human Resources	First Council meeting in November
Develop and circulate Council feedback survey	Director, Human Resources	First Council meeting in November
Provide CAO Performance Evaluation training to Council	Director, Human Resources	First Council meeting in November
Council members to complete CAO Performance Evaluation feedback	Director, Human Resources	Second Council meeting in November
Collate and summarize Council feedback; collate all other information gathered and prepare the CAO Performance Evaluation document	Striking Committee, Director, Human Resources	December 20
Meet with CAO to deliver annual performance evaluation, sign the CAO performance evaluation form and provide evaluation to Human Resources; Develop and finalize the Performance Goals and Development Objectives document	Warden, outgoing Warden and CAO	End of Q1
Report to Council identifying CAO performance goals and development objectives for the coming year	Director, Human Resources	End of Q1

Sample Annual Performance Evaluation Schedule - Election Year

Deliverable	Responsibility	Due Date
Confirm annual timeline with Striking Committee	Director, Human Resources	Second Council Meeting in June
Initiate production of the CAO Performance Evaluation Information Package with the CAO and discuss timelines	Director, Human Resources	August 1
Complete self-assessment of goals, key performance objectives and accomplishments and finalize CAO Performance Evaluation Information Package	Chief Administrative Officer	August 15
Circulate CAO Performance Evaluation Information Package to all members of Council in electronic format	Director, Human Resources	First Council meeting in September
Develop and circulate Council feedback survey	Director, Human Resources	First Council meeting in September
Provide CAO Performance Evaluation training to Council	Director, Human Resources	First Council meeting in September
Council members to complete CAO Performance Evaluation feedback	Director, Human Resources	Second Council meeting in September
Collate and summarize Council feedback; collate all other information gathered and prepare the CAO Performance Evaluation document	Striking Committee, Director, Human Resources	First Council Meeting in October
Meet with CAO to deliver annual performance evaluation, sign the CAO performance evaluation form and provide evaluation to Human Resources; Develop and finalize the Performance Goals and Development Objectives document	Warden, outgoing Warden and CAO	Prior to October 20
Report to Council identifying CAO performance goals and development objectives for the coming year	Director, Human Resources	End of Q4

6. Schedule B

Core Review Element

Core Review Element	Description
Leadership and Staff Effectiveness	Live the corporate values, and create and nurture a culture that attracts, retains and motivates talented personnel. Promote the development and performance of employees at all levels of the organization.
Policy Facilitation and Council Relations	Assist elected officials by offering high quality policy advice, guidance, and direction for the development of Council's decisions and policies. Facilitate Council governance and decision-making and assist other community players to identify, work toward, and achieve common goals
Political Acumen	Appropriately represent council's direction and guide the work of senior management in support of this direction. Anticipate the possible impacts of decisions on the political environment
Strategic Leadership	Link business decisions with the strategic direction and long-term sustainability of the organization and look for creative solutions that support a culture of continuous improvement
Budgeting and Analysis	Prepare and manage a balanced budget to provide services at a level directed by council and promote fiscal discipline and accountability to staff ensuring that the operation of the County is efficient and effective for the short term and long term. Ensure the County is positioned to access all funding programs for which it is eligible from other levels of government.
Strategic Planning	Position the organization and the community for events and circumstances that are anticipated in the future by developing a clear plan with programs and services that reflect council's vision, mission and strategic plan including reviewing annual priorities and identifying new initiatives with Council.
Advocacy and Interpersonal Communication	Facilitate the flow of ideas, information, and understanding between and among individuals in a way that demonstrates respect. Effectively establish rapport with stakeholders including council, employees, external agencies, partners and community members. Keep council fully informed of all significant operational, financial and advocacy matters and risks relevant to the County in a timely manner.

Integrity	<p>Act to create a positive image for the municipality and have a positive impact on the community. Be a role model by demonstrating a high degree of personal integrity, fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities. Ensure public processes are transparent and accountability is clear when dealing with issues. Promote ethical behaviour and hold individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards.</p>
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