



**CAO Performance Appraisal Review Panel
Monday, October 30, 2017 – 12:00 p.m.
Bud Clayton Memorial Room,
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

- 1. Call to order**
- 2. Adoption of the agenda**
 - a) **That** the agenda for the October 30, 2017 meeting of the Chief Administrative Officer Performance Appraisal Review Panel be adopted.

- 3. Disclosure of pecuniary interest and general nature thereof**

- 4. Adoption of minutes**
 - a) There are no minutes for adoption.

- 5. Closed meeting**

- a) **Resolved That** Chief Administrative Officer Performance Appraisal Review Panel resolve itself into closed session as authorized under Section 239 of The Municipal Act, to consider:
 1. personal matters about an identifiable individual, including municipal or local board employees - as it relates to the annual performance appraisal of the Chief Administrative Officer.

That the Chief Administrative Officer Performance Appraisal Review Panel rise without reporting.

- 6. Reports**

- a) **2017-139
Corporate Services
Development of a CAO 360 Performance Review**

Be It Resolved That the Manager of Human Resources be directed to investigate and prepare a list of questions and procedures for carrying out a 360 Performance Review process for the Chief Administrative Officer and report back to the Review Panel no later than January, 2018.

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7 - 8

7. Next meeting date

8. Adjournment

By-Law No. 2017-0028

of

The Corporation of the County of Frontenac

Being a By-Law to Adopt a Chief Administrative Officer Performance Appraisal Policy

Whereas in the past, the annual performance appraisal of the Chief Administrative Officer for the County of Frontenac has been carried out by the Warden and Deputy Warden with a verbal report being provided to Council in closed session;

And Whereas there is no formalized policy in place for assessing or carrying out the Performance Appraisal of the Chief Administrative Officer;

And Whereas the Council of the County of Frontenac deems it expedient to pass a Chief Administrative Officer Performance Appraisal Policy;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac authorizes the following:

1. **That** Council hereby adopts the Chief Administrative Officer Performance Appraisal Policy for the County of Frontenac attached hereto as Schedule "A" to this by-law;
2. **That** this By-law shall come into force and take effect upon the date of final passing.


Read a First and Second Time this 19th day of July, 2017.

Read a Third Time, Signed, Sealed and Finally Passed this 19th day of July, 2017.

The Corporation of the County Of Frontenac



Ron Vandewal, Warden



Jannette Amini, Clerk



HR Policy & Procedure Manual

Index Number: A09-HR-XX-XX

Human Resources

Replaces: N/A

Subject:

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Approved: July 19, 2017

Effective Date: July 19, 2017

Revised:

Policy: Performance Appraisal for the Chief Administrative Officer

Objective:

The objective of this policy is to outline the procedure for the evaluation of the performance of the Chief Administrative Officer and reporting of same to County Council.

It is understood that the performance appraisal of the CAO will be based upon the core competencies for the position and achieving the objectives outlined by Council – both on a strategic corporate and personal development level.

Definitions:

Chief Administrative Officer or CAO or Employee refers to the senior employee of the County of Frontenac as described by the *Municipal Act*, S. 229. The CAO reports directly to Council.

Performance Appraisal or PA means the process adopted by the County of Frontenac for the purposes of Council evaluating the performance of the Chief Administrative Officer for the County.

Protection of Privacy means the responsibility to ensure that confidential information obtained in the process of evaluating the performance of the CAO remains confidential in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

Review Panel refers to the Mayors of the four municipalities who sit on the Council of the County of Frontenac. The Review Panel shall be Chaired by the sitting Warden and supported by the Manager of Human Resources. The Review Panel shall be considered a Committee of Council and bound by the meeting requirements of the County's Procedural By-law and the *Municipal Act*.

Procedure:

1. For the purpose of determining the timing of the Performance Appraisal for the CAO, the date of hire (or promotion) to the position will be utilized.



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2. All communications, correspondence and forms completed during the performance appraisal process are considered confidential in order to ensure the protection of privacy of the incumbent.
 3. Unless superseded by an employment contract or an engagement letter, the process outlined in this policy (including a 360° review) will also be utilized to evaluate the performance of the CAO at the conclusion of a six month probation period.
 - a. Prior to hiring (or promotion) to the position of CAO the nature of this policy will be disclosed to the potential candidate.
 4. The annual PA process will proceed as follows:
 - a. In the month of the anniversary date, the CAO will provide to the review panel the following:
 - i. A list of accomplishments on a professional and personal development level. The accomplishments will be tied to the goals and objectives outline in the previous PA, or in the event of a probationary review, the goals and objectives outline in the letter of engagement.
 - ii. A completed PA form completed in draft for consideration by the panel.
 - iii. A draft outline of objectives for the upcoming year.
 - iv. Any other information deemed necessary for the evaluation of the CAO's performance (e.g., reports, research, commendations)
 - b. At least once per Council term, the Review Panel will work with the Manager of Human Resources to conduct a 360° review including Directors, Managers and front line staff. At the discretion of Council, the 360° review may include key outside stakeholders.



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- i. The 360° will be coordinated by the Manager of Human Resources in a confidential manner and provided to the Review Panel in an aggregate format that protects the confidentiality of the respondents.
 - c. The Review Panel shall review their findings and provide a final draft Performance Review and objectives for the upcoming year to the CAO for review and comment.
 - d. The CAO can:
 - i. Sign the Performance Review, acknowledging the feedback
 - ii. Acknowledge but not sign the PA and provide comment to the Review Panel
 - iii. Request a subsequent meeting with the Review Panel to provide clarification.
 - e. Should a stalemate over the contents of the PA occur between the Review Panel and the CAO, the parties may agree to non-binding mediation by an objective third party.
 - f. Upon completion of the Performance Review the Chair/Warden shall provide a summary report to all of Council in closed session.
5. Should a step increase be available and approved, the effective date shall be the anniversary date for the incumbent.



Report 2017-139

Council Information Report

To: Chair and Members of Chief Administrative Officer Performance Appraisal Review Panel

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Barb McCulloch, Manager, Human Resources

Date of meeting: October 30, 2017

Re: **Corporate Services – Development of a 360 Performance Review Process for CAO**

Recommendation

Be It Resolved That the Manager of Human Resources be directed to investigate and prepare a list of questions and procedures for carrying out a 360 Performance Review process for the Chief Administrative Officer 2018 review and report back to the Panel no later than January, 2018.

Background

At the regular Council meeting held July 19th, 2017, Council passed By-law No. 2017-0028, being a By-Law to Adopt a Chief Administrative Officer Performance Appraisal Policy. As part of that Policy, at least once per Council term, the Review Panel is to work with the Manager of Human Resources to conduct a 360 review including Directors, Managers and front line staff. At the discretion of Council, the 360 review may include key outside stakeholders.

Comment

As per the Human Resources policy, Performance Appraisal for the Chief Administrative Officer, the Manager of Human Resources would like to commence work on preparing the 360 Performance Review to be used to provide feedback on the performance of the Chief Administrative Officer. The Manager will draft the questions to be used and collaborate with the Review Panel to finalize and discuss to whom the 360 Performance Review should be sent. The Manager of Human Resources will report back to the Review Panel in January 2018. This will ensure that a 360 review is completed for the

Chief Administrative Officer as part of his 2018 annual performance appraisal, which falls within the current term of Council.

The members of the Review Panel are encouraged to email the Manager of Human Resources with any questions that they would like considered for inclusion in the 360 Performance Review questionnaire for consideration in the report which will be presented to the Panel by January, 2018.

Sustainability Implications

As per the policy, Performance Appraisal for the Chief Administrative Officer, a 360 Performance Review should be completed once per Council term.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Kelly J. Pender, Chief Administrative Officer
Jannette Amini, Manager of Legislative Services