

	<b>Governance Policy</b>
	Section: Council - Committees
	Policy # CL – 5.6 Pg. 1 of 6 <b>CAO Performance Appraisal Committee</b>
Revision Date:	Issue Date: October 28, 2019
Approved by: Council	Review Date: October 28, 2022

**PURPOSE**

Ad Hoc Committees of Council are created to enable Council’s work. Ad Hoc Committees work on behalf of Council to provide advice and make recommendations to Council.

A primary function of Council is to ensure the effective management of the affairs of the Corporation of the Township of Wilmot for the purpose of ensuring the efficient and effective operation of the municipality.

Wilmot’s model of administration follows the Municipal Act in the establishment of a Chief Administrative Officer (CAO) position as the head of the administrative arm of the Township government. The CAO is responsible to Council to administer the business affairs of the Township in accordance with the policies, plans established and approved by Council.

The hiring of the CAO is one of the key responsibilities of Council. The CAO is the only position that Council is directly responsible for hiring.

Accomplishment and measurement are two fundamental principles of any governance framework. Performance measurement is an important human resources management practice.

Council is responsible for the evaluation of the performance of the CAO. The CAO Performance Appraisal Committee is delegated the responsibility of overseeing the process on behalf of Council.

---

**SCOPE**

**Guiding Principles**

1. All Ad Hoc Committee work will be carried out in accordance with provisions of the Municipal Act and other governing legislation.
2. The Council’s Code of Conduct, transparency and accountability will guide Committee efforts, promoting the highest ethical standards and professionalism while ensuring that the best interests of the community are met.
3. The corporate values of wellness, integrity and excellence will also be observed.

**Mandate**

The Committee’s mandate defines its core areas of management and responsibility. It is the mandate of the Committee to ensure that appropriate policies, principles, procedures and roles are established to conduct the CAO’s performance appraisal. The performance appraisal is

intended to be an objective assessment of the CAO's performance; rating performance against approved objectives.

---

## STANDARDS AND PROCEDURES

### Responsibilities of the CAO Performance Appraisal Committee

The responsibilities for the Committee are:

- Review/Update CAO job description and confirm key result areas once per term of Council.
- Develop measurable performance objectives for the CAO on an annual basis.
- Oversee and coordinate a 360 feedback process with Members of Council, the CAO and Members of the Senior Management Team once per term of Council.
- Recommend to Council any changes to CAO compensation as an outcome of the performance appraisal process.
- Review the Professional Development Plan for the CAO as developed by the Mayor and CAO.
- Ensure members of Council are oriented on their participation in the CAO performance appraisal process.
- Recommend changes to the CAO Performance Approval Process to the Director of Clerk's Services based on feedback from the CAO and Members of Council.

### Composition and Term

- The CAO Performance Appraisal Committee consists of the Mayor and two Councillors appointed by the Mayor.
- Appointments are made to coincide with the term of Council.

### Resources

- The Committee will retain the services of an external Human Resources consultant to assist in the execution of the CAO Performance Appraisal process.
- The Chief Administrative Officer (CAO), the Director of Finance/Treasurer, the Director of Clerk's Services and other specialists may be called upon to conduct research, communications or any other Committee identified requirements. Because Council has delegated responsibility to the CAO for the administration of the affairs of the Township in accordance with decisions adopted by Council, under the direction of the CAO staff have the responsibility and the authority to provide consultation, advice and direction to Council, and by inference to Council Ad Hoc Committees.

### Operating Procedures

1. **Chair** - The Mayor chairs the Committee. The annual Performance Appraisal process is initiated by the Chair. The Chair shall vote on all motions.
2. **Meetings** – The frequency and calling of meetings is at the discretion of the Chair but must meet at a minimum of once per year.
3. **Meeting Agenda** - Committee meeting agendas shall be the responsibility of the Chair of the Committee and the Human Resources/Health and Safety Coordinator.

4. **Notice of Meetings** - Public notice of all committee meetings will be provided in accordance with the Township's Procedural By-law. It is recognized that some items consistent with Section 239 in the Municipal Act may permit a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.
5. **Meeting Minutes** - Meeting minutes will be recorded and distributed to Committee members with each meeting agenda. Minutes will capture a summary of discussions and debate without attribution.
6. **Committee Working Process** - All decisions that lead to the formulation of recommendations for Council consideration will take place at the Committee meetings only and not through electronic or other outside exchanges. All pertinent information will be shared with all Committee members in advance of meetings. This can include but not be limited to meeting minutes and any supplemental information.
7. **Quorum** - A quorum shall be a majority of the whole committee.
8. **Attendance at Meetings** - Members of Council who are not committee members shall not attend meetings unless invited by the Mayor or at the request of the Committee.
9. **Reporting to Council** - The Committee will report to Council with recommendations for approval.
10. **Procedural Rules** - Any rule not stated herein is deemed to be provided in the current Procedural By-law, as amended from time to time.

---

## RESPONSIBILITIES

### Roles of Stakeholders With Respect to Committee Meetings/Business

The following key stakeholders are recognized:

1. Committee Chair
2. Committee Members
3. Chief Administrative Officer
4. Human Resources / Health and Safety Coordinator
5. External Human Resources Consultant
6. Director of Clerk's Services

#### 1. Committee Chair Role

Specific roles and responsibilities for the Committee Chair include:

Preparation

1. Calling the meetings.
2. Consulting the CAO on the development of the agenda.
3. Ensuring the alignment of the Committee with the Council-approved protocol.
4. Developing an annual work plan.
5. Ensuring the confidentiality of material distributed to Committee and Council.
6. Working with the Human Resources / Health and Safety Coordinator to engage the services of an external Human Resources Consultant (Consultant).

7. Meeting with the Consultant to ensure the coordination of the Performance Appraisal Process.

#### In Committee Meetings

8. Ensuring the Committee works within its assigned mandate.
9. Collaborating with the CAO and Director of Clerk's Services to encourage efficient and effective conduct of Committee business and accomplishing the work of each meeting agenda.
10. Modeling the behavior expected of all Committee members.

#### Specific to decision making:

11. Maintaining order and decorum during meetings, deciding questions of procedure, and generally ensuring that the Committee work proceeds smoothly according to the Committee's work plan.
12. Engaging all Committee members in the decision making process.
13. Ensuring the Committee has sufficient information to make a decision.
14. Ensuring that the CAO has been provided with the opportunity to clarify any matters of fact or professional advice.
15. Building consensus where possible.
16. Ensuring the will of the Committee prevails.

#### After Committee Meetings

17. Speaking on behalf of the Committee at the Council level.
18. Acting as the primary spokesperson for any Committee-related inquiries working closely with the CAO, as required.
19. Maintaining strong communications with committee members between meetings.

## **2. Committee Member Role**

Specific roles and responsibilities for the Committee Members include:

#### Preparation

1. Reading all agenda material and seeking clarification from the Chair on any matters prior to meetings in order to make the most effective use of the Committee's time.

#### In Committee Meetings

2. Attending meetings and participating fully in all Committee work.
3. Debating the issues in an open, honest and informed manner to assist the decision-making process.
4. Actively contributing to reaching Committee recommendations and directions.
5. Respecting the role of Committee Chair.
6. Respecting the role of the CAO.

## **3. Human Resources / Health and Safety Coordinator**

Specific roles and responsibilities for the Coordinator include:

1. Assisting with the engagement of the external Human Resources Consultant.
2. Providing advice to the committee as required.
3. Attending committee meetings at the request of the Chair.
4. Serving in the capacity of the Director of Clerk's Services when the Committee makes recommendations to Council regarding compensation.
5. Assist Committee and CAO in the procurement of a third-party party who will conduct, collect and summarize feedback on a 360 Feedback process completed by the CAO, direct reports and Council.

#### **4. Chief Administrative Officer (CAO)**

Specific roles and responsibilities for the CAO include:

1. Preparing a summary of accomplishments based on the approved performance objectives for the appraisal period twice per year.
2. Preparing objectives for the approval of Council for the coming appraisal period.
3. Completing the 360 Feedback process.
4. Preparing a Professional Development Plan with the Mayor.
5. Attending meetings at the request of the Chair.

#### **5. External Human Resources Consultant (Consultant)**

Specific roles and responsibilities for the Consultant include:

1. Attending committee and Council meetings at the request of the Chair
2. Serving in the capacity of the Director of Clerk's Services when the Committee presents the results of the appraisal to Council.
3. Conducting the survey of Council with regards to the measurement of performance against performance objectives on an annual basis and summarize the results.
4. Providing independent, third-party advice to the committee as required.

#### **6. Director of Clerk's Services' Role**

Specific roles and responsibilities for the Director of Clerk's Services include:

Preparation

1. In consultation with Committee Chair and CAO develop the Committee mandate and procedure and reviewing once a term or as required.
2. Managing the legislative agenda and process for the Committee, ensuring that meetings are held in accordance with Council approved protocol and applicable legislation.
3. Calling meetings at the request of the Committee Chair.

In Committee Meetings

4. Attending, or designating staff to attend, all meetings of Council Committees.

5. Providing advice on legislative protocol and meeting procedures as requested by the Chair.
6. Supervising the issuance of notices, recording of minutes and resolutions and other meeting and documentary processes

After Committee Meetings

7. Evaluating effectiveness of Committee meetings and offering suggestion for improvement to the Chair and CAO.

---

**COMMUNICATION**

This Governance Policy, once approved, is a public document. It forms part of the Corporate Policy Manual which is accessible to all staff.

Council will be provided this policy as part of the Council Orientation process with each new term of Council.

Upon adoption, the CAO will be circulated the document. At such time a new CAO is hired by the Township, they will be provided this Governance Policy as part of their new hire orientation.

---

**EVALUATION**

This policy may be revisited from time to time at the request of Council, the Committee or staff to ensure the ongoing effectiveness of the Committee.

The policy shall be reviewed with the new term of the Committee.