

THIS TEMPLATE IS PROVIDED AS A GUIDE. PLEASE MODIFY IT TO SUIT YOUR MUNICIPALITY'S REQUIREMENTS.

TEMPLATE 1.6A PERFORMANCE EVALUATION TEMPLATE FOR:

- CAO SELF-ASSESSMENT;
- MAYOR AND COUNCIL; OR (PLEASE CIRCLE USAGE)
- FINAL PERFORMANCE EVALUATION REPORT

CAO PERFORMANCE EVALUATION

Municipality of:

Name of CAO:

Evaluation Period: to .

Name of Elected Official:

This form is to be completed by the Mayor and each member of the Council and returned to: _____

The CAO may also complete the form as self-evaluation.

Due date: _____ Evaluations will be consolidated with any other gathered evaluation data and included on the agenda for discussion on [date of working session].

Mayor's signature

CAO's signature

Date

Date

Elected Official's Signature

Date

Instructions for using the Rating Instrument:

This Performance Evaluation contains sixteen performance competency areas. Each competency includes statements about standards of behaviour for that competency. For each statement, use the scale below to show your rating of the CAO's performance. Each elected official will complete this form and all evaluations will be consolidated into a final report, which will be shared with Council and with the CAO. Note that for each statement you leave without a score, a value of "3: Average" will be awarded.

In addition to the ranking sections, there is space for written comments. If using handwriting, please ensure that handwriting is legible.

Rating Instrument¹

Rank answers from 1 to 5 (Any item left blank will be interpreted as a score of "3 = Average")

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (generally does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

¹ ICMA's City Manager Performance Evaluation Criteria

- 5 = Excellent
- 4 = Above average
- 3 = Average
- 2 = Below average
- 1 = Poor

LINKING COUNCIL’S STRATEGIC GOALS WITH THE CAO’S GOALS

At the beginning of this term-year, the following Goals and Key Results Areas were identified by the CAO, Mayor and Council for the evaluation year. At the end of this form, there is space to note the new goals and results areas for the coming year.

Table 1: CAO Goals and Key Results Areas for [year]

| Council’s Strategic Goal | CAO’s Goals for the Evaluation Year | Key Results Area for the CAO | Performance Metric | Target Completion Date |
|---|--|--|--|------------------------|
| Use this space to identify each of the Council’s priorities that align with the CAO’s goals | Align each goal with the Council’s priorities. | Each result statement should directly support a strategic priority | Measure the success of results achieved against the goal | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

- 5 = Excellent**
- 4 = Above average**
- 3 = Average**
- 2 = Below average**
- 1 = Poor**

STAFF EFFECTIVENESS

PROMOTES THE DEVELOPMENT AND PERFORMANCE OF STAFF AND EMPLOYEES THROUGHOUT THE ORGANIZATION

- _____ **Coaching/Mentoring:** Provides direction, support, and feedback to enable others to meet their full potential.
- _____ **Coaching/Mentoring:** Exercises knowledge of feedback techniques, ability to assess performance and identify others' developmental needs to coach and mentor staff and employees throughout the organization.
- _____ **Team Leadership:** Facilitates and leads teamwork by demonstrating ability to direct and coordinate group efforts.
- _____ **Empowerment:** Creates a work environment that encourages responsibility and decision-making at all organizational levels by sharing authority and removing barriers to creativity.
- _____ **Delegating:** Assigns responsibility to others by defining expectations, providing direction and support, and evaluating results.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO's Comments:

5 = Excellent
4 = Above average
3 = Average
2 = Below average
1 = Poor

POLICY FACILITATION

HELPS ELECTED OFFICIALS AND OTHER COMMUNITY ACTORS IDENTIFY, WORK TOWARD,
AND ACHIEVE COMMON GOALS

- | | | |
|-------|--|--|
| _____ | Facilitative Leadership: | Builds cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them. |
| _____ | Facilitative Leadership: | Recognizes interdependent relationships and multiple causes of community issues and anticipates the consequences of policy decisions. |
| _____ | Facilitating Council Effectiveness: | Helps elected officials develop a policy agenda that can be implemented effectively and that serves the best interest of the community (requires knowledge of role/authority relationships between elected and appointed officials). |
| _____ | Facilitating Council Effectiveness: | Demonstrates skill in responsibly following the lead of others when appropriate, and communicating sound information and recommendations when appropriate. |
| _____ | Mediation/Negotiation: | Acts as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques). |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO's Comments:

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- 2 = Below average
- 1 = Poor

FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING

(REQUIRES KNOWLEDGE OF SERVICE AREAS AND DELIVERY OPTIONS)

| | | |
|-------|--|---|
| _____ | Functional/Operational Expertise: | Understands the basic principles of service delivery in functional areas such as public safety, community and economic development, human and social services, administrative services, and public works. |
| _____ | Operational Planning: | Anticipates future needs. |
| _____ | Operational Planning: | Organizes work operations and establishes timetables for work units or projects |
| _____ | Operational Planning: | Demonstrates knowledge of technological advances, trends, and changing standards. |
| _____ | Operational Planning: | Predicts the impact of service delivery decisions. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

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- 1 = Poor

SERVICE DELIVERY MANAGEMENT

MAINTAINS A CONSISTENTLY HIGH LEVEL OF QUALITY IN STAFF WORK, OPERATIONAL PROCEDURES, AND SERVICE DELIVERY

| | | |
|-------|--------------------------------|--|
| _____ | Citizen Services | Is an effective ambassador for the municipality by speaking at conferences and community events as requested. |
| _____ | Citizen Services | Supports Council in developing plans and initiatives to promote and serve community interests. |
| _____ | Performance Measurement | Enhance performance measurement and improve the overall quality and accuracy of performance measures in the business plan. |
| _____ | Performance Management | Develops leaders through regular coaching, career planning and proactive performance management. |
| _____ | Quality Assurance | Ensures actions taken and results achieved are consistent with the values and environment desired by municipal residents. |

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

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STRATEGIC LEADERSHIP

SETS AN EXAMPLE THAT URGES THE ORGANIZATION AND THE COMMUNITY TOWARD EXPERIMENTATION, CHANGE, CREATIVE PROBLEM SOLVING, AND PROMPT ACTION

| | | |
|-------|--------------------------------|--|
| _____ | Initiative/Risk Taking: | Demonstrates a personal orientation toward action and accepting responsibility for the results; resists the status quo and removes stumbling blocks that delay progress toward goals. |
| _____ | Vision: | Conceptualizes an ideal future state and communicates it to the organization and the community. |
| _____ | Creativity: | Applies existing ideas and practices to new situations. |
| _____ | Innovation: | Develops new ideas or practices. |
| _____ | Technological Literacy: | Demonstrates an understanding of information technology and ensures that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. |

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO’s Comments:

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DEMOCRATIC ADVOCACY AND CITIZEN PARTICIPATION

DEMONSTRATES A COMMITMENT TO DEMOCRATIC PRINCIPLES BY RESPECTING ELECTED OFFICIALS, COMMUNITY INTEREST GROUPS, AND THE DECISION-MAKING PROCESS

- _____ **Democratic Advocacy:** Fosters the values and integrity of representative government and local democracy through action and example.
- _____ **Democratic Advocacy:** Ensures the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations).
- _____ **Citizen Participation:** Recognizes the right of citizens to influence local decisions and promote active citizen involvement in local governance.
- _____ **Citizen Participation:** Acquires knowledge of the social, economic, and political history of the community.
- _____ **Citizen Participation:** Educates citizens about local government.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO’s Comments:

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1 = Poor

DIVERSITY

UNDERSTANDS AND VALUES THE DIFFERENCES AMONG INDIVIDUALS AND FOSTERS THESE VALUES THROUGHOUT THE ORGANIZATION AND COMMUNITY

| | | |
|-------|------------------------|--|
| _____ | Mutual Respect: | Attracts, retains and develops a talented and diverse labour pool |
| _____ | Mutual Respect: | Sustains a respectful workplace |
| _____ | Mutual Respect: | Build alignment and engagement among employees and teams |
| _____ | Adaptability: | Strategically plans and initiates long term goals and changes to ensure the organization is responsive to a diverse range of needs and situations. |
| _____ | Communications: | Effectively exchanges (obtains and transmits) information, in a variety of mediums, for diverse audiences |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

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- 1 = Poor

BUDGETING

PREPARES AND ADMINISTERS THE BUDGET

- _____ **Fiscal Management:** Prepares a balanced budget to provide services at a level directed by council.
- _____ **Fiscal Management:** Promotes fiscal discipline and accountability.
- _____ **Fiscal Management:** Protects organizational funds and assets.
- _____ **Implements the Budget:** Ensures proper processes are in place for capital budget priority setting, the maintenance and funding of critical infrastructure, and identification of funding gaps
- _____ **Fiscal Management:** Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

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- 1 = Poor

FINANCIAL ANALYSIS

INTERPRETS FINANCIAL INFORMATION TO ASSESS THE SHORT-TERM AND LONG-TERM FISCAL CONDITION OF THE COMMUNITY.

- _____ **Fiscal Management:** Determines the cost-effectiveness of programs, and compares alternative strategies.
- _____ **Fiscal Analysis:** Analyzes whether municipal resources are linked, integrated, and appropriated allocated.
- _____ **Fiscal Analysis:** Uses sound/viable/realistic research and analysis of available financial data in decision-making processes.
- _____ **Fiscal Discipline:** Promotes fiscal discipline and accountability
- _____ **Funding Opportunities:** Ensures the municipality is positioned to access all funding programs for which it is eligible from senior levels of government.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

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HUMAN RESOURCES MANAGEMENT

ENSURES THE POLICIES AND PROCEDURES FOR EMPLOYEE HIRING, PROMOTION, PERFORMANCE APPRAISAL, AND DISCIPLINE ARE EQUITABLE, LEGAL, AND CURRENT

| | | |
|-------|---|---|
| _____ | Decision-making and Performance: | Ensures that human resources are adequate to accomplish programmatic objectives |
| _____ | Ethics/Integrity: | Promotes ethical behaviour and holds individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards |
| _____ | Awareness of Morale: | Effectively responds to any issues of staff morale and satisfaction. |
| _____ | Hiring: | Recruits and retains competent personnel for staff positions |
| _____ | Performance Appraisal: | Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback |

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

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STRATEGIC PLANNING

POSITIONS THE ORGANIZATION AND THE COMMUNITY FOR EVENTS AND CIRCUMSTANCES THAT ARE ANTICIPATED IN THE FUTURE

| | | | |
|-------|------------------------------|------------|--|
| _____ | Accomplishment Goals: | of | Participates in the development of annual priorities with Council and senior management; identifies new initiatives for Council to consider |
| _____ | Adaptability: | | Establishes direction based on continual assessment of environment and emerging trends, issues, and opportunities. |
| _____ | Accountable Results: | for | Leads the municipality and articulates a clear plan for the municipality that reflects Council's vision, mission and strategic plan, and is well understood, widely supported, consistently applied, and effectively implemented |
| _____ | Anticipates Change: | | Anticipates the effects of change and develops plans to manage impacts, and possesses the strategic skills to anticipate opportunities and overcome challenges. |
| _____ | Succession Planning: | | Prepares for employees eligible for retirement by focusing on talent management and succession planning. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO's Comments:

5 = Excellent
4 = Above average
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1 = Poor

ADVOCACY AND INTERPERSONAL COMMUNICATION

FACILITATES THE FLOW OF IDEAS, INFORMATION, AND UNDERSTANDING BETWEEN AND AMONG INDIVIDUALS.

| | | |
|-------|-------------------------------------|---|
| _____ | Advocacy: | Advocates effectively in the community interest. |
| _____ | Advocacy: | Communicates personal support for policies, programs, or ideals that serve the best interests of the community. |
| _____ | Interpersonal Communication: | Exchanges verbal and nonverbal messages with others in a way that demonstrates respect for the individual. |
| _____ | Interpersonal Communication: | Exchanges verbal and nonverbal messages in a way that furthers organizational and community objectives |
| _____ | Interpersonal Communication: | Demonstrates skill in selecting the most effective communication method for each interchange. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO's Comments:

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- 2 = Below average
- 1 = Poor

PRESENTATION SKILLS

CONVEYS IDEAS OR INFORMATION EFFECTIVELY TO OTHERS

- _____ **Effective Presentation:** Possesses strong verbal, written and presentation skills demonstrating a clear, concise and positive style
- _____ **Ethics/Integrity:** Ensures public processes are transparent and accountability is clear when dealing with issues.
- _____ **Effective Presentation:** Effectively exchanges (obtains and transmits) information, in a variety of mediums, for diverse audiences.
- _____ **Effective Presentation:** Disseminates complete and accurate information equally to all Council members in a timely manner.
- _____ **Leadership:** Builds trust through presenting ideas clearly and effectively listening to others, even when not in agreement.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ___ ÷ 5 = ___ score for this component.

CAO’s Comments:

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- 1 = Poor

MEDIA RELATIONS

COMMUNICATES INFORMATION TO THE MEDIA IN A WAY THAT INCREASES PUBLIC UNDERSTANDING OF LOCAL GOVERNMENT ISSUES AND ACTIVITIES

| | | |
|-------|-------------------------|--|
| _____ | Media Relations: | Builds a positive relationship with the press. |
| _____ | Media Relations: | Demonstrates no bias when working with all news media. |
| _____ | Networking: | Maintains a robust network of mutually beneficial professional contacts |
| _____ | Responsiveness: | Actively responds to inquiries and communicates municipal policies, procedures and processes. |
| _____ | Media Relations: | Communicates the strategic direction and priorities of the organization in a clear and compelling manner |

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO’s Comments:

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- 2 = Below average
- 1 = Poor

INTEGRITY

DEMONSTRATES FAIRNESS, HONESTY, AND ETHICAL AND LEGAL AWARENESS IN PERSONAL AND PROFESSIONAL RELATIONSHIPS AND ACTIVITIES

| | | |
|-------|----------------------------------|---|
| _____ | Personal Integrity: | Demonstrates accountability for personal actions. |
| _____ | Personal Integrity: | Conducts personal relationships and activities fairly and honestly. |
| _____ | Professional Integrity: | Conducts professional relationships and activities fairly, honestly, legally and with knowledge of administrative ethics. |
| _____ | Organizational Integrity: | Fosters ethical behaviour throughout the organization through personal example, management practices, and training. |
| _____ | Organizational Integrity: | Instills accountability into operations and communicates ethical standards and guidelines to others. |

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO’s Comments:

5 = Excellent
4 = Above average
3 = Average
2 = Below average
1 = Poor

PERSONAL DEVELOPMENT

DEMONSTRATES A COMMITMENT TO A BALANCED LIFE

| | | |
|-------|----------------------------------|---|
| _____ | Professional Proficiency: | Attends to personal professional development and training. |
| _____ | Professional Development | Ensures personal growth and competence through his / her own education and training. |
| _____ | Work Habits | Conveys a clean, safe, and professional image through personal hygiene, grooming, and appearance. |
| _____ | Learning: | Values lifelong learning in oneself and others. |
| _____ | Personal Development | Demonstrates ongoing self-renewal and development to increase personal capacity. |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 5 = ____ score for this component.

CAO's Comments:

OVERALL RATING AND FINAL NOTES

| | |
|---|--|
| 5 = Excellent (almost always exceeds the performance standard) | |
| 4 = Above average (generally exceeds the performance standard) | |
| 3 = Average (generally meets the performance standard) | |
| 2 = Below average (generally does not meet the performance standard) | |
| 1 = Poor (rarely meets the performance standard) | |

Any item left blank will be interpreted as a score of "3 = Average"

Overall Council Rating:

Overall CAO Comments

COMPENSATION

It is our intention that this Performance Evaluation allows for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the CAO's overall performance. To ensure the review is balanced and fair, the Linking of the Council's Strategic Goals with the CAO's Goals, at the outset of this form, and at the close of this form, make the expectations clear.

Quarterly and mid-term reviews *without any consideration of compensation* ensure that expectations and performance are on track and openly communicated.

This full-term evaluation has been used to evaluate the level of performance satisfaction for the entire performance period. In addition to this full-term evaluation, compensation decisions may be based on:

- the economic climate of the municipality and community;
- the general status of compensation decisions in the private sector of the community;
- compensation decisions for other employees of the local government;
- a review of the competitive position of the local government in the local government's market area; and
- a comparative salary review.

Please refer to Template 1.3B for Compensation Options.

SETTING GOALS FOR THE COMING PERIOD

Copy any ongoing goals from Table 1 and include any new Goals and Key Results for the coming evaluation cycle in Table 2.

Table 2: CAO Goals and Key Results Areas for [year]

| Council's Strategic Goal | CAO's Goals for the Evaluation Year | Key Results Area for the CAO | Performance Metric | Target Completion Date |
|--------------------------|-------------------------------------|------------------------------|--------------------|------------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

SOURCES:

Main Source: Based on the International City/Council Management Association (ICMA) Practices for Effective Local Government Management. Used with Permission.

Other Sources: City of Mississauga Performance Evaluation: Senior Management 2015

City of Moose Jaw Competency-Based Performance Review

County of Elgin Performance Development and Review Program

International City/Council Management Association City Manager Performance Evaluation

Town of Canmore Annual Performance Review for the Chief Administrative Officer

Town of Essex Chief Administrative Officer Performance Evaluation

Town of Olds Performance Evaluation of the Chief Administrative Officer

Town of Torbay Staff Evaluation: Chief Administrative Officer

Town of White City Town Manager's Performance Evaluation