TOPIC:	**COUNCIL EFFECTIVENESS ASSESSMENT**
POLICY No:	**01-0530-A**
APPROVED BY: **COUNCIL**	**RESOLUTION CS 2020-016**
AMENDED BY:	
DATE:	**January 7, 2020**

1. **GUIDING PRINCIPLES**
   1.1. Council plays a significant role in the in the creation and maintenance of a safe, caring, and vibrant community. It is believed that all Council members strive to achieve to their highest abilities, seek, and deserve feedback on their effectiveness.

   1.2. Council Effectiveness Self-Assessment at the Town of Ladysmith is intended to be a constructive and positive experience. It is to be viewed as an opportunity for Council members to understand their effectiveness relative to their responsibilities, goals, and objectives as elected officials.

   1.3. The Town of Ladysmith strives to ensure that all Council members have the opportunity to grow, develop, and achieve their goals as elected officials. The Council Effectiveness Self-Assessment assists Council in evaluating its effectiveness as a governing body, becoming aware of individual and collective strengths and limits, ensuring members are fulfilling their respective roles as elected and, ensuring members are taking responsibility for themselves, their feelings, emotions, and the modes of behaviour that result.

2. **POLICY OBJECTIVES**
   2.1. Enable Council to jointly develop individual and collective goals, objectives, and expectations that support the effective and efficient governance and operation of the Town of Ladysmith.

   2.2. Support the Town's values of leading with courage, respect, and integrity by assisting Council in the areas of building leadership capacity, cultivating strong relationships, driving operational excellence, inspiring courage and innovation, and leading transformation.

   2.3. Assess Council progress against governance goals and enhance mutual feedback and communication between members with a focus that will:
   - Recognize and celebrate achievements and successes.
   - Implement solutions to improve performance where goals and performance expectations are not being met.
   - Identify gaps in skill, knowledge, and abilities and identify tools, support and development opportunities to close these gaps.

   2.4. Provide a framework for Council effectiveness assessment and review.

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2.5. Formal General Council Effectiveness Assessment shall be completed annually in September and Council will discuss the results as a group (see Appendix A for procedure.)

2.6. Individual Council Member Self-Assessments shall be completed twice annually, in May and November.

2.7. Council members are encouraged to discuss individual performance and governance goals on an informal, regular basis with other member(s) of Council following completion of the Council Member Self Assessments.

3. **SCOPE**
   3.1. This policy applies to all officials elected to Town of Ladysmith Council.

4. **PROCEDURE**
   4.1. Effectiveness assessment is a reflective learning process involving some or all of the following tools outlined in 'Appendix A'.

5. **RESPONSIBILITIES**
   5.1. Collectively, all Council members have responsibility to assist in the development of goals and objectives, perform the work required and to contribute insight and ideas into how the Town of Ladysmith can best be served efficiently and effectively, and to ask for support when needed.

   5.2. Completing the annual General Council Effectiveness Self-Assessment is a shared responsibility of all Council members.

   5.3. Completing the twice yearly, Individual Council Member Self-Assessment is the responsibility of each Council member.

   5.4. Human Resources is responsible for providing the framework for and support to Council on the Effectiveness Assessment program including timely reminders and tools, forms and training support.

6. **ACCESS TO INFORMATION AND PROTECTION OF PRIVACY**
   6.1. The information and records made and received to administer this policy are subject to the access to information and protection of privacy provisions of British Columbia's Freedom of Information and Protection of Privacy Act. Personal information will be treated in a confidential manner, in compliance with the Act and Town of Ladysmith policies.

APPENDIX A
COUNCIL ASSESSMENT TOOLKIT

PURPOSE
To support the Council Effectiveness Assessment Policy.

PROCEDURE
MODULE 1: GENERAL COUNCIL EFFECTIVENESS SELF-ASSESSMENT

Module 1 has been designed to assist Council in assessing its effectiveness as a governing body. The self-assessment consists of a guide and a survey. The guide will help members understand the survey questions and the choice of responses provided. The survey is to be undertaken by Council members as a group effort. Members should read the guide first, before commencing completion of the survey.

1. **GENERAL COUNCIL SELF-ASSESSMENT PROCEDURE**

    1.1. The Council Self-Assessment is to be carried out once each year, and to be completed by October.
    1.2. Human Resources will distribute copies of the Self-Assessment Form and Guide to all members of Council in early September.
    1.3. Council members will complete the Self-Assessment Form either online or on paper, and return it to the Manager of Human Resources. Human Resources will compile the results of all forms returned, and develop an anonymous summary report for discussion and as the basis for any required action plan for improvement.
    1.4. Staff (Chief Administrative Officer, Manager of Human Resources or Corporate Officer) will facilitate a Council workshop to present the summary of responses to the Council Self-Assessment and to guide action planning and goal setting to address findings of the self-assessment.
    1.5. The desired outcome of this process is a Council Governance Action Plan containing two to three governance-related goals for Council to achieve over the coming year.

2. **GENERAL COUNCIL SELF-ASSESSMENT GUIDE**

    2.1. **Components of effective governance**
    To support our values of leading with courage, respect, and integrity, Council members and Administration should strive to build leadership capacity, cultivate strong relationships, drive operational excellence, inspire courage and innovation, and lead transformation. These key competencies are necessary to the effective and efficient governance and operation of the Town of Ladysmith.

    The following pages will define each competency and provide primary anchors on a leadership continuum as examples of how each behaviour is modeled. This guide is designed to provide a framework to each competency across the entire scope of leadership and is intended to create context for aiding the user(s) in completion of the general council effectiveness self-assessment.

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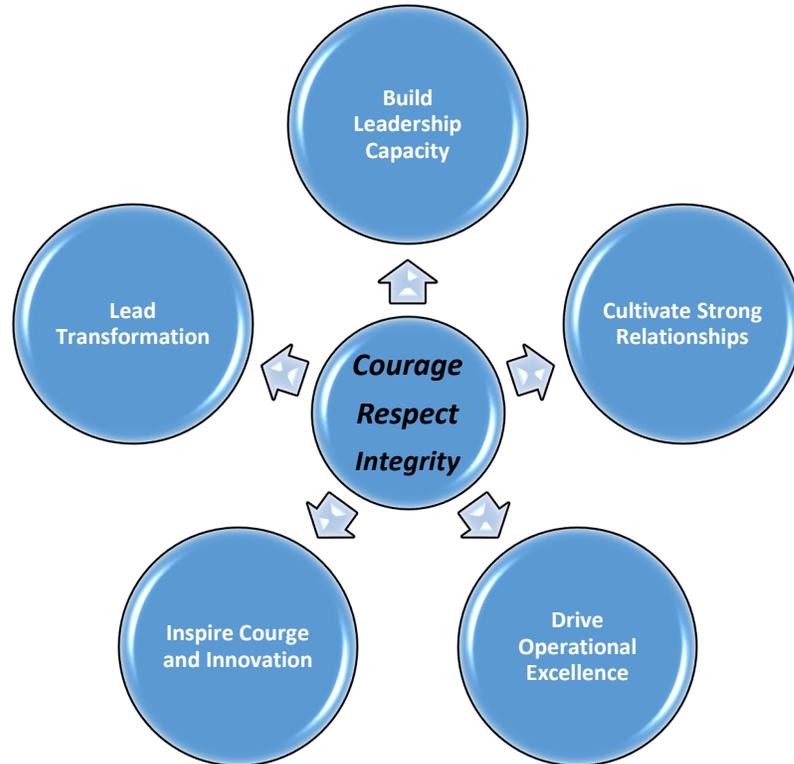
2.1.1. Build Leadership Capacity

The ability to utilize transparency and accountability to develop leadership effectiveness in Council, various committees, administration, and our culture.

Why it's important: We must invest in fostering a strong leadership culture to execute our strategic plan and ensure continued success.

Leadership Continuum			
Managers	**Directors**	**Chief Administrative Officer**	**Council**
• Models and reinforces the positive attributes of our culture and supports cultural evolution. • Enables, empowers, and develops others through regular coaching, constructive feedback, career planning, and proactive performance management. • Actively engages others through listening, open and transparent communication, and involvement. • Displays ability to lead self and others through self-awareness, self -	• Builds and protects the positive attributes of our culture and supports cultural evolution. • Models leadership via empowering and developing others through regular coaching, constructive feedback, career planning, and proactive performance management. • Actively engages others through listening, open and transparent communication, and involvement.	• Holds self and other leaders accountable for building and protecting the positive attributes of our culture and supports cultural evolution. • Champions leadership capacity and effectiveness through regular coaching, constructive feedback, career planning, and proactive performance management. • Acts as an ambassador to engage others through listening, open and transparent	• Holds self and other Council members and the CAO accountable for building and protecting the positive attributes of our culture and supports cultural evolution. • Champions leadership capacity and effectiveness through constructive feedback, and proactive CAO performance management. • Acts as an ambassador to the community via listening, open and transparent

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Managers	Directors	Chief Administrative Officer	Council
management, self-development, and relationship building. • Manages employee development processes to build capacity within their team for the future. • Builds and updates organization-wide talent processes to build talent capacity for the future and mitigate succession risks.	• Demonstrates and coaches others to embrace self-awareness, self-management, self-development and relationship building. • Visions organization-wide talent processes to build talent capacity for the future and mitigate succession risks.	communication, and involvement. • Models and creates an environment that supports self-awareness, self-management, self-development, and relationship building. • Champions organization-wide talent processes to build talent capacity for the future and mitigate succession risks.	communication, and involvement. • Models and creates a Council environment that supports self-awareness, self-management, self-development, and relationship building.

Potential Impediments
- Fails to set objective measures of success.
- Ignores people issues and does not hold others accountable.
- Fails to demonstrate actions and commitment to developing others and self.
- Avoids difficult decisions and conversations.

2.1.2. Cultivate Strong Relationships

Building strong and trusting relationships and bringing a taxpayer-centric mindset and focus to all elements of the organization.

Why it's important: Influencing and building strong relationships amongst Council, and with administration, partners, and the community is fundamental to the continued growth and success of the Town.

Leadership Continuum			
Managers	**Directors**	**Chief Administrative Officer**	**Council**
• Builds a network of internal and external contacts to support their team, department, and division. • Demonstrates influence and professionalism in creating key relationships, with an emphasis on the department. • Leads individuals and builds a cohesive, collaborative, and cooperative team. • Models cross-organization collaboration, honest relationship building,	• Builds a personal network of internal and external contacts. • Demonstrates influence and professionalism in creating key relationships, with an emphasis on the department. • Builds strong, cohesive teams and healthy team dynamics. • Engages self and team in cross-organization collaboration, honest relationship building, and a respectful understanding of one another.	• Builds a strategic network of external contacts, including key decision makers and influencers at local and provincial levels. • Models influence and professionalism in creating strategic partnerships and key relationships. • Champions consistent engagement with employees, Council, strategic partners, and the community. • Models cross-organization collaboration, open and	• Builds a strategic network of external contacts, including key decision makers and influencers at local and provincial levels. • Models influence and professionalism in creating strategic partnerships and key relationships. • Champions consistent engagement with Senior Leadership, strategic partners, and the community. • Models collaboration, open and honest relationships, and a

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| and a respectful understanding of one another.
• Applies respect and integrity to all relationships. | • Applies respect and integrity to all relationships. | honest relationships, and a respectful understanding of one another.
• Applies respect and integrity to all relationships. | respectful understanding of one another.
• Applies respect and integrity to all relationships. |

Potential Impediments
- Lacks confidence to proactively build external relationships.
- Maintains silos and lacks collaboration skills.
- More concerned about own interests instead of the Town's interests.
- Avoids difficult decisions and conversations.
- Supports external stakeholders at the expense of our people and values.

2.1.3. Drive Operational Excellence

Leverage business insight, financial acumen, and operational rigor to maximize resources, productivity, and build long-term, sustainable success.

Why it's important: Bringing a business mindset to the organization is critical for maintaining the appropriate use of resources, ensuring strong productivity and solid operations while navigating change.

Leadership Continuum			
Managers	**Directors**	**Chief Administrative Officer**	**Council**
• Demonstrates sound judgement, business and financial acumen, and evidence-based decision making at the managerial level. • Maximizes productivity and effectively leads strategy execution. • Highlights areas where resources are required, barriers need to be removed and processes require revision. • Supports and maintains key business processes to reduce unnecessary risk and enhance performance in own operations. • Ensures self and team members drive continuity and effective operations through everyday operations	• Demonstrates and builds capacity in others for sound judgement, business and financial acumen, and evidence-based decision making. • Removes barriers and enables leaders to maximize productivity and effectively execute strategies. • Creates and updates key business processes and utilizes best practice to reduce unnecessary risk and enhance performance in own operations and across the organization. • Enables other leaders to ensure continuity and effective operations through transformational change.	• Exemplifies exceptional judgement, business and financial acumen, and evidence-based decision making. • Ensures that strategies are executed with the interests of the entire organization in mind. • Champions key business processes to reduce unnecessary risk and enhance operational and business performance. • Ensures continuity and effective operations through transformational change.	• Exemplifies exceptional judgement, business and financial acumen, and evidence-based decision making. • Ensures that strategies are executed with the interests of the entire organization in mind. • Supports key business processes to reduce unnecessary risk and enhance operational and business performance. • Supports Senior Leadership through transformational change.

and continuous improvement.			

Potential Impediments
- Lacks financial acumen
- Lacks professional maturity and fails to support leadership decisions
- Fails to bring the right balance of strategic and operational leadership
- Works in a silo and does not bring a holistic understanding of the organization.

2.1.4. Inspire Courage & Innovation

Model and enable creative thinking, curiosity, and calculated risk taking to create new solutions.

Why it's important: We will require courage in everything we do to challenge the status quo, and find bold and creative new ideas. Innovative thinking will continue to proactively build on the Towns' many successes and address changing community needs.

Leadership Continuum			
Managers	**Directors**	**Chief Administrative Officer**	**Council**
• Applies diversity and inclusiveness principles through our values and daily work. • Demonstrates open-mindedness and brings forward new ideas that continually enhance their area of responsibility. • Seizes opportunities to leverage and share expertise with senior leadership. • Exhibits a willingness to take calculated risks, asking for help and learning from mistakes in daily work. • Encourages the sharing of innovative ideas and resolutions.	• Holds self and others accountable for embedding diversity and inclusiveness principles through the Towns' values and strategies. • Enables and encourages open-mindedness bold thinking and new ideas that continually enhance the organization. • Creates a safe environment and psychological safety for risk taking, learning, and supporting others through mistakes. • Removes barriers and builds or revises systems and processes to encourage innovative ideas.	• Models and integrates diversity and inclusiveness principles into our values, strategies and expectations. • Champions bold thinking and new ideas that continually enhance the organization and address community needs. • Champions the creation of a safe environment and psychological safety for risk taking, learning, and supporting others through mistakes. • Exemplifies courage to challenge the status quo and bring new ideas forward.	• Models and integrates diversity and inclusiveness principles into our values, strategies and expectations. • Champions bold thinking and new ideas that continually enhance the organization and address community needs. • Champions the creation of a safe Council environment and psychological safety for risk taking, learning, and supporting others. • Exemplifies courage to challenge the status quo and bring new ideas forward.

Potential Impediments
- Stifles creativity and the exploration of new approaches.
- Too comfortable with the status quo and exhibits a fear of change.
- Does not engage or encourage calculated risk taking.
- Makes decisions without considering the appropriate level of risk.
- Lacks curiosity and openness to new ideas.
- Holds on too rigidly to the status quo.
- Shows a lack of courage in making unpopular or difficult decisions.

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2.1.5. <u>Lead Transformation</u>

Anticipate emerging trends and create opportunities that continue to improve the Town of Ladysmith.

<u>Why it's important:</u> the Town of Ladysmith is rapidly growing and leaders will need to capitalize on opportunities to continue to fulfill its mandate of service excellence and its mission to provide a safe, caring, and vibrant community.

Leadership Continuum			
Managers	**Directors**	**Chief Administrative Officer**	**Council**
• Highlights areas of risk in own operations. • Demonstrates courage and sound decision making to execute strategies and plans. • Understands and supports decisions and enables others through change. • Communicates how strategies and plans connect to the Town services with clarity and transparency and generates commitment. • Cultivates a strong team, coaches staff through change/transition and seeks support where needed. • Models the ability to embrace perseverance and resilience in the face of adversity. • Demonstrates a positive and forward thinking approach to leading. • Models and encourages others to embrace a "One Team" approach.	• Identifies trends, risks, and opportunities within own area. • Demonstrates courage and sound decision making to execute divisional and functional strategies and plans. • Promotes and supports decisions and enables others through change. • Communicates strategies and plans with clarity and transparency and creates buy in. • Builds a strong team and coaches others to manage through change and seek support when needed. • Demonstrates and empowers the team to embrace perseverance and resilience in the face of adversity. • Demonstrates a positive and forward thinking management approach. • Contributes and enables others to embrace a "One Team" approach.	• Anticipates and identifies trends, risks, and opportunities for the Town. • Demonstrates courage and sound decision making to create divisional and functional strategies. • Creates organization-wide systems and practices to enable change. • Demonstrates transparency and effectively communicates strategies and plans that support a vision for change. • Enables and empowers others to manage through change. • Instills confidence in self and others to lead with perseverance and resilience in the face of adversity. • Champions and enables others to embrace a "One Team" approach.	• Envisions a new frontier and new strategies based on trends, risks, and opportunities. • Supports courageous and sound decisions for new strategies and approaches. • Supports organization-wide systems and practices to enable change. • Instills a sense of community purpose, communicates a compelling vision for change, and champions transparency. • Models perseverance and resilience in the face of adversity. • Champions a "One Team" mindset.

Potential Impediments
- Waits for change to happen.
- Focuses on the past and status quo – fails to look to the future.
- Fails to clearly articulate compelling reasons for change.
- Fails to demonstrate and leverage big-picture thinking.
- Complains instead of bringing solutions and instigating change.

3. GENERAL COUNCIL SELF-ASSESSMENT SURVEY

There is real benefit to be gained from an in-depth review of all areas of Council activity. This review encompasses Council processes, activities, and behaviours. The tool takes the form of a series of assertions, which should be awarded a rating on a scale of one (1) to five (5). These assertions are split between Council processes and behaviours. As a group, Council should rate their response to each assertion by marking the relevant box. Respectful group discussion and context provided via competencies outlined in the guide will assist Council in determining the appropriate ranking.

Rating Scale
1 = Hardly ever/Poor/Strongly disagree
2 = Occasionally/Below Average/Disagree
3 = Sometimes/Average/Neutral
4 = Most of the time/Above average/Agree
5 = All of the time/Fully satisfactory/Strongly agree

A – Processes	N/A	1	2	3	4	5

1. Meetings

1.1. The number of Council and committee meetings are appropriate, including ad-hoc meetings when necessary.
☐ ☐ ☐ ☐ ☐ ☐

1.2. Council members regularly attend and actively contribute at meetings.
☐ ☐ ☐ ☐ ☐ ☐

1.3. Council meetings are well run and productive.
☐ ☐ ☐ ☐ ☐ ☐

2. Council Committees

2.1. Council committees are properly constituted and perform their delegated roles under clear terms of reference;
☐ ☐ ☐ ☐ ☐ ☐

2.2. Are subject to revision as appropriate; and,
☐ ☐ ☐ ☐ ☐ ☐

2.3. Report back effectively and promptly to Council with sufficient time for Council to consider matters arising.
☐ ☐ ☐ ☐ ☐ ☐

3. Time Commitment

3.1. Council members are able to commit sufficient time to the Town to discharge their responsibilities effectively.
☐ ☐ ☐ ☐ ☐ ☐

3.2. Council members regularly attend special community events.
☐ ☐ ☐ ☐ ☐ ☐

A – Processes	N/A	1	2	3	4	5

4. Orientation and Training

4.1. Council members receive proper orientation on commencement, and ongoing training is available to meet individual development needs.

☐ ☐ ☐ ☐ ☐ ☐

5. Timeliness and quality of information

5.1. Reports provided to Council are:

5.1.1. Provided on a timely basis; and

☐ ☐ ☐ ☐ ☐ ☐

5.1.2. Of a quality that enables Council to determine whether the Town is on track to meet its strategic objectives and is acting within its risk appetite.

☐ ☐ ☐ ☐ ☐ ☐

B – Behaviours and Activities	N/A	1	2	3	4	5

6. Council culture

6.1. The vision, mission, and values statements clearly communicate Council's objectives and define the desired results in both the short and long-term.

☐ ☐ ☐ ☐ ☐ ☐

6.2. Council creates a performance culture that drives value creation without exposing the Town to unnecessary risk.

☐ ☐ ☐ ☐ ☐ ☐

6.3. Council sets an appropriate tone that permeates through the entire organization

☐ ☐ ☐ ☐ ☐ ☐

7. Council discussions

7.1. Council meetings are characterized by a high quality of debate with robust and probing discussions – consistent with the guidance that an effective Council should not necessarily be a comfortable place, challenge, as well as teamwork are an essential feature.

☐ ☐ ☐ ☐ ☐ ☐

7.2. Conflict among Council members do not interfere with Council's work.

☐ ☐ ☐ ☐ ☐ ☐

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B – Behaviours and Activities	N/A	1	2	3	4	5

8. Understanding priorities

8.1. All Council members have a clear understanding of the Town's vision, mission, values and strategic direction. ☐ ☐ ☐ ☐ ☐ ☐

9. Setting strategy

9.1. Council holds a strategic plan that outlines the priorities, goals, and objectives that guide Council and staff. ☐ ☐ ☐ ☐ ☐ ☐

9.2. Council sets the Town's strategic plan robustly and effectively, with appropriate challenge from the Chief Administrative Officer and Senior Leadership team. ☐ ☐ ☐ ☐ ☐ ☐

9.3. Council ensures that the necessary financial and human resources are in place to implement the strategic plan. ☐ ☐ ☐ ☐ ☐ ☐

10. Risk appetite and risk management

10.1. Council is sufficiently involved in establishing the Town's appetite for risk in respect of its strategic aims; and, ☐ ☐ ☐ ☐ ☐ ☐

10.2. Satisfies itself that the integrity of the financial controls and systems of risk management are robust and resilient. ☐ ☐ ☐ ☐ ☐ ☐

11. Monitoring organizational performance

11.1. Council has the appropriate data to monitor the Town's performance, including financial and non-financial information and peer and comparator local government information; and, ☐ ☐ ☐ ☐ ☐ ☐

11.2. Uses the available data effectively. ☐ ☐ ☐ ☐ ☐ ☐

11.3. The quality and quantity of services provided by the Town are consistent with the financial and human resources available, and are supported by measureable public satisfaction levels. ☐ ☐ ☐ ☐ ☐ ☐

12. Crisis management

12.1. Council responds positively and constructively in the event of a crisis, and has well-established management plans to protect the Town's reputation. ☐ ☐ ☐ ☐ ☐ ☐

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B – Behaviours and Activities	N/A	1	2	3	4	5

13. Quality of decision making

13.1. Council makes well-informed high quality decisions based on its strategic priorities; and,

☐ ☐ ☐ ☐ ☐ ☐

13.2. Appropriate processes are used to facilitate complex decisions – for example obtaining information from subject matter experts and allowing time for additional debate and decision making.

☐ ☐ ☐ ☐ ☐ ☐

14. Demonstrating Council stewardship

14.1. Council communicates effectively with all community members and takes into account their interests; and,

☐ ☐ ☐ ☐ ☐ ☐

14.2. Ensures that the standard of external reporting is high and that the annual report is fair, balanced and understandable.

☐ ☐ ☐ ☐ ☐ ☐

15. Role of the Mayor

15.1. The Mayor has sufficient time to commit to the role; and

☐ ☐ ☐ ☐ ☐ ☐

15.2. The Mayor exhibits a leadership style and tone that promotes effective decision making, constructive debate and ensures that Council works as a team.

☐ ☐ ☐ ☐ ☐ ☐

16. Relationship with Town Administration

16.1. Council's relationship with the Chief Administrative Officer and the Senior Leadership Team is one of mutual respect and trust.

☐ ☐ ☐ ☐ ☐ ☐

16.2. The Mayor and Chief Administrative Officer work well together and their different skills and experience complement each other.

☐ ☐ ☐ ☐ ☐ ☐

16.3. The mayor represents an effective link through to the Chief Administrative Officer and Senior Leadership Team.

☐ ☐ ☐ ☐ ☐ ☐

16.4. The roles of Council and Town staff complement each other and do not conflict.

☐ ☐ ☐ ☐ ☐ ☐

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Performance evaluation

16.5.   Council sets itself objectives and carries out an annual evaluation of its own performance.

☐ ☐ ☐ ☐ ☐ ☐

16.6.   Council evaluates the Chief Administrative Officer's performance annually based on clear and objective requirements/expectations.

☐ ☐ ☐ ☐ ☐ ☐

MODULE 2: INDIVIDUAL COUNCIL MEMBER SELF-ASSESSMENT

Individuals with good personal governance are masters of self-reflection, self-assessment and self-regulation. Self-reflection applies to how we think, communicate and act. Being aware of our thinking and behavioral models means we can self-evaluate in a personal and situational way. Self-regulation means knowing when we have reached our limits, and need help. Reflecting on thinking at the moment of acting is a characteristic of outstanding leadership. The purpose of module 2 is; to assist Council members in becoming aware of their strengths and limits, to act as a personal *'check-in'* ensuring members are fulfilling their respective roles as elected and, to assist members in taking responsibility for themselves, their feelings, emotions, and the modes of behaviour that result.

This evaluation tool aims to support the development of individual Council members by helping enhance their contribution to the Town and also to encourage a positive experience.

1. **INDIVIDUAL COUNCIL MEMBER SELF-ASSESSMENT PROCEDURE**

   1.1. The Individual Council Member Self-Assessment is to be carried out twice each year, in June and November
   1.2. Human Resources will distribute copies of the Individual Self-Assessment Form and Guide to all members of Council at the beginning of each June and November.
   1.3. Council members will have three weeks to complete the Self-Assessment.
   1.4. Council members are not required to return the completed for review or compilation. This is intended to be a personal self-improvement tool.
   1.5. Council members are encouraged to review the findings of their individual self–assessment with one or more fellow Council members in one-on-one discussions, assisting them in setting individual performance goals.

Rating Scale
1 = Hardly ever/Poor/Strongly disagree
2 = Occasionally/Below Average/Disagree
3 = Sometimes/Average/Neutral
4 = Most of the time/Above average/Agree
5 = All of the time/Fully satisfactory/Strongly agree

	N/A	1	2	3	4	5

1. *Governance*

		N/A	1	2	3	4	5
1.1.	I'm familiar with the Town of Ladysmith's bylaws and policies.	☐	☐	☐	☐	☐	☐
1.2.	I maintain confidentiality and comply with all applicable bylaws, policies, and legislation.	☐	☐	☐	☐	☐	☐
1.3.	I support Council decisions once they are made.	☐	☐	☐	☐	☐	☐

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	N/A	1	2	3	4	5

1.4.   I understand the distinction between Council's role to set direction and provide general oversight and Administration's role to lead and direct operations.

☐ ☐ ☐ ☐ ☐ ☐

1.5.   I understand Council's role in overseeing the Chief Administrative Officer's annual performance.

☐ ☐ ☐ ☐ ☐ ☐

1.6.   I commit the time required to fulfill my Council responsibilities.

☐ ☐ ☐ ☐ ☐ ☐

2. Knowledge of the organization and environment

1.7.   I understand the Town's strategic plan, including mission, vision, and values statements, and take these into account when making decisions.

☐ ☐ ☐ ☐ ☐ ☐

1.8.   While not necessarily an expert, I have a good understanding of the Town's;
(a) Financial performance and condition
(b) Key areas of risk and associated risk mitigation strategies.

☐ ☐ ☐ ☐ ☐ ☐

1.9.   I understand and take into account the Town's accountability to residents and tax-payers of the community.

☐ ☐ ☐ ☐ ☐ ☐

1.10.   I keep current of issues and trends that may have an impact on the Town or the needs of the community.

☐ ☐ ☐ ☐ ☐ ☐

1.11.   I effectively apply my knowledge, experience, and expertise to matters before Council.

☐ ☐ ☐ ☐ ☐ ☐

1.12.   I ask questions or request information to help me make informed decisions.

☐ ☐ ☐ ☐ ☐ ☐

1.13.   I exercise sound and balanced judgement considering all aspects presented before Council.

☐ ☐ ☐ ☐ ☐ ☐

1.14.   I bring a strategic focus in assessing issues and reaching resolutions.

☐ ☐ ☐ ☐ ☐ ☐

1.15.   I am satisfied with my level of contribution as a Council member.

☐ ☐ ☐ ☐ ☐ ☐

2. *Effective behaviour and relationships*

2.1. I read necessary materials in advance and come prepared for meetings.

2.2. I listen well and respect others' ideas and perspectives.

2.3. I communicate effectively with my fellow Council members.

2.4. I am comfortable and constructive when expressing a minority opinion.

2.5. I develop and maintain positive, collaborative relationships with fellow Council members and Administration.

2.6. I respect the contribution of Council committees, being careful at Council meetings to build-on, not re-do, the work already completed by committees.

2.7. While maintaining my independence as a Council Member, I interact respectfully, cooperatively and appropriately with the Chief Administrative Officer and the Senior Leadership Team.

2.8. I take advantage of Council education opportunities to increase my effectiveness as a council member.

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3. *Development Questions*

    a) In terms of furthering your professional development as a Council member and contributing more to the Town, please identify two or three areas that you would like to personally focus on this year.

    b) Looking ahead, what supports or educational opportunities would be beneficial to your development as a Council member.

Effective meetings are those in which all members feel that the process of considering the matters on the agenda and arriving at a decision on each one has been fair and that all participants have been heard, and all sides of the issues considered.

Module 3 has been designed to assist Council in working together to ensure that meetings are effective and work well to conduct the business of Council and the Town.

1. <u>MEETING ASSESSMENT PROCEDURE</u>

    1.1. An online Meeting Assessment survey will be sent out after randomly selected Council meetings throughout the year
    1.2. Hard copies of the survey will also be available to Council members
    1.3. Council members will be given one week to complete the survey.
    1.4. The survey results will be returned anonymously to staff (Chief Administrative Officer, Corporate Officer or Manager of Human Resources) who will compile a summary of responses and circulate it to Council
    1.5. Any Council member can request that the subject of effective meetings be placed on an agenda in a Closed Session for further discussion by all members of Council
    1.6. Any member of Council can request that Meeting Assessment surveys be distributed after any given meeting and request follow-up discussion of the survey results if desired.

01-0530-A

COUNCIL MEETING ASSESSMENT

_____
(Meeting Date)

Response scale:

Always	Frequently	Sometimes	Rarely	Never
5	4	3	2	1

Using the above scale place a check mark in the box to the right of each statement that most accurately reflects your experience with the item described.

	5	4	3	2	1
1. There was sufficient time to responsibly deal with all items on the agenda					
2. Discussions stayed on track during this meeting.					
3. All Council members were given the opportunity to contribute to the discussions.					
4. The agenda items for this meeting concerned policy and strategy, not operations.					
5. Diversity of opinion was welcomed and respected.					
6. Discussions were kept pertinent to the issues.					
7. The decisions made in this meeting were based on information and facts rather than on personal prejudices or special group interests.					
8. The process we used for making decisions was effective.					
9. We were all given the same amount of time to speak to the items on the agenda.					
10. Council members rather than staff provided most of the input from the items on the agenda.					
TOTALS:					

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Open Questions:

What worked well?

What did not work well?

What I would like to see changed?