

Policy No.: A-25	Section: Administration	Page #1 of 9
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Title:	Chief Administrative Officer - Performance Appraisal
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Legislation Reference:	Municipal Government Act
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Purpose: To provide the Chief Administrative Officer with a Performance Appraisal Evaluation.

1. STATEMENT:

- 1.1 The performance of the Chief Administrative Officer (CAO) can have a direct and lasting impact on the ability of Council to carry out its mandate that a functional and successful relationship viewed is essential.
- 1.2 It is in everyone's best interests that an atmosphere of trust, respect and transparency develop and characterize this relationship between Council and CAO.

2. OBJECTIVE:

- 2.1 In accordance with the *Municipal Government Act – Section 205.1*, Council must provide an annual written performance evaluation of the Chief Administrative Officer (CAO).
- 2.2 Systematic assessment and monitoring of the Chief Administrative Officer job performance will be measured with respect to fulfilling the responsibilities as established by *Town Bylaw: Chief Administrative Officer* and as stated in the *Municipal Government Act*.

3. DEFINITION:

- 3.1 "Chief Administrative Officer" is the person appointed by Council as the Chief Administrative Officer pursuant to Sections 207- 210 of the Municipal Government Act.
- 3.2 "Council" means the Mayor and Councillors of the Town of Smoky Lake for the time being elected pursuant to the provisions of the Local Authorities Election Act whose term is unexpired, who have not resigned and who continue to be eligible to hold office as such under the terms of the Municipal Government Act.
- 3.3 "Performance Appraisal" also referred to as a performance review, performance evaluation or employee appraisal is a method by which the job performance of an employee is documented and evaluated performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations.

Policy Statement and Guidelines:

4. GUIDELINES:

- 4.1 A Performance Appraisal is expected:
- 4.1.1 To formally discuss the relationship between the Town of Smoky Lake and the CAO.
 - 4.1.2 To relate performance to the role, responsibilities, authority, and duties as defined by the *Municipal Government Act*, bylaws and policies and the job description.
 - 4.1.3 To set objectives and criteria for future evaluation.
 - 4.1.4 To recognize strengths and weaknesses and reward or correct them.
 - 4.1.5 To serve as a basis for salary adjustment.
- 4.2 The Performance Appraisal Format will be based on the evaluation of the following core Performance Factors as indicated in the *Municipal Government Act – Section 207*: CAO responsibilities and *Section 208*: major administrative duties:

Section A:

- 4.2.1 Management and Leadership Practices
- 4.2.2 Relationship with Council
- 4.2.3 Relationship with Staff
- 4.2.4 Relationship with Public and Media

Section B:

- 4.2.5 Objectives
- 4.2.6 Accomplishments
- 4.2.7 Areas for improvement

Section C:

- 4.2.8 Chief Administrative Officer (CAO): Comments
- 4.2.9 Follow-up: Comments

Section D:

- 4.2.10 Sign-Off: Signatures

- 4.3 The Performance Appraisal Review will be based on a Rating Criteria to ensure commonality of language and consistency on overall ratings. As follows:

Rating	Definition
1 - 2	Performance falls short of requirements
3 - 4	Performance is satisfactory.
5 - 6	Performance meets requirements.
7 - 8	Performance beyond requirements.
9 - 10	Performance is exceptional.

There should be supporting comments to justify ratings of "Outstanding", and "Below Standard".



5. PROCEDURES:

- 5.1 The Town of Smoky Lake Council, as a whole leads the Performance Appraisal process, reports on the evaluation to the entire Council, and makes recommendations; in accordance with **Schedule "A": Chief Administrative Officer (CAO) Performance Appraisal**.
- 5.2 The evaluation process shall commence at a time of the choosing of Council, but generally annually beginning in January of the new year term and completed by June.
- 5.3 Council will schedule a meeting to hold the Chief Administrative Officer – Performance Evaluation. This meeting shall be held in an “Closed Session” for Council to arrive at a consensus that will become the official evaluation, signed by the Mayor or Deputy Mayor. At this point the CAO shall not receive any of the input.
 - 5.3.1 Council shall review the previous year’s assessment criteria, process, and objectives for the current year.
 - 5.3.2 The current Job Description – **Town Bylaw: Chief Administrative Officer** - can be used to assist in the Performance Appraisal Review.
 - 5.3.3 The CAO’s level of performance will be rated as per criteria outlined in Section each performance factor used to evaluate the CAO work performance will be reviewed with the CAO.
 - 5.3.4 Council will acquire monitoring data by Council review to assess compliance, in which the Mayor is the designated member to consolidate and compose results with the appropriate policy criteria.
- 5.4 Council will schedule a second meeting held in “Closed Session” to meet with the Chief Administrative Officer. Council and the CAO shall subsequently discuss the feedback to enable complete feedback.




5.5 To complete the process:

5.5.1 The CAO shall respond in writing to Council with respect to the feedback.

5.5.2 The CAO shall be requested to sign the evaluation and the original copy will be kept on file in the CAO's confidential personnel file and a copy provided to the CAO.

5.6 Town of Smoky Lake Council shall subsequently determine any Chief Administrative Officer's remuneration adjustments based on economic conditions, benchmark data, performance and any other factors; and as part of the monitoring and assessment process in order to provide fair and reasonable compensation for the quality of the job being performed by the CAO.

	DATE	RESOLUTION NUMBER
Approved	April 6, 2021	Motion No. 248-2021
Amended		
Amended		



Hank Holowaychuk
Mayor

Adam Kozakiewicz
Chief Administrative Officer

SCHEDULE "A"
**PERFORMANCE APPRAISAL OF THE CHIEF ADMINISTRATIVE OFFICER
(CAO)**

Section A: Performance Factors		
A.1	Management and Leadership Effectiveness	Rating
1.	Leadership style fits the Municipality's needs.	_____
2.	Obtains and allocates resources consistent with strategic objectives.	_____
3.	Demonstrates a good understanding of the major issues facing the Council and the Municipality.	_____
4.	Exercises good judgment in dealing with major issues.	_____
5.	Demonstrates consistent values of high ethical awareness, honesty, fairness, and courage.	_____
6.	Demonstrates a clear understanding of the local, regional, provincial, and national and global issues impacting the Municipality.	_____
7.	Provides positive leadership to staff and elected officials.	_____
8.	Identifies, assesses, and manages the principal risks to the Municipality.	_____
Comments: <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px;"></div>		
A.2	Relationship with Council	Rating
1.	Presents matters to Council within appropriate timeline.	_____
2.	Acts on Council's resolutions/motions and direction in a timely manner.	_____
3.	Facilitates Council's governance, decision-making and committee work.	_____
4.	Facilitates the orientation and training of Councillors.	_____
5.	Keeps Council fully informed on all important aspects of the status and development of the Town of Smoky Lake.	_____
6.	Respects the division of authority between Council and the CAO.	_____
7.	Maintains a positive working relationship with the Mayor and Councillors.	_____
Comments: <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px;"></div>		



A.3 Relationship with Staff		Rating
1.	Actively supports and encourages professional development among the staff.	_____
2.	Effectively attracts, retains, motivates, and leads a team capable of achieving municipal objectives.	_____
3.	Ensures staff succession, including long-term development of candidates for the CAO position.	_____
4.	Promotes a clear understanding of roles between staff and elected officials.	_____
5.	Ensures an effective participative process of strategic planning to achieve the vision and mission such that Council and employees feel ownership of the final product.	_____
6.	Ensures staff are involved in a meaningful way with decision making.	_____
7.	Effectively communicates Council's decisions to staff.	_____
Comments:		

A.4 Relationship with the Public and Media		Rating
1.	Serves as chief administrative spokesperson, communicating effectively with all stakeholders.	_____
2.	Appropriately represents Council's direction.	_____
3.	Appropriately represents the Town of Smoky Lake and Council in the community.	_____
4.	Appropriately represents the Town of Smoky Lake and Council outside of the community.	_____
5.	Ensure that the public perceive the Council and the Town of Smoky Lake in a positive light.	_____
6.	Ensure that the Municipality maintains appropriate public engagement.	_____
Comments:		

B.1 Objectives & Accomplishments

1. Leads the operations of the Town of Smoky Lake and communicates a clear plan that reflects Council's vision, mission and strategic plan, and that is well understood, widely supported, consistently applies and effectively implemented.
Rating: _____ **Comment:** _____

2. Establishes objectives, operating, and financial plans for the Town of Smoky Lake that meets the needs of the public, employees, and the broader community in accordance with legislation and Council policy.
Rating: _____ **Comment:** _____

3. Continuously monitors and evaluates objectives, plans to ensure they are being achieved and taken action as needed.
Rating: _____ **Comment:** _____

4. Ensures the Town of Smoky Lake meets or exceeds the financial and operating performance goals as set out in the annual plans.
Rating: _____ **Comment:** _____

5. Reviews and where appropriate, adjusts the long-term strategies and objectivities of the Town of Smoky Lake in consultation with Council.
Rating: _____ **Comment:** _____

6. Effectively manages both the short- and long-term growth of the Municipality in a manner consistent with the strategic direction adopted by Council.
Rating: _____ **Comment:** _____

Key Objectives
 (These should be developed by the Chief Administrative Officer and reviewed by Mayor and Council.)

Key Objectives	Results

Overall impression of performance and results achieved.

B.2 Accomplishments

1. What are the CAO's greatest strengths?

2. What are the things that you have most appreciated that the CAO has accomplished so far this year?

3. What are specific areas where the CAO needs to turn his/her attention in the coming year?

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

B.3 Performance Areas which need Improvement

Rank in order of importance 1-10

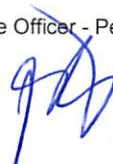
Policy advice, development of new initiatives _____

Leadership vis-à-vis staff _____

Budgetary advice and control _____

Technical Functions _____

Public Image _____



Section C: CAO Comments

C.1 Chief Administrative Officer (CAO):

Comments:

C.2 Follow-up:

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve his/her performance. (e.g., types of external or internal development courses/seminars. Changes in management practices, etc.).

- _____
- _____
- _____
- _____
- _____

Section D: Sign-Off

SIGNATURES:
SIGNATURE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO) - (THIS INDICATES ONLY THAT THIS APPRAISAL HAS BEEN DISCUSSED WITH YOU, NOT WHETHER YOU AGREE OR NOT WITH THE COMMENTS/RATING).

_____	_____
Mayor or Deputy Mayor	Date
_____	_____
Chief Administrative Officer	Date

NOTE:
Signature does not necessarily denote agreement with official review and means only that the **Chief Administrative Officer (CAO)** was given opportunity to discuss the official review with **Council**.

