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<i>Human Resources</i>	<i>Chief Administrative Officer – Performance Management</i>

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Procedure Owner	Corporate Administration, Human Resources, Director Human Resources
Parent Policy	XXX - Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management
Approval Body	Regional Council
Approval Date	
Effective Date	
Review by Date	

The following procedure outlines the annual Chief Administrative Officer (CAO) Performance Management process:

1. On an annual basis, the Director Human Resources (HR) initiates the Performance Appraisal process in consultation with Regional Chair (Chair)
 - Director HR initiates with Chair within the same timelines as the Non-Union Performance Management Program cycle.
 - Director HR and Chair prepare Performance Appraisal documents for approval by Chair, and then completion by CAO.
 - Director HR and Chair prepare CAO Performance Evaluation Survey to be distributed to all members of Council for completion.
 - Director HR and Chair assume accountability for process to begin CAO consultation and preparation for the annual performance appraisal process.
2. CAO is issued Performance Appraisal documents
 - CAO provided Performance Appraisal documents to complete first part of assessment process; completion of their self-assessment based on senior leader competencies, their annual objectives and development plan.
 - CAO submits completed Performance Appraisal documents to Regional Chair by required submission date.
3. Regional Council invited to participate in CAO Performance Appraisal
 - Chair distributes CAO Performance Evaluation Survey to all members of Council.

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- Members of Council complete CAO Performance Evaluation Survey and return to Chair by required submission date.
4. Chair reviews all documentation to determine final rating, and creates Performance Appraisal report to Council.
 - Reviews Council feedback provided in CAO Performance Evaluation Survey that contain aggregated results and comments summary.
 - Reviews CAO submission of Performance Appraisal documents.
 - In consideration of the above, completes the Leader section of the CAO Performance Appraisal form
 - Provides feedback to CAO taking into account Council CAO Performance Evaluation survey, the CAO self-appraisal, and any additional Chair feedback.
 - Determines final performance rating.
 5. CAO Performance Appraisal Report for submission to Council prepared by the Chair.
 - Report based on Council CAO Performance Evaluation survey, the CAO self-appraisal, and any additional Chair feedback.
 - Report structured to answer questions, such as:
 1. How well did the CAO's performance align with Council's Strategic Priorities.
 2. How well did CAO's performance align with annual objectives.
 3. What themes or key discussion points emerged?
 4. Is there a recommendation for performance development planning for next cycle?
 5. What is the final performance rating?
 6. Regional Chair meets with the CAO to review CAO Performance Appraisal Report
 - Chair and CAO engage in feedback discussion, discuss any revisions of the Report for consideration by the Chair.
 - Once discussion(s) are complete, sign off by the CAO and Chair will then occur.
 7. Chair report out to Council for Performance Appraisal approval.
 - Chair presents Report to Council, which will include Performance Rating.
 8. Council approval of CAO Performance Rating and CAO compensation
 - Council approves Chair Report on CAO Performance, and the Rating
 - Any improvement to CAO compensation aligns with Non-Union Compensation Policy and Salary Administration Procedure, unless approved otherwise by Regional Council.
 - Amendment of CAO employment contract, if any, is subject to Council approval.

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9. CAO with Chair completes next year Performance Objectives and Development Plan draft within the same timelines and utilizing all documents of the Non-Union Performance Management Program.
 - CAO and Chair complete the Objective and any Development plan for coming year.
10. Council approves Objectives and Development Plan
 - CAO Objectives and Development Plan for the performance year are approved.

Definitions

Regional Chair: Ensures the mandate of this XXX Procedure is fulfilled annually in accordance with the Non-Union Performance Management program. Includes, development and execution of annual performance management schedule, providing feedback to CAO; Objective and Development Plan setting for the performance year, as well as integrity and confidentiality requirements.

Chief Administrative Officer: Completing annual performance appraisal; engaging in all aspects of the performance management process as laid out in XXX Policy. Engaging in development of annual Objectives and Development Plan. Report(s) provided to Chair and Council as required.

Director, Human Resources: Responsible for facilitating with the Chair and CAO the Performance Management Program process and all associated tools used to support same. Sources and serves as primary point of contact for additional resources or supports such as Legal or Consultants. Provides guidance and advice to Chair, CAO, and Council as required, is required to attend all meetings with Council, and any other meetings on request of the Chair.

Regional Clerk: Ensures required governance related supports and advice to ensure effective completion of the process and provides agenda and meeting management functions. Attends all meetings of Council.

Performance Appraisal: is a key performance indicator of the effectiveness of the CAO's strategic management decisions and actions. This is executed through a standardized set of documents prepared by Human Resources as part of the Performance Management Program that allows for both the CAO and Chair to document performance. A performance assessment and rating are attached to the appraisal. This performance appraisal and rating are then aligned to the Non-Union Compensation Policy and Salary Administration Procedure to determine any increase in annual compensation, or compensation as otherwise approved by Council.

Performance Appraisal process: Is the standardized and approved methodology used to ensure a quality, equitable performance process is conducted. It entails a standard timeline, series of steps and evaluation methodology and tools.

Performance Management Program: Is the complete set of documents, tools and instructions as well as pictorial workflow for the performance appraisal process. The program consists of performance appraisal documents; objective and development planning documents for the upcoming year; CAO

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competencies; instructions and workflow document as well as open appendices for any additional documentation deemed relevant by the CAO, Chair, or Council.

Competencies: Are the attitudes and behaviours required at a high level of performance for an individual to be successful in a role.

Council Performance Evaluation Survey: a qualitative and quantitative method based on a questionnaire to gather information and feedback on CAO impact and performance in the performance evaluation year.

CAO Performance Appraisal Report: A Report prepared by the Chair, which may include support of the Director HR, based on constructive feedback that summarizes findings from the assessment process as well as recommendations on a performance rating and performance objective and development planning.

1. Appendices

None

2. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date

Revision History

Revision No.	Date	Summary of Change(s)	Changed by