



COUNCIL POLICY

City Manager Performance Management

Policy Title	City Manager Performance Management		
Policy Number	120	Approved Date	2014/11/03
Department	Human Resources	Last Amended	2025/09/15
Mayor Signature	"J. Clayton" (signed)	Last Reviewed	2025/09/15
		Signature Date	2025/09/16

1. Policy Statement

- 1.1. The City of Grande Prairie (City) recognizes the need to evaluate the performance of the City Manager to ensure the ongoing success of the City. Performance of the City Manager will be monitored at the frequency outlined in the MGA and by a method determined by City Council.

2. Purpose

- 2.1. In an environment characterized by change due to the municipal election process, this policy will ensure consistency in the City Manager performance management process over time. A key role of City Council is to evaluate the performance of the City Manager. To be effective, this evaluation needs to be carried out on an annual basis, and in a planned and thoughtful manner.

3. Definitions

In this policy:

- 3.1. **"City"** means the municipal corporation of The City of Grande Prairie, having authority under the *Municipal Government Act*, RSA 2000 C. M-26 and other applicable legislation.
- 3.2. **"City Manager"** means the person appointed by Council to the position of Chief Administrative Officer (CAO).
- 3.3. **"Corporate Leadership Team"** (CLT) means the City senior management team responsible for the planning, organization, development, implementation, and administration of the service areas of the City and includes the City Manager.
- 3.4. **"Council"** means the duly elected Council of the City.
- 3.5. **"Evaluator"** means an individual or group responsible for providing feedback, assessments or observations as part of the performance review process.



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4. Responsibilities

4.1. The City Manager:

- 4.1.1.** Is responsible for their own performance and development within the context of the organization's business needs. More specifically, those responsibilities are to:
- a.** Set challenging but achievable performance objectives based on the strategic direction of Council.
 - b.** Prioritize issues that concern the citizens, balanced with the economic drivers of the City.
 - c.** Evaluate and assess their progress and develop strategies to overcome obstacles.
 - d.** Deliver on their objectives and plans.
 - e.** Ensures succession planning occurs for all members of the Corporate Leadership Team.
 - f.** Periodically, the City Manager will engage in a 360-feedback process, to obtain feedback that can improve the overall effectiveness of the City Manager.

4.2. City Council:

- 4.2.1.** Represents the community and outlines what is expected of the City Manager as leader of the City Administration. More specifically to:
- a.** Ensure the goals and objectives of the City Manager and the organization are aligned with the strategic direction of Council.
 - b.** Support the City Manager and the organization so they get the resources they need to achieve success.
 - c.** Recognize progress and achievements of the City Manager through informal discussions, a Mid-Year Check-In (optional) and/or Performance Reviews.
 - d.** Complete a formal performance review annually for the City Manager, to be filed in the Employee File with HR.
- 4.2.2.** Ensures succession planning occurs for the City Manager.
- 4.2.3.** Reviews and approves any revisions to this policy.

4.3. The Chief Human Resources Officer (CHRO):

- 4.3.1.** Is the custodian of the process and their responsibilities are to:
- a.** Integrate related formal systems and procedures, like the Performance Management Program into the professional development and compensation processes.
 - b.** Provide assistance to Council and the City Manager throughout the process.
 - c.** Monitor, evaluate, and improve the performance review processes on a regular basis.



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5. Procedures

5.1. Performance Review Schedule and Timelines

- 5.1.1.** Each year the City Manager's annual review will be completed at a minimum by Council and the City Manager. During the four-year term of Council, the assessment will draw on different feedback sources and to ensure a balanced, well-informed assessment.
- 5.1.2.** This means that:
- a.** In Council's first year, the assessment will include Council and the City Manager, utilizing the Performance Review and Rubric documents.
 - b.** In Council's second year the assessment will include Council, City Manager and the Corporate Leadership Team (CLT), utilizing the Performance Review and Rubric documents.
 - c.** In Council's third year, the assessment will include a 360 Degree Assessment. This will include, Council, City Manager, Direct Reports of the City Manager and selected external partners. External partners will be mutually agreed to by the Mayor and the City Manager.
 - d.** In Council's fourth year, the assessment will include Council, City Manager and the Corporate Leadership Team (CLT), utilizing the Performance Review and Rubric documents.
 - e.** At the discretion of Council, additional assessments and/or Assessors may be added in an effort to ensure a well-rounded review.
- 5.1.3.** The City Manager Performance Review is scheduled to be completed in September of each year. All components of the review, including any potential salary adjustment, will be completed by September 30.
- 5.1.4.** This means that:
- a.** In an election year, the outgoing Council evaluates the City Manager's performance over the prior year before the new Council is elected.
 - b.** The City Manager will already have performance goals/key objectives in place to share with a newly elected Council in the first year of their term.
 - c.** The new Council may use the Mid-Year Check-In to fine-tune the performance goals/key objectives of the City Manager. Alternatively, Council's quarterly strategic priorities meeting could be used for this purpose.
 - d.** The first time the new Council evaluates the City Manager is one (1) year after it has been elected.



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5.2. City Manager Review Process

5.2.1. Step 1: Objectives and Goal Setting

- a. The purpose of this step is for the City Manager and Council to jointly decide on any personal development goals and establish key performance objectives that are tied to the annual performance review feedback. These objectives should be established within the overall context of the Strategic Plan for the City.
- b. Goals are established based on annual performance review feedback, City priorities, initiatives and direction for the coming year.

5.2.2. Step 2: Mid-Year Check-In (optional)

- a. Council and the City Manager meet to discuss progress on the achievement of key objectives and determine if there are any impediments to success or if objectives need to change as a result of a shift in strategic direction or priority. Council could also complete periodic reviews of City Manager progress on key objectives through the quarterly strategic objective's meetings.

5.2.3. Step 3: Annual Performance Review (see [Schedule A](#))

- a. City Manager
 - i. The City Manager prepares a self-assessment of goals, key performance objectives and accomplishments for the year and may provide data from community surveys/feedback and employee surveys/feedback that reflect the satisfaction and well-being of our community and our workforce and provides it to the Mayor.
- b. Mayor/Council
 - i. Each Council member completes the City Manager Performance Review form individually and forwards it to the Mayor. The Mayor then collates all feedback into a summary document.
- c. Chief Human Resources Officer
 - i. The Chief Human Resources Officer (CHRO) prepares and administers the confidential performance review tool to individuals as determined by [Schedule A](#).
 - ii. If a 360 tool is to be used in the Performance Review, the CHRO sources and organizes it.
 - iii. Results of these surveys and the 360 (if used) are provided to the Mayor.
- d. Pre-Performance Review Meeting
 - i. The Mayor collates all information gathered from the City Manager, Council, and others and holds a formal meeting with Council to discuss the results of the review and the level of success in achieving the key objectives. Council feedback



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is documented for provision to the City Manager. Council also determines any salary adjustment (merit increase) based on overall performance.

- e. Performance Review Meeting
 - i. The Mayor meets with the City Manager to provide formal, documented feedback as gathered above and to communicate Council's compensation adjustment decision.

5.2.4. Step 4: Cycle Repeats with Step 1

6. References & Supporting Documents

- 6.1. Mid-Year Check-In
- 6.2. Annual Performance Review
- 6.3. Annual Performance Review Rubric

7. Attachments

- 7.1. See [Schedule "A"](#), Detailed Annual Performance Review Schedule

8. Version History

Action	Date	Description
New Policy	2014/11/03	
Revision	2023/08/10	New template applied. Gender neutral language applied throughout.
Revision	2023/12/11	Definitions section added with new definitions. Under section 2, "regular" was changed to "annual". Subsections 4.1.a.v & 4.2.a.iv added. 4.1.a.ii expanded. City strategic direction changed to Council strategic direction.
Revision	2025/09/15	Added language on business continuity planning and absences of CLT members. Added Evaluator definition. Added Procedure 120-1 into the policy document. Addition of 5.1.1 and 5.1.2 on the schedule of the review process. Removal of Chief of Staff.



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Schedule "A": Detailed Annual Performance Review Schedule

Deliverable	Who	Due Date
Send reminder of City Manager review timelines to Mayor	CHRO	July 1
Meet with Mayor to discuss components of evaluation, i.e., 360 feedback, survey of direct reports, etc.	CHRO	July 7
Advise and send out applicable documentation to be completed individually by the Evaluators annually.	Mayor	July 15
Return completed performance review documents to the Mayor	Evaluators	August 1
Complete a review of the previous years key performance objectives, and if asked, gather data from employee or community surveys or feedback, submit to the Mayor	City Manager	August 1
Collate and summarize Council feedback; collate and summarize all other information gathered and send to Council for review	Mayor	September 1
Meet to discuss City Manager review and provide overall feedback; decide on potential salary adjustment	Mayor and Council	September 7
Meet with City Manager to deliver feedback and advise of salary adjustment, if any	Mayor	September 15
Advise HR to process salary adjustment for the City Manager, if necessary	Mayor	September 15
Develop and discuss key performance objectives for the coming year	City Manager. Mayor and Council	September 20
Optional Mid-Year Check-In (if used) or <i>quarterly review with Council at Strategic Priority Chart review.</i>	City Manager, Mayor and Council	March 30 (Dec, Mar, June)