



Title: Chief Administrative Officer (CAO) Performance Review

Approved by Council

Date: February 24, 2026

Policy Review Notification

Date: December 2, 2025

Policy Review

Date: February 4, 2026

I certify this to be a true copy of the **CAO Performance Review Policy** as adopted by the Council of the Municipality of the County of Richmond at a Public Meeting held February 24, 2026.

Shelley David, Municipal Clerk

1. Policy Statement

1.1. Council recognizes the importance of performance reviews in maintaining an effective and professional relationship between Council and the County's CAO. Regular, annual reviews are essential to provide opportunity to consider job performance, salary and benefits, and professional development opportunities. The Purpose of this policy is to outline the standards, roles, and responsibilities in regard to the Municipality of the County of Richmond's Chief Administrative Officer (CAO) Performance Reviews.

2. Short Title

2.1. This Policy is entitled "CAO Performance Review Policy".

3. Scope

3.1. This policy applies to the Council and CAO relationship in relation to performance review, salary and benefits, and professional development.

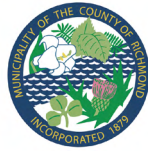
4. Standards

4.1. See CAO Performance Review Template attached. (Appendix A)

5. Roles & Responsibilities

5.1. Council

- a) to ensure that Council provides an annual written performance review of the CAO.



- b) to provide a template for the CAO performance review that maintains, strengthens, and monitors the relationship between Council and the CAO.
- c) to provide for timely adjustment to the CAO salary, benefits, or other contract obligations, reflective of job performance; eligibility for movement on the salary grid shall be effective at the beginning of the next fiscal year.

5.2. CAO

- a) to actively review Council’s CAO Performance Review Plan and discuss opportunities for the year ahead related to activities, efforts, or suggested areas for improvement or refocus.

6. Policy Review

6.1. This policy shall be reviewed by Council at least every five (5) years.

7. Appendix

7.1. Appendix A – CAO Performance Review Template

7.2. Appendix B – MOCR Chief Administrative Officer Job Description

8. Policy Review/Amendment Schedule

Date of Review	Council Amended/Approval
Dec. 2, 2025, Jan. 12, 2026, Feb. 4, 2026	Amended/Approved February 24, 2026
Sept.11, 2023	Sept. 25, 2023 (approved)
July 17, 2023	New policy, reviewed.



Appendix A: CAO Performance Review Template

Name of CAO:

Year of Review:

Name of Reviewer:

Date of Last Review:

The performance evaluation of the CAO is a valued instrument of this Council and is used to:

- Emphasize the importance of the Council / CAO relationship.
- Satisfy the requirement of Council in the CAO employment contract.
- Outline requirements and ensure sound and regular feedback.
- Provide the CAO with a forum for outlining and discussing his/her annual objectives and assessing the results.

Process:

- The CAO will use this form to complete a self-evaluation and provide it to Council.
- Council members will then use the form to provide their feedback.
- Council members will meet with the CAO at an in-camera session in December of each year.
- The Warden will take notes for each item, creating a single collective version of the Performance Review, and circulate the draft Performance Review to Council for accuracy following the meeting.
- Once confirmed by Council, the Warden will send the draft Performance Review to the CAO for his/her review and to include any general comments.

The goal will be to have a final copy of the final Performance Review for review/approval in camera at the Regular Council meeting in February, which can be followed by a public motion to accept the Performance Review Plan of the CAO and implement any appropriate advancement as per the terms of his/her contract.

This Performance Review includes a Mandate Letter that will be reviewed at three points during the year to assess progress, provide feedback, and adjust priorities as necessary. The final review will inform the Performance Review for the upcoming fiscal year.



Part 1: Performance Related to Job Description
(Please Provide Examples / Metrics)

NOTE: This section relates to the CAO Job Description, included in the CAO Performance Review as Appendix C

1. **Organizational Strategies, Structure, and Services:** There are approved, sustainable strategies, structures, and citizen services plans for the direction and operation of the organization with measurable results and outcomes.

CAO's Self Evaluation:
Feedback from Council:

2. **People Performance, Organizational Capacity (HR):** There is a "Staff and People Plan" to meet the needs of the organization as established in number one (1) above, both in present and future terms.

CAO's Self Evaluation:
Feedback from Council:

3. **Council Advisor, Leader of Action and Implementation:** Council is well-advised, decisions are implemented effectively, and legal, procedural, and electoral duties are fulfilled in compliance with legislation.

CAO's Self Evaluation:
Feedback from Council:



4. **External relationships, Partnerships, and Services:** There are external partnerships strategies, and for each, an implementation plan, measures, and outcomes, which all serve and support the strategies and needs of the County.

CAO's Self Evaluation:
Feedback from Council:

5. **Senior Management Leadership:** There is a senior management team that provides leadership and direction to all staff and engages the staff and external partners and the community in the Strategies and Services and Policies of the County.

CAO's Self Evaluation:
Feedback from Council:

6. **Organizational Development, Organizational Outcomes, and Accountability:** The County has a clear development plan that creates a direction supporting organization needs in the short and long run.

CAO's Self Evaluation:
Feedback from Council:

7. **Supervision, Management, and Leadership of Direct Reports:** There are clear roles, Performance Development Plans, and measures for each report.

CAO's Self Evaluation:
Feedback from Council:



Part 2: Core Competencies
(Please Provide Examples / Metrics)

Core competencies are the essential skills, attributes, and behaviors required for success in this role, regardless of specific duties. The CAO should demonstrate these core competencies and foster them in all MOCR staff members.

1. **Strategic Thinking:** Demonstrates the ability to analyze situations, solve problems, and make informed, forward-looking decisions.

CAO's Self Evaluation:
Feedback from Council:

2. **Leadership, Adaptability, & Professionalism:** Leads by example, takes responsibility for results, adapts well to change, and demonstrates self-awareness, professionalism, and a commitment to continuous improvement.

CAO's Self Evaluation:
Feedback from Council:

3. **Communication & Collaboration:** Communicates clearly and respectfully, builds positive working relationships, and works effectively with others to support shared goals and team success.

CAO's Self Evaluation:
Feedback from Council:

4. **Customer & Service Orientation:** Prioritizes resident and stakeholder needs, delivering high-quality, responsive service.

CAO's Self Evaluation:
Feedback from Council:



5. **Equity, Diversity & Inclusion:** Values diverse perspectives and creates inclusive environments where everyone is respected.

CAO's Self Evaluation:
Feedback from Council:

Part 3: CAO Goals for Upcoming Year

CAO's reflection on plans for the next review period in terms of both Job Description and/or Core Competencies. These can include areas for further development or improvement, or specific goals with target dates.

CAO's ORGANIZATIONAL Goals:

CAO's PROFESSIONAL DEVELOPMENT Goals:
--



Part 4: Mandate Letter

The CAO's Performance Review is an opportunity for Council to define and articulate their vision and expectations. This mandate letter outlines the specific expectations for the year, based on the goals of Council and the CAO.

The items included in this mandate letter come from three sources:

1. The CAO goals as outlined in Part 3 above.
2. Items identified by Council through this review process.
3. Council's priorities related to strategic plans and motions of Council.

Mandate letter items will be reviewed three times per year. Though not meant to be prescriptive, the following schedule may be considered:

1. Immediately following the passing of the budget. (May/June)
2. Midway through the fiscal year. (September/October)
3. As the first part of the next fiscal year's Performance Review. (December/February)

MANDATE LETTER ITEM	REVIEW JUNE 20XX	REVIEW OCTOBER 20XX	FINAL REVIEW
From CAO			
"			
From Performance Review Process			
"			
From Council based on priorities			
"			



Part 5: Feedback and Signatures

Comments from CAO on content and/or process of this Performance Review (OPTIONAL):

Signatures acknowledge receipt of the Performance Review Report, not necessarily agreement with its assessment.

CAO Signature: _____

Warden Signature: _____

Date: _____

Appendix B: MOCR Chief Administrative Officer - Job Description

Overview

This is the senior management position and head of the administrative branch of the Municipality of the County of Richmond. This position is accountable to the Council for the proper administration of the affairs of the municipality in accordance with the Municipal Government Act as well as by-laws of the municipality and the policies adopted by the Council.

As the senior staff person, the incumbent will develop the team practices and competencies that will lead to sustainability and to positive outcomes. And the team will be responsible for the provision of services within the approved strategies of Council.

Duties and Responsibilities

The following is a general outline of duties and responsibilities of the Chief Administrative Officer and is not intended to be all-inclusive or to limit the Council to expand the functions or to assign additional responsibilities.

1. **Organizational Strategies, Structure, and Services:**

- Pro-actively coordinates, directs and implements a sustainable Long Range Strategic Plan (LRSP) for the municipality that respects provincial and municipal priorities, review annually, and submit to Council.
- Prepares an organizational structure of the municipality to carry out the LRSP and submit to Council.
- Coordinates and directs the preparation of subordinate plans and programs for the sale of municipal property as well as the execution and delivery of municipal programs and services ensuring they are representative of, or cause amendments to, the LRSP and submit all amendments to Council.

Outcome: *There are approved and sustainable strategies, structures and citizen services plans for the direction and operation of the organization with measurable results and outcomes.*

2. **People Performance, Organizational Capacity (HR):**

- Based on applicable legislation and any relevant regulations, including OH&S, establish the Structure of departments of the municipal administration, operations and services and submit to Council.
- Develops a system of classification of positions of municipal officers and employees for adoption by Council and review as necessary or at least every four years, in accord with the MGA and/or the CBA.

- Determines the salaries, wages and emoluments to be paid to municipal officers and employees, including payment pursuant to a classification system which has been approved by Council.
- Fixes the amount in which security is to be given by municipal officers and employees, the form of security, the manner in which security is to be given and approved and the nature of the security to be given.
- All powers of staffing and employment to achieve the approved purposes of the County, appoint, suspend and remove all employees of the County with power to further delegate this authority.
- Develops, promotes, and implements management policies and plans to maintain harmonious labour/management and employee relationships with, and between, all employees.

Outcome: *There is a “Staff and People Plan” to meet the needs of the organization as established in number one (1) above, both in present and future terms.*

3. Council Advisor, Leader of Action & Implementation:

- Reviews the drafts of all proposed by-laws and policies and make recommendations to the Council with respect to them. Implements all policies, plans, programs and by-laws of the Municipality as approved by Council, and or as within the authority of the role of the CAO within the MGA and other relevant legislation.
- Authorizes, in the name of the Municipality, the commencement or defense of a legal action or proceedings before a court, board, or tribunal, including reporting the commencement of the legal action, defense or proceeding to the council at the next meeting and may, if the council so provides by policy, delegate this authority to employees of the municipality.
- Settles all legal actions or proceedings in accordance with policy and any policies of the Council.
- Prepares Council and Committee meeting agendas, attend such meetings and ensures that all actions from meetings are performed or actioned.
- Attends meetings of any board, committee, commission or corporation of the Municipality, as required to represent and serve the interests of the County.
- Acts as, or designates the Returning Officer, Registrar of Voters, and Revision Officer and the Municipal Engineer role, pursuant to the provisions of the Municipal Elections Act and the MGA.

Outcome: *Council is well-advised, decisions are implemented effectively, and legal, procedural, and electoral duties are fulfilled in compliance with legislation.*

4. External Relationships, Partnerships & Services:

- Creates and Oversees the Development of regional and federal and provincial partnerships and relationships to advance and sustain the interests of the County.
- Liaises and communicates with Service Nova Scotia and Municipal Affairs, other provincial and federal government departments, municipalities, boards, commissions, or other authorities as required.
- Directs the organization to support and promote community engagement activities including consultation and participation in the planning of municipal services and programs.
- Creates methods and systems for the evaluation of the effectiveness of alternate regional and County strategies relating to partnerships.
- Creates networks and partnerships within the County to ensure strong and sustainable County strategies.

Outcome: *There are external partnerships strategies, and for each an implementation plan, measures, outcomes which all serve and support the strategies and needs of the County.*

5. Senior Management Leadership:

- Establishes objectives for the organization in accordance with government legislation and policy, formulate or approve and evaluate programs and procedures alone or in conjunction with senior government committees.
- Advises elected representatives on policy questions and refer any major policy matters to Council for final decision. Recommends, reviews, evaluates and approves documents, briefs and reports submitted by managers and senior staff members of the municipality to Council, and other Levels of Government and Regional partners.
- Ensure, in collaboration with the Director of Finance that appropriate systems and procedures are developed and implemented to provide budgetary control—Directs or ensures the coordination of department activities with other senior and regional government managers and officials. Makes presentations to Council, committees, the community and other government agencies and organizations regarding policies, programs or budgets as appropriate.
- Holds quarterly meetings of the organization and supports other means of communication.

Outcome: *There is a senior management team that provides leadership and direction to all staff and engages the staff, external partners, and the community in the Strategies and Services and Polices of the County.*

6. Organizational Development, Organizational Outcomes and Accountability:

- Reviews organization resources and directs the development and maintenance of competencies to meet current and future organizational goals and objectives.
- Provides executive leadership and collaborate with senior management to promote organizational development that supports, coaches and demonstrates a strong commitment to the development and well-being of human resources.
- Provides opportunities for quality training and education for the development of organizational and employee competencies where appropriate.
- Ensures there is a system so that all staff are appropriately certified or trained and meet all provincial and federal requirements for the positions they hold and ensure competencies remain current.
- Evaluates practices, procedures, and protocols relating to staff education, professional development, and organizational processes and collaborate with senior management and other employees or committees to make recommendations on changing needs as appropriate.
- Directs all levels of management to determine core competencies required for key positions in the organization as well as identify specific resources to ensure acquisition and maintenance of those competencies. Creates organizational development and professional growth activities for the management team.
- Develops and assures the continuous evaluation of activities and resources to determine their effectiveness in meeting department and/or organizational goals and objectives and respond to professional development needs.

Outcome: *The County has a clear development plan that creates a direction supporting organization needs in the short and long run.*

7. Supervision, Management, and Leadership of Direct Reports:

- Ensures all managers, senior managers and staff perform responsibilities per relevant Municipal, Provincial and Federal policies both existing and emergent.
- Establishes clear roles and expectations for all reporting managers, as well as measures of progress and performance, and applies and supplies resources to enable staff to attain their purposes.
- Develops and executes performance development plans (PDP) for all senior management reporting to the CAO and ensures all employees throughout the organization are provided the opportunity to participate in the PDP process with their applicable managers and supervisors.
- Coaches the staff who report to the CAO to ensure the satisfactory performance and support, as well as suitable communications to enable success of the County.

Outcome: *There are clear roles, Performance Development Plans, and measures for each report.*

Core Competencies

Core competencies are the essential skills, attributes, and behaviors required for success in this role, regardless of specific duties. The CAO should demonstrate these core competencies and foster them in all MOCR staff members.

Strategic Thinking: Demonstrates the ability to analyze situations, solve problems, and make informed, forward-looking decisions.

Leadership, Adaptability & Professionalism: Leads by example, takes responsibility for results, adapts well to change, and demonstrates self-awareness, professionalism, and a commitment to continuous improvement.

Communication & Collaboration: Communicates clearly and respectfully, builds positive working relationships, and works effectively with others to support shared goals and team success.

Customer & Service Orientation: Prioritizes resident and stakeholder needs, delivering high-quality, responsive service.

Equity, Diversity & Inclusion: Values diverse perspectives and creates inclusive environments where everyone is respected.