

Policy Title: Chief Administrative Officer Performance Review Process Policy		Policy Number: P83
Policy Category: Personnel		
Approval Date: September 21, 2021	Policy Owner: Office of Deputy CAO	
Approved by: Board	File Reference: 0340-50	

PREAMBLE

1. To ensure the obligations of the current personnel agreement between the Comox Valley Regional District (CVRD) and the incumbent in the Chief Administrative Officer (CAO) role are managed in a fair and timely way.

PRINCIPLES

2. To establish a set schedule and parameter for the review of the incumbent in the CAO position.

PURPOSE

3. To ensure the CVRD adheres to the employment contract for the CAO incumbent.

SCOPE

4. A CAO performance review supports the needs and direction of the board and the organization as a whole; provides the employee with a better understanding of their role and responsibilities.

DEFINITIONS

5. The purpose of this policy is to establish clear guidelines for the internal and external review of the incumbent in the CAO role.

POLICY

6. In an election year, the outgoing CVRD Board evaluates the CAO’s performance over the prior year before the new Board is elected.
7. The CAO will already have performance goals/key objectives in place to share with a newly elected Board in the first year of their term.
8. The new CVRD Board may use the mid-point evaluation as a way to fine-tune the performance goals/key objectives of the CAO. Alternately, the Board’s regular meetings could be used for this purpose.
9. The first time the new CVRD Board evaluates the CAO seven months after it has been elected.

ROLES AND RESPONSIBILITIES

10. Chief Administrative Officer Review Process:

Step 1: Goals and Objectives Setting

The purpose of this step is for the CAO and Board to jointly decide on any personal development goals and establish key performance objectives that are tied to the annual

performance review feedback. These objectives should be established within the overall context of the strategic and financial planning processes for the CVRD.

Goals are established based on annual performance review feedback, CVRD priorities, initiatives and direction for the coming year.

Step 2: Mid – Year Check In (optional)

The Board and CAO meet to discuss progress on the achievement of key objectives and determine if there are any impediments to success or if objectives need to change as a result of a shift in strategic direction or priority.

Step 3: Annual Performance Review

Chief Administrative Officer

CAO prepares a self-assessment of goals and objectives and accomplishments for the year as well as gathers data from community and employee feedback that reflect the satisfaction and well-being of the community and the CVRD workforce and provides it to the CVRD Board Chair. The self-assessment is formally shared with the Board prior to solicitation for performance feedback from the directors.

The performance of the CAO is focused on the CAO goals and objectives.

The format and questions of any solicitation from the board of directors on the CAO performance will be mutually agreed to by the Chair and the CAO. The primary focus for feedback will be based on the CAO goals and objectives, Board drivers, strategic priorities and the CVRD's core values.

Chair and Directors

Each CVRD Director completes a CAO performance survey. The Chair then collates all feedback into a summary document.

Human Resources

Human resources conducts a market review every two years of salaries for chief administrator positions in comparable regional districts and organizations to assist the CVRD Board in consideration of any salary adjustments.

Human resources prepares and administers confidential CAO performance surveys of the CVRD Board of Directors, the executive management team and any other members of the CVRD's workforce identified for each annual performance review. If a 360 tool is to be used in the performance review, human resources sources and organizes the tool. Results of these surveys and the 360 (if used) are provided to the Chair.

Pre-Performance Review Meeting

The Chair collates all information gathered from the CAO, Board and human resources and holds a formal meeting with the Board to discuss the results of the review and the level of success in achieving the goals and objectives. Board feedback is documented for provision to the CAO including a summary position of the Board. Any individual opinions that are not aligned with the Board summary positions are documented for CAO awareness and action, if required. The Board also determines any salary adjustment (merit increase) based on overall performance, unless separately prescribed in an employment contract.

Performance Review Meeting

The Chair meets with the CAO to provide formal, documented feedback as gathered above and to communicate the Board's compensation adjustment decision.

Timing

General guidelines for CAO performance development planning:

- August 1: CAO and Chair agree on CAO goals and objectives
- March: CAO self-assessment of goals and objectives presented to Board at restricted in-camera
- April: surveys conducted by CVRD Board of Directors and senior staff
- May 15: report of survey results presented to Board at restricted in-camera session
- June 30: performance development planning concluded

REVISION HISTORY

Approval Date	Approved By	Description of Change