



CITY OF WEST KELOWNA POLICY

Title: Chief Administrative Officer Performance Management
Department: Administration
Policy Number: 0041
File Number: 0340-50-0041

1. Purpose

- 1.1. An effective performance management program for the Chief Administrative Officer (CAO) requires a comprehensive review where accomplishments are assessed, feedback is provided, areas for improvement are identified, annual goals to support Council's Strategic Priorities are identified, and compensation is reviewed.
- 1.2. The CAO performance management program follows industry best practices for local governments in Canada.
- 1.3. The CAO's performance management program is an ongoing process with a formal annual event.

2. Scope

- 2.1. The CAO performance management program is conducted by Council, as the CAO is their sole employee.

3. Definitions

- 3.1. **CAO** means Chief Administrative Officer of the City of West Kelowna.
- 3.2. **Council** means Mayor and Council for the City of West Kelowna.
- 3.3. **Strategic Priorities** means Council's strategic plan and other corporate priorities as may be amended or replaced from time to time.

4. Policy Statement

- 4.1. The CAO stands at the crossroad of local government management and politics, and it's their job to follow the direction set by Council. The CAO performance management program will ensure Council's strategy and expectations of the CAO are clearly defined, so there is something to measure performance against.
- 4.2. The principle of the CAO performance management program is to foster:
 - A foundation for good communication;
 - An approach to dialogue and conversation that reduces misunderstandings;
 - A process for setting annual work-related goals;



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- A shared understanding of performance measures;
 - A recognition of the CAO's achievements and assessment of what is being accomplished;
 - An identification of performance gaps and proactive measures; and
 - A focus on aligning the CAO's goals with the Strategic Priorities.
- 4.3.** For greater clarity, as Council's sole employee, the CAO's general role is to:
- Be the connecting link between Council and municipal operations;
 - Implement the municipality's policies;
 - Assist Council in arriving at decisions and to manage the effective execution of those decisions by municipal staff;
 - Develop and use an effective decision-making process;
 - Regularly review staff performance;
 - Maintain organizational health; and
 - Take all reasonable steps to run the organization professionally and within approved Council policies and the limits of government legislation.
- 4.4.** The objective of this policy is for Council to meet at least quarterly with the CAO to discuss performance and to conduct a formal annual performance management event.
- 4.5.** The performance management program will follow industry best practices, as it evolves from time to time.
- 4.6.** The general process is:
- 4.6.1. CAO reviews documents, completes a self-evaluation and presents an information package to Council,
 - 4.6.2. Council reviews the CAO's self-evaluation and creates a performance evaluation report for the CAO (often with third-party professional assistance),
 - 4.6.3. Mayor presents the performance evaluation report to the CAO,
 - 4.6.4. CAO prepares draft performance goals and measure for the following year,
 - 4.6.5. CAO and Council meet to discuss and sign the final performance management documents, and
 - 4.6.6. CAO and Council meet to discuss CAO compensation.
- 4.7.** The outcome of the CAO performance management program is annual performance goals jointly agreed to by Council and the CAO.

5. Authority

- 5.1.** Community Charter (SBC 2003) Chapter 26
- 5.2.** Bylaw No. 0146, A Bylaw To Authorize The Delegation of Local Authority
- 5.3.** Bylaw No. 0082, A Bylaw To Establish The Officer Positions Of The District Of West Kelowna And To Assign The Chief Administrative, Corporate and Financial Officers Positions



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6. Related Policies or Procedures

6.1. CAO – One Employee of Council, Council Policy

7. Approval

Approved by	☐ CAO	☒ Mayor and Council
Approval date	August 25, 2026	
Council Resolution #	C220/26	
Signature	<u>[Original signed by Mayor]</u> MAYOR	

8. Additional Information

Category	☒ Council	☐ Administrative
Related procedure	☐ Yes	☐ ☒ No
Procedure number		
Date of last review		