

<b>Policy Title:</b> Chief Administrative Officer Performance Review and Compensation Administration Policy		<b>Policy Number:</b> P83
<b>Policy Category:</b> Personnel		
<b>Approval Date:</b> September 21, 2021	<b>Policy Owner:</b> Office of CAO	
<b>Approved by:</b> Board	<b>File Reference:</b> 0340-50	

**PREAMBLE**

1. The Chief Administrative Officer (CAO) plays a pivotal role in Comox Valley Regional District (CVRD)'s success and it is imperative to establish a comprehensive and collaborative performance review process to ensure that the CAO's contributions align with organizational objectives and expectations and also provides the CAO with feedback that contributes to their professional and personal development. This policy outlines the framework for conducting CAO performance reviews and subsequent salary administration.
  
2. The annual review of the CAO's performance will be guided by the current job description and encompass the following key elements:
  - CAO's role as the Board's principal adviser;
  - Delivery of the Board's Strategic Drivers and Initiatives aligned to Key Service Outcomes;
  - Assessment of core competencies relevant to the role; and
  - Overall performance and leadership.

**PURPOSE**

3. The *Local Government Act* (Act) establishes the responsibilities that may be assigned to the Chief Administrative Officer, which includes: The Act establishes the responsibilities that may be assigned to the CAO, which includes:
  - a) overall management of the administrative operations of the regional district;
  - b) ensuring that the policies and directions of the Board are implemented;
  - c) advising and informing the Board on the operation and affairs of the regional district.
  
4. Regular performance reviews support the needs and direction of the Board and the organization as a whole and provides the CAO with a better understanding of their role and responsibilities. The purpose of this policy is to:

- Ensure alignment of the CAO's goals with the Boards Strategic Drivers and Initiatives;
  - Evaluate the CAO's performance objectively and fairly;
  - Provide constructive feedback to enhance the CAO's professional development;
  - Recognize and reward exemplary performance;
  - Address any performance issues promptly and effectively.
5. The annual performance review is part of an ongoing continuous improvement and performance management process by which the Board and the CAO work together to plan, monitor and review work progress and overall organizational performance. Regular performance discussions are encouraged to mitigate conflict that could arise from lack of clarity of expectations.

**SCOPE**

6. This policy applies to the CAO as the only employee of the Board.

**POLICY**

7. Performance Review Frequency
- An annual CAO performance review will be conducted and completed by May 30 of each year by the Board. The review period will be April 1 to March 31.
  - Goal setting for the next review period will be done concurrently or upon signoff of the previous year's review.
8. Performance Review Process
- The Board will engage a third party consultant (consultant) to facilitate the annual CAO performance review process.
  - The CAO performance review may take into consideration input and feedback from multiple individuals and position levels, both internally and externally as per the following table:

Year*	CAO individual Assessments	Surveys to Board and EMT	Third Party Comprehensive Assessment
Year 1	X	X	
Year 2	X	X	X
Year 3	X	X	
Year 4	X	X	

- Surveys/dialogue *\*aligns to four (4) year election cycle*
  - will be developed in collaboration with the Chair and CAO taking into consideration the target audience and scope of input.
  - will be voluntary and confidential and conducted by the consultant
- Comprehensive assessment
  - format will be determined by mutual agreement
  - will be conducted by the consultant and may include current Board members, Comox Strathcona Waste Management and Regional Hospital District Directors and municipal and First Nation CAOs.
  - will be voluntary and confidential
- The CAO will prepare an in-depth self-assessment of goals and objectives and accomplishments for the year. The self-assessment is formally shared with the Board prior to solicitation for performance feedback from the directors.
- The CAO will provide up to two (2) formal reports to the Board (September and January) within each review year period providing an individual assessment on the CAO's current leadership and performance activities. The reports will be presented to a restricted in-camera session for dialogue with the CAO and the Board. The Chair of the Board will provide written feedback to the CAO within 45 days of receipt and review of each CAO report, based on Board feedback. Both the assessment and the Board feedback will be placed on the CAO's personal file and will be incorporated into the formal annual CAO performance review.
- Surveys are conducted per the above schedule and the Chair and consultant will collect and collate all feedback into a summary document to provide to the Board for review and consideration.
- The Chair holds a formal meeting with the Board to discuss the results of the review aligned to the policy scope. Board feedback is documented to provide to the CAO including a summary position of the Board.
- The final signed-off performance assessment will be placed on the CAO personnel file. Where the CAO is not in agreement with the Board's assessment, the CAO may provide their disagreement in writing to the Board which will also be placed on the CAO personnel file.

## 9. Schedule

Step	Responsible	When
1. Goals and Objectives Setting	Chair/Board and CAO	By August 1
2. CAO Individual Assessments	CAO	September, January
3. Annual Performance Review Start	Chair/Board and CAO	April 1
<i>a. CAO In-depth Individual Assessment</i>	CAO	By April 1
<i>b. Surveys/Comprehensive Assessment Completed</i>	Chair	By April 30
<i>c. Compilation of Feedback</i>	Chair	By May 1
<i>d. Chair and Board Review and Summary</i>	Chair/Board	By May 15
<i>e. Chair and CAO Review</i>	Chair and CAO	By May 30
4. Annual Performance Review End		By May 30
5. Final Assessment and Salary Adjustment	Chair	By June 30

## 10. Privacy and Confidentiality

- Any personal information that is provided to the CVRD under this policy will be collected, used, and disclosed in accordance with the *Freedom of Information and Protection of Privacy Act* and other applicable legislation.
- The consultant, with support of Human Resources, will prepare and administer confidential CAO performance surveys of the CVRD Board of Directors, the Executive Management Team, any other members of the CVRD's workforce identified for each annual performance review, as well as any external party mutually agreed upon by the Board and the CAO. The results of these surveys will be kept confidential and only provided to those individuals responsible for administering this policy.

## 11. Election Year Considerations

- In an election year, the outgoing CVRD Board evaluates the CAO's performance over the prior year prior to the new Board is elected.
- The CAO will already have performance goals in place to share with a newly elected Board in the first year of their term.
- The first time the new CVRD Board evaluates the CAO will be seven months after it has been elected but may fine-tune the performance goals of the CAO at any point up to January 31 of the following year.

## COMPENSATION

12. Human Resources conduct a market review every three years of salaries for exempt positions within CVRD, including the CAO position, in comparable regional districts and municipalities. This information will be provided to the Board to assist them in consideration of any salary adjustments for the CAO.
13. The determination of any salary adjustment (merit increase) will be based on overall performance as outlined in this policy, unless separately prescribed in an employment contract.
14. The Chair is responsible to meet with the CAO to provide formal, documented feedback and performance assessment as gathered above and to communicate the Board's salary adjustment decision.

Any salary adjustment approved by the Board will be effective January 1 of the review year.

## REVISION HISTORY

Approval Date	Approved By	Description of Change
September 21, 2021	Board	
May 28, 2024	Board	To enhance effectiveness and alignment with organizational goals.