

To:	Chair McQueen and Members of CAO Performance Evaluation Committee
Committee Date:	September 24, 2020
Subject / Report No:	CAOR-CPE-15-20
Title:	2020 CAO Performance Evaluation Process
Prepared by:	Kim Wingrove, CAO
Reviewed by:	
Lower Tier(s) Affected:	
Status:	

Recommendation

1. That report **CAOR-CAOPE-15-20, 2020 CAO Performance Evaluation Process** be received for information; and
2. That the process for evaluating the CAO's performance for 2020 be amended for this year in recognition of the unique circumstances of the global pandemic.

Executive Summary

The CAO performance evaluation process did not proceed along its normal timeline this year due to the declaration of a global pandemic in March 2020. Infection prevention and control requirements implemented by the federal and provincial governments and the Grey Bruce Medical Officer of Health have had a significant impact on Grey County's operations. Given the unique circumstances, consideration could be given to assessing CAO performance based on a combination of crisis leadership indicators and measures of corporate success at attaining those 2020 objectives that were able to proceed.

Background and Discussion

Evaluating CAO Leadership During the Pandemic

The attached paper, Leadership in Times of Crisis: A Framework for Assessment was published in the journal International Review of Public Administration in 2013. The paper defines crisis management as “the sum of activities aimed at minimizing the impact of a crisis. Impact is measured in terms of impact to people, critical infrastructure and public institutions. Effective crisis management, saves lives, protects critical infrastructure and restores trust in public institutions.”

The effectiveness of crisis management can be evaluated along three dimensions:

- Making things happen: organizing, implementing and directing actions to minimize the impact of the crisis
- Getting the job done: forging cooperation between previously unrelated actors and enabling workarounds when traditional processes no longer work
- Fulfilling a symbolic need for direction and guidance

The paper suggests ten executive tasks of crisis management to be used as a basis for assessing the competency of a leader faced with extraordinary circumstances. It is recommended that the CAO Performance Evaluation Committee adopt these as the basis of the CAO evaluation this year:

1. Early recognition: recognizing and taking action on the threat posed by the crisis early in its development.
2. Sensemaking: building a collective understanding of the nature, scope and implications of the crisis for the corporation.
3. Making critical decisions: taking a strategic perspective and supporting Directors and staff to make operational decisions.
4. Orchestrating horizontal and vertical coordination: facilitating effective cooperation between players who might not have previously supported each other and intervening when cooperation was lacking or dysfunctional.
5. Coupling and decoupling: actively monitoring the state of critical systems and obtaining outside expertise to support these systems.
6. Meaning Making: offering a clear interpretation of the current state and explaining how they would lead the organization through it.
7. Communication: active cooperation with the communications staff and elected officials to ensure the public and staff had timely and correct information.
8. Rendering accountability: presenting a transparent and constructive account of what was done and not done before and during the crisis.
9. Learning: allowing for reflection on chosen courses of action, encouraging feedback, recording crisis management procedures.
10. Enhancing reliance: actively engaging with all aspects of the emergency management process

Regular Business of the Corporation

Wherever possible, staff have made continuing to deliver services to the public and completing the projects outlined in the 2020 budget, their priority. This required significant changes to operating procedures such as working remotely, delivering services online, implementing comprehensive infection prevention and control practices, etc. Capital projects that required close contact with people's personal space (housing unit upgrades, long-term care upgrades) or those deemed not critical in order to reallocate staff time to managing the crisis have been deferred. Report FR-CW-16-20 2021-2030 Ten Year Capital Forecast, received by Council June 25, 2020, summarized the projects impacted by the pandemic and the plan to deal with these in the future.

Next Steps

With the committee's support of the evaluation criteria outlined in this report, a 2020 CAO evaluation template will be created.

The approved CAO evaluation process requires a self-assessment by the CAO and individual performance reviews by each of the committee members. If these could be completed for mid-October, they can be compiled by the Warden's Executive Assistant into a summary document. The next committee meeting will be to discuss the results and draft a management letter to the CAO.

In November, the committee can meet with the CAO to discuss the management letter and any other feedback they wish to provide. If necessary, recommendations regarding any changes to the CAO job description, employment terms or compensation could be prepared for Council consideration.

Legal and Legislated Requirements

None.

Financial and Resource Implications

None.

Relevant Consultation

Public Administration Journals and colleague CAOs in Western Ontario Wardens Caucus.

Appendices and Attachments

[Leadership in Times of Crisis: A Framework for Assessment](#)