BYLAW #1131
OF THE TOWN OF HINTON
IN THE PROVINCE OF ALBERTA
A BYLAW TO ESTABLISH THE CAO PERFORMANCE REVIEW COMMITTEE

WHEREAS, pursuant to section 145 of the *Municipal Government Act*, a Council may pass Bylaws related to the establishment and functions of Council Committees and other bodies;

AND WHEREAS Council values full and transparent public involvement in major municipal decision making;

NOW THEREFORE the Council of the Town of Hinton, in the Province of Alberta, hereby enacts as follows:

1.0 SHORT TITLE

1.1 This Bylaw is to be referred to as the "Chief Administrative Officer Performance Review Committee."

2.0 TERMS OF REFERENCE

2.1 This Committee is hereby established as per the Terms of Reference attached as Appendix 1.

3.0 RELATED DOCUMENTS

3.1 Council Committees Bylaw #1070-3

3.2 Council Code of Conduct Bylaw #1124

4.0 ENACTMENT

4.1 This Bylaw will come into force and effect when it receives third reading and is duly signed.

READ a First time this 23rd day of October 2018.

READ a Second time this 23rd day of October 2018.

READ a Third time this 23rd day of October 2018.

Mayor

Director of Corporate Services

APPENDIX 1

CAO PERFORMANCE REVIEW COMMITTEE
TERMS OF REFERENCE

1.0 PURPOSE

1.1 Hinton Town Council commits to a consistent formal performance review process of the Chief Administrative Officer to be done annually, with regular follow-up.

2.0 OBJECTIVE

2.1 The Committee will undertake the performance review system on behalf of Council, up to but not including any non-system rewards or discipline which remain the decision of Council.

2.2 The performance review is done to:

2.2.1 Promote accountable performance of the Chief Administrative Officer given his/her responsibilities to lead the municipal operation, provide sound advice to Council, advance the Town's strategic business plan, and implement the decisions of Council;

2.2.2 Provide constructive, 360-degree feedback to the Chief Administrative Officer on his/her overall work performance and relationships, and provide this feedback through open, two-way communication between the Committee and the Chief Administrative Officer;

2.2.3 Identify improvement opportunities, appreciate/celebrate performance strengths, and encourage personal development by the Chief Administrative Officer; and

2.2.4 Meet the requirements of the *Municipal Government Act* for an annual written performance evaluation of the Chief Administrative Officer.

3.0 COMPOSITION

3.1 The Committee shall be composed of the Mayor and two Members of Council.

4.0 MEMBERSHIP DUTIES

4.1 The Mayor will act as the Committee Chairperson, and will:

4.1.1 Oversee implementation of the performance review procedure, including providing informal performance feedback to the Chief Administrative Officer as required;

4.1.2 In consultation with Chief Administrative Officer, schedule all performance review meetings in accordance with this procedure; and

APPENDIX 1

4.1.3 Share results of performance review with Council and provide all applicable performance review records to the Human Resources Manager for the Chief Administrative Officer's personnel file.

4.2 The Chief Administrative Officer will:

4.2.1 Follow up on his/her personal performance improvement plan, come prepared for updates and contribute to performance discussions; and
4.2.2 Draft any amendments to this policy for Council consideration as directed by Committee.

4.3 The Committee is also responsible for Chief Administrative Officer recruitment, as per Town Manager Recruitment Policy #098.

5.0 PROCEDURES

5.1 The principles on which the Chief Administrative Officer's performance review is based are:

5.1.1 Communication: to facilitate two-way communication between the Chief Administrative Officer and the Council (as represented by the Committee) with regard to performance and personal development. All participants are to engage in open and honest dialogue both at the review meetings and throughout the year. There should be no surprises at the performance review meetings;
5.1.2 Clarification of Work Responsibilities and Monitoring Performance: to provide a tool for clarifying role and performance expectations and priorities, and for monitoring performance to expectations;
5.1.3 Responsibility for Performance and Development Ultimately Rests with the Individual: to give ownership for performance and development to the Chief Administrative Officer as the only employee of Council, whilst at the same time recognizing the important role of Council in providing leadership, regular and constructive feedback, guidance, and support;
5.1.4 Continuous Improvement: to promote continuous improvement in personal competence and work performance and facilitate the achievement of this by means of agreed action plans and objectives; and
5.1.5 Confidentiality: to recognize individual personnel matters are dealt with confidentially and shared with others within the organization only on a "need to know" basis.

APPENDIX 1

5.2 The schedule of procedures is as follows:

WHAT	WHEN
Mayor (as Committee Chair) circulates the Employee Evaluation Record (Attachment #1) to all Councillors, all Division Directors, and other direct reports of the Chief Administrative Officer.	April (annual)
Mayor compiles results, reviews with Committee, and prepares for performance review discussion with Chief Administrative Officer.	May
Committee meets with Chief Administrative Officer to discuss his/her performance using the Employee Evaluation Record.	May
Chief Administrative Officer completes the Employee Development Plan (Attachment #2) following performance review discussions and provides copies to all Committee members. Mayor and Chief Administrative Officer sign off on goals and file documents with Human Resources.	May
Quarterly performance review meetings are held to discuss status of goals and any emerging performance matters (appreciation and areas for improvement).	August, November, February
Mayor briefs Council at Standing Committee meeting (In-Camera) on results of performance review meetings with Chief Administrative Officer following each meeting.	May, August, November, February

6.0 MEETINGS

6.1 The Chief Administrative Officer review is to occur annually, as per the schedule set out in section 5.2.

6.2 The Committee is to meet quarterly with the Chief Administrative Officer.

7.0 REPORTING

7.1 The Committee Chair is to brief Council at a Standing Committee Meeting following each quarterly meeting.

8.0 RELATED DOCUMENTS

8.1 Chief Administrative Officer Bylaw #916-2.

8.2 Town Manager Recruitment Policy #098.

ATTACHMENT #1

TOWN OF HINTON
TOWN MANAGER
EMPLOYEE EVALUATION RECORD

Performance Scorecard Evaluation Tool The tool measures CAO performance in the following four areas; **Governance** **Management (operational)** **Management Business Strategy** **Leadership and Stakeholder Relations**	Evaluate how well the CAO is currently performing on each capability. First mark your score on the scale including four categories. Then **provide a comment** on each category as indicated. The categories include a rating of 1 to 3, plus one other category. 1 = Done very well; there is little room for improvement. 2 = Done adequately; there is still some room for improvement. 3 = Done poorly; there is a lot of room for improvement. 4 = Not enough known about this area to provide an informed opinion. Please mark an 'x' in the category you are scoring.

HINTON CAO PERFORMANCE AREAS, TARGETS, MEASURES, EVALUATION

	1	2	3	DK
GOVERNANCE				
Process for business/strategic planning				
Comments:				
Council Organization (including Committees)				
Comments:				
Decision Making Support (right information, with options / impacts/analysis/advice)				
Comments:				
Monitoring and Reporting emerging community issues				
Comments:				
Council Decision Implementation				
Comments:				

HINTON CAO PERFORMANCE AREAS, TARGETS, MEASURES, EVALUATION

	1	2	3	DK
MANAGEMENT (OPERATIONAL)				
Staff performance and development (includes succession planning)				
Comments:				
Effective Decision-Making				
Comments:				
Achieving administrative improvement plan				
Comments:				
Overall operations outcomes, financial, service, policy adherence, etc.				
Comments:				
Customer service orientation (including Taxpayer service issues addressed)				
Comments:				

HINTON CAO PERFORMANCE AREAS, TARGETS, MEASURES, EVALUATION

		1	2	3	DK
MANAGEMENT (Business Strategy) *"N" Projects are New Projects in current Council Strategic Plan* *All Other Projects are from former Council Strategic Plan*					
Economic and Physical Pillars Results	• N Advanced Education Plan				
	• N World Class Resort				
	• Residential Land Supply				
	• N Industrial Land Supply				
	• Eco Industrial Park				
	• Annexation				
	• Fringe Area Planning				
	OVERALL SCORE				
Overall Comments:					
Social Pillars Results	• N Housing Diversity Plan				
	• N Police Advisory Committee				
	• Police Funding				
	OVERALL SCORE				
Overall Comments:					

Environmental Pillars Results	• N Recycle system / waste Management review				
	• N Trails master plan				
	OVERALL SCORE				
Overall Comments:					
Cultural Pillars Results	• N Performing Theatre feasibility				
	OVERALL SCORE				
Overall Comments:					
Governance Pillars Results	• Service capacity				
	• Review/Creative Revenue				
	• Town marketing of Services / Value				
	• Communication of Council decisions				
	• City Status				
	OVERALL SCORE				
Overall Comments:					

HINTON CAO PERFORMANCE AREAS, TARGETS, MEASURES, EVALUATION

	1	2	3	DK
LEADERSHIP & STAKEHOLDER RELATIONS				
Internal (direct reports, salaried staff group, union)				
Comments:				
Relations with Provincial/Federal				
Comments:				
Relations with Regional Networks				
Comments:				
Relations with Local Stakeholders including associations, media, larger taxpayers				
Comments:				
Communication Style effective for needs				
Comments:				

Leadership Style aligned with political and organizational needs				
Comments:				

General Comments and Observations:

Reviewer Name _____ Date _____

TOWN OF HINTON

ATTACHMENT #2

EMPLOYEE DEVELOPMENT PLAN FOR _____ TO _____

EMPLOYEE NAME _____ POSITION/DEPARTMENT _____

PERIOD COVERED _____, 20__ TO _____, 20__ PURPOSE: ☐ ANNUAL ☐ PROBATION ☐ OTHER _____

PERFORMANCE PRACTICE	GOAL – LIST IN PRIORITY ORDER	ACTION	REVIEWED AND COMPLETED
Career Development – Optional			
To assist employee to improve/optimize job performance, immediate supervisor will:			

NOTE: Discuss and Attach Job / Department Goals (as applicable): o Yes o No

_____ _____ _____

Immediate Supervisor Signature Date Division Director

_____ _____

Employee signature Date