



The City of Summerside
CAO Performance Monitoring Policy
Policy # P-CS-16
Approved November 21, 2011

Preamble:

It is desirable that Council conduct a review of the CAO's performance on an annual basis in December/January of each year in order to maintain an effective Council and CAO relationship. As the Employer, Council has an obligation to communicate to the CAO their desire for him or her to focus on particular community priorities. These priorities are not an individual Council members' direction, but rather the agreed direction of Council. As well, the Employer has the responsibility to communicate to the CAO the fact that his or her contributions are recognized. The review will provide Council the opportunity to review the CAO's performance for the prior year and to clarify goals and expectations for the upcoming year. As part of the review, Council will ensure that the CAO is advised where necessary on areas needing improvement and that the CAO receives recognition for satisfactory or outstanding performance.

A "**Standing Committee on CAO Matters**" consisting of the Mayor and two Councillors shall be formed annually through the appointment process to assist in this entire process described below and shall assist the processes on an ad hoc basis.

Procedures:

1. City Council may use a facilitator to assist with the Chief Administrative Officer's (CAO's) work performance evaluation process. A majority of City Council may decide to engage a process facilitator or to conduct the process without a facilitator. A majority of Council may decide to engage the services of the Director of Human Resources or contract an external facilitator.
2. The process shall commence at a time of the choosing of Council but generally annually beginning in December/January and triggered by the Director of Human Resources. The process should be completed by March 31 annually.
3. In December the Director of Human Resources shall consult with City Council with respect to the preferred process.
4. City Council shall review the previous year's assessment criteria, process and instrument for the current year. The instrument may be adjusted to include assessment of special projects or assigned issues that may arise from time to time.
5. City Council shall determine whether and how to include the use of 360-degree input into the process. Council shall determine the sources of input into the 360-degree instrument. All of the input shall be kept completely confidential and may be provided anonymously with the permission of the participant.

- a. The facilitator shall prepare a 360-degree assessment instrument to complement the main assessment instrument. Council will determine to what degree the entire 360 feedback is used.
 - b. Before the end of January, the 360 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.
6. The information shall be consolidated and composite results shall be shared with City Council in March. At this point the CAO shall not receive any of the input.
7. An in-camera meeting shall be scheduled with City Council to arrive at a consensus that will become the official evaluation.
8. The document shall be signed by all members of Council and presented to the CAO by the standing committee by the end of March.
9. City Council and the CAO shall subsequently discuss the feedback at an in-camera meeting to enable complete feedback.
10. To complete the process:
- a. The CAO shall respond in writing to Council with respect to the feedback.
 - b. The CAO shall be requested to sign the evaluation and the original kept on file by the Director of Human Resources with copies to Council and the CAO.
11. The CAO shall, within 30 days, draft an Action Plan for the next year to be presented to Council within 30 days. The Plan shall consist of goals for the upcoming year, specific measurable action items, 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.