



# CAO PERFORMANCE EVALUATION COUNCIL PROCEDURE

GOV-040.1  
Effective Date:  
January 27, 2026

This Council Procedure falls under the CAO Performance Evaluation Council Policy GOV-040.

## OBJECTIVE

This Council Procedure establishes processes for evaluating the performance of the CAO, including participation, timeline, CAO goal setting, review meetings, and confidentiality.

## PROCEDURE

### PARTICIPATION

1. All members of Council will be given the opportunity to participate in the evaluation process. The Mayor is expected to lead the process.

### TIMELINE

2. Pursuant to section 18 ("Evaluation") of the CAO Bylaw, as amended, or any successor legislation, Council will conduct an annual performance evaluation.
3. Pursuant to section 19 ("Evaluation") of the CAO Bylaw, as amended, or any successor legislation, Council will also conduct a semi-annual assessment of the CAO's performance.
4. Council may determine the timing of these evaluations; however, the schedule must not exceed the timeline as set out in the Municipal Government Act, as amended, or any successor legislation.

### CAO GOAL SETTING

5. Prior to a performance evaluation, the CAO will work with Council to establish goals for the upcoming year. The goals and results will be reviewed as part of the performance evaluation for the following year.
6. The CAO's goals for the upcoming year will be recorded and made available to both CAO and Council.

PRE-PERFORMANCE REVIEW MEETING

7. The CAO will complete a self-evaluation using the same evaluation package used by members of Council and will send a copy to the Mayor.
8. The Mayor may gather responses from various stakeholders such as the CAO's direct reports and others as selected by Council.
  - a. If stakeholder responses are used, the writer of the response must be kept confidential.
9. The Mayor will gather responses from members of Council.
10. Council as a whole will then discuss the results of the performance evaluation and identify successes and opportunities for improvement.
11. The Mayor will determine how to collate this information for presentation to the CAO in a coherent and consolidated manner.

PERFORMANCE REVIEW MEETING

12. Pursuant to section 18 ("Evaluation") of the CAO Bylaw, as amended, or any successor legislation, the Mayor, representing all of Council, will meet with the CAO to provide a formal written performance report.

CONFIDENTIALITY

13. Results of the CAO performance evaluation will be reported to the CAO in confidence with due respect for privacy, fairness, and dignity.
14. The information provided in the evaluation is confidential. This requirement of confidentiality is confirmed in section 22 of the Access to Information Act, as amended, or any successor legislation.

APPROVAL

This Council Procedure is approved by:

  
\_\_\_\_\_  
Sandy Bowman, Mayor

  
\_\_\_\_\_  
Jade Brown, Chief Legislative Officer

Jan. 27 2026  
Date

## APPENDICES

- Appendix A: CAO Performance Evaluation Guidelines
- Appendix B: CAO Performance Evaluation Package

## RELATED DOCUMENTS

- CAO Performance Evaluation Council Policy GOV-040

## SUPPORTING REFERENCES

Legal References:      Access to Information Act, SA 2024, c A-1.4  
                                 Chief Administrative Officer Bylaw No. 25/018  
                                 Municipal Government Act, RSA 2000, c M-26

## DETAILS AND REVISION HISTORY

Date	Action	Description
January 27, 2026	Introduction	New CAO Performance Evaluation Council Procedure GOV-040.1

**Appendix A:**

**CHIEF ADMINISTRATIVE OFFICER**

**PERFORMANCE EVALUATION GUIDELINES**



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# CAO PERFORMANCE EVALUATION GUIDELINES

## Objective

The goal of this document is to provide guidelines for evaluating the performance of a Chief Administrative Officer (CAO).

## General Duties, Powers, and Responsibilities of the CAO

- The CAO is Council's advisor and employee. They also serve as the head of the Municipality and are responsible for operations, day-to-day financial decisions, and staffing of all departments.
- The CAO has the general duties, powers, and responsibilities outlined in section 22 of the Chief Administrative Officer Bylaw No. 25/018.

## Scope of Performance Evaluation

When evaluating the CAO's performance, Council should consider the following broad areas:

- assistance provided to Council in support of Council understanding its governance role and relationship building;
- policy advice and leadership on the key issues;
- fiscal management;
- leadership of the administrative team;
- team selection, assessment, training, and mentoring;
- development of community relationships;
- accomplishment of goals; and
- areas for improvement.



## Criteria

The above areas should be rated by the evaluator using the following assessment levels:

- outstanding;
- above standard;
- standard; and
- below standard.

## CAO Performance Evaluation Package

- The document “Performance of the Chief Administrative Officer” by George B. Cuff & Associates Ltd. was adapted to create a CAO Performance Evaluation Package for the Municipality.
- Council may choose to use a different method or form for evaluating the CAO.





**Appendix B:**

**CHIEF ADMINISTRATIVE OFFICER  
PERFORMANCE EVALUATION PACKAGE**



REGIONAL MUNICIPALITY  
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# CAO PERFORMANCE EVALUATION

Name of CAO: \_\_\_\_\_

Name of Evaluator: \_\_\_\_\_

This evaluation package includes six categories with an opportunity for you to provide a rating as well as comments. Comments are optional.

There are also sections related to accomplishment of goals, areas for improvement, and measures to take for improvement.

## Rating Criteria

The evaluator should use the following criteria for rating the categories:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

## Confidentiality

Results of the annual performance evaluation are determined by Council and reported to the CAO in confidence with due respect for privacy, fairness, and dignity. The information provided in this evaluation package is confidential. This requirement of confidentiality is confirmed in section 22 of the *Access to Information Act*.

## Credit

This document has been adapted from “Performance Appraisal of the Chief Administrative Officer” by George B. Cuff & Associates Ltd.



















## Measures to take for improvement

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve performance (e.g., internal development courses, external seminars, and changes in management practices).

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## Sign-Off

Please fill out the section below to confirm your evaluation is complete.

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Name (Print)

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Signature

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Date



