

COUNCIL POLICY



Chief Administrative Officer – Performance Appraisal

Policy #: A-25-2024

Section: Administration

Rescind Policy #: A-25

Legislative Reference: MGA Section 205.1

1 PURPOSE

- 1.1 An annual performance review is an important part of the relationship between Council and the CAO, and ultimately the success of the Municipality.
- 1.2 A Performance Appraisal should be expected to:
 - 1.2.1 Formally discuss the relationship between the Municipality and the CAO.
 - 1.2.2 Relate performance to the role, responsibilities, authority, and duties as defined by the MGA, the bylaws and policies, and the job description.
 - 1.2.3 Set objectives and criteria for future evaluation.
 - 1.2.4 Recognize strengths and weaknesses and reward or correct them.
 - 1.2.5 Serve as a basis for salary adjustment.

2 PRINCIPLES

- 2.1 The approach to the CAO evaluation should be in a positive manner, with the broad objective of improving the organization and positively impacting the CAO, Council, and Town staff.
- 2.2 All written and oral comments regarding the performance evaluation of the CAO are strictly confidential.
- 2.3 The evaluation should be conducted in an honest and fair manner. One should not permit feelings of personal likes or dislikes to enter the evaluation. Council should not let one single incident make such a vivid impact that they lose sight of the total picture. All comments should be objectively based on facts and events during the last reporting period.
- 2.4 The evaluation process should be conducted in a manner that provides for and promotes open and honest dialogue.

2 DEFINITIONS

- 2.1 “CAO” means the Chief Administrative Officer of the Town of Smoky Lake.
- 2.2 “Council” means the duly elected Council of the Town of Smoky Lake.
- 2.3 “Mayor” means the chief elected official of the Town.
- 2.4 “Performance Appraisal” is a process for evaluating and documenting how well an employee is doing their job.
- 2.5 “Town” means the Municipal Corporation of the Town of Smoky Lake.

3 CRITERIA

- 3.1 There are various criteria to be considered in assessing CAO performance. The review should include, at minimum, the following areas:
 - 3.1.1 Management and leadership practices.
 - 3.1.2 Relationship with Council.

Policy # A-25-2024

- 3.1.3 Relationship with staff.
- 3.1.4 Relationship with the public and media.
- 3.1.5 Objectives and accomplishments.
- 3.1.6 Areas for improvement/suggested training.

3.2 The Performance Appraisal will be based on the following criteria:

- 5 = Excellent (almost always exceeds the performance standard)
- 4 = Above Average (generally exceeds the performance standard)
- 3 = Average (generally meets the performance standard)
- 2 = Below Average (generally does not meet the performance standard)
- 1 = Poor (rarely meets the performance standard)

4 PROCEDURE

- 4.1 A formal Performance Appraisal shall be completed on the anniversary date of the CAO's starting date, or at the beginning of January, at the discretion of Council.
- 4.2 The CAO shall add the agenda Item "CAO – Performance Appraisal" three (3) months prior to the appraisal to determine if Council would like to hire a consultant to assist with the appraisal or complete it internally.
- 4.3 If a consultant is to be hired, the CAO will issue a request for proposal and bring back the options to Council for consideration. Once hired, the consultant shall lead the Performance Appraisal process.
- 4.4 If the Performance Appraisal is to be completed internally, the CAO shall hand out the Performance Appraisal Policy and evaluation (Schedule A) to all of Council.
- 4.5 The CAO shall add the agenda Item "CAO – Performance Appraisal" to the agenda in Closed Session at least six weeks prior to the deadline and will add it as a regular item to the following agendas as needed for completion.
- 4.6 All of Council shall complete the evaluation prior to the closed session to be discussed to reach a consensus on ratings and feedback.
 - 4.6.1 When significant differences in feedback are received by individual Councillors, Council may choose to rate according to the majority. (eg. One rating of '1' and four ratings of '4').
 - 4.6.2 Council shall establish objectives for the CAO for the following year with the CAO's self-evaluation being taken into consideration.
 - 4.6.3 Council shall determine any salary increases, based on performance (CAO Salary grid to be provided by the CAO to Council for consideration).
- 4.7 The CAO shall complete a self-evaluation, using the same CAO Performance Appraisal to be submitted to Council in closed session.
- 4.8 Council may request that direct reports to the CAO complete section three (3) of the Performance Appraisal, to be submitted back to the Mayor.
- 4.9 The Mayor shall compile a single Performance Appraisal form based on Council's feedback.
- 4.10 Council shall review the Performance Appraisal with the CAO in closed session and set goals and objectives for the following year.
- 4.11 The Performance Appraisal shall be signed by the Mayor and CAO and filed in the CAO's confidential personnel file.

4.12 The CAO shall add an informal CAO performance “check-in” quarterly, in closed session, to received feedback from Council on a regular basis.

4.13 Council may add CAO performance “check-ins” to the agenda as they deem necessary.

	DATE	RESOLUTION NUMBER
Approved	April 6, 2021	Motion 248-2021
Ammended	October 21, 2024	594-2024

Original Signed _____

Amy Cherniwchan
Mayor

Original Signed _____

Dawn Phillips
Chief Administrative Officer

SCHEDULE 'A'

CAO PERFORMANCE APPRAISAL

CAO Evaluated:

Date Completed:

Rating Scale

5 = Excellent (almost always exceeds the performance standard)

4 = Above Average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below Average (generally does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

	Excellent		Average		Poor
	5	4	3	2	1
1. Leadership and Management					
1.1. Does the CAO display a positive leadership style in their dealings with the public, staff, Council, and municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2. Does the CAO model the values of the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3. Does the CAO have a clear understanding of the background of major issues and the decision-making process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4. Does the CAO show a clear understanding of all issues (including global) that impact the municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5. Does the CAO ensure resources are allocated in line with strategic objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
2. Relationship with Council					
2.1. Does the CAO communicate issues and recommended solutions in a timely and effective manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2. Does the CAO effectively implement the directions (bylaws, resolutions, policies) of Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3. Does the CAO facilitate Council and Councillors' work, training, and orientation by providing information and well-informed advice?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Excellent		Average		Poor
	5	4	3	2	1
2.4. Does the CAO respect the power and authority of Council and understand the limitations of the CAO position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5. Does the CAO respect the role of Council as a whole and of individual Councillors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6. Does the CAO effectively contribute to a productive working relationship with Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
3. Relationship with Staff and Leadership					
3.1. Does the CAO support and encourage staff to participate in development and training opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2. Does the CAO actively motivate personnel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3. Does the CAO have a cross-training and succession plan for all staff positions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4. Does the CAO actively provide annual Performance Appraisals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5. Does the CAO conduct research into competitive compensation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6. Does the CAO work to attract skilled people to the Municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7. Does the CAO ensure staff has a clear understanding of their roles in relation to Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8. Does the CAO ensure staff are involved in the decision-making process and informed of the final decisions of Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

	Excellent		Average		Poor
	5	4	3	2	1
4. Understanding the Public and Local Media					
4.1. Does the CAO keep the public informed of the services offered by the Municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2. Is the CAO effective in dealings with the public?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3. Does the CAO convey their support of Council to those external to the Municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4. Does the CAO know who the major public stakeholders are and what views they hold in relation to Council and the Municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5. Does the CAO facilitate an effective public engagement process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
5. Objectives and Accomplishments					
5.1. Does the CAO effectively lead the operations of the Municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2. Does the CAO communicate a clear plan that embodies the vision, mission and strategic plan of the Municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3. Does the CAO actively support the Council and the Municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4. Is the CAO effective in establishing objectives, operating, and financial plans?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5. Does the CAO provide continuous monitoring and evaluation of the objectives and plans, adjusting as required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

	Excellent		Average		Poor
	5	4	3	2	1

6. Areas for improvement

6.1 Are there any specific training opportunities that the CAO should be utilizing?

Comments

7. Overall Annual Rating

7.1. How has the CAO performed overall in the last year?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments

8. Goals and objectives for upcoming year

- 1.
- 2.
- 3.
- 4.
- 5.

	Excellent	Average	Poor
	5	4	3
			2
			1

Comments:

9. ACKNOWLEDGEMENT

I acknowledge that I have had the opportunity to discuss this performance evaluation with Council and I have received a copy of this evaluation.

CAO Signature: _____ Date: _____

Mayor Signature: _____ Date: _____