

THESE DOCUMENTS ARE PROVIDED AS A GUIDE. PLEASE MODIFY THEM TO SUIT YOUR MUNICIPALITY’S REQUIREMENTS.

SAMPLE DOCUMENTS FOR ORGANIZATIONAL IMPROVEMENT

Many respondents to CAMA’s 2014 survey on the current state of performance management in Canada submitted sample forms and templates used for performance evaluation purposes. The following are exemplary examples of best practices used throughout municipalities in Canada.

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1 CAMA’s Statement of Purpose

CAMA is a network of professionals employed in senior management positions in Canadian municipalities. The Association is a private, not-for-profit, national corporation in which membership is voluntary. Most CAMA members hold membership in a variety of professional associations and are governed by their respective provincial bodies. CAMA is not a certification or accreditation body.

CAMA’s expectation is that each of its members will consistently demonstrate the competencies of their professions in serving their municipalities; and, that they will maintain the highest standards of accountability and professional integrity.

Building upon that professional base, CAMA’s primary role is to champion excellence in municipal administration by providing its members with opportunities to grow and develop their personal knowledge and skills in best serving the public; and, to assist members with building a culture of service within their municipal corporations based on the values outlined in CAMA’s Strategic Plan.

To fulfil its role, CAMA provides its members with networking and professional development opportunities and resources to enhance their proficiency in municipal leadership and management. Sharing of innovative and best practices are integral components of CAMA’s mission. To help achieve that mission it is expected that members will take advantage of networking opportunities and will actively participate in professional development events hosted or supported by CAMA.

The ultimate goal is the enrichment of the municipal public service and the quality of life of our citizens. This can be achieved when members are forthright and provide sound advice to public policy makers; when they exhibit honour and integrity in their public and personal relationships; and, when they respect diversity and inclusivity in their decision making.

In the final analysis, it is CAMA’s desire that each of its members shall have a public service career characterized by wisdom and integrity.

2 George Cuff’s Council–CAO Covenant

This document allows each council member and the CAO to sign their names to a document that defines their roles and responsibilities.

WE, as Members of the Municipality of ABCD Will:

- ❖ *carry out our responsibilities as set out in the applicable legislation to the best of our abilities*
- ❖ *make decisions which we believe to be in the best interests of the citizens of our jurisdiction*
- ❖ *review the background information and advice made available to us by the administration prior to rendering a decision*
- ❖ *seek further input from our CAO when we are unsure of the issues or uncertain as to the preferred course of action*
- ❖ *refer any complaints, either written or verbal, about the decisions of the Council or the actions of administration, to the CAO for review, comment and follow-up (as appropriate)*
- ❖ *refrain from making any commitments on behalf of the Council to individual citizens or groups other than to take the request up with the Council or CAO and to respond appropriately*
- ❖ *seek to participate actively in the decision-making process as it occurs at the Council table; make decisions at the table and not away from the table*
- ❖ *refrain from any public or private criticism of our administration wherein individual employees are identified*
- ❖ *act as good stewards of the City and as public servants of our citizens through ethical conduct*
- ❖ *provide effective leadership through guiding the corporation of the City through annual or longer term goals and priorities (the Council’s Business Plan), through the budget approval process and by agreeing to reasonable policies which reflect, in our views, the best interests of a majority of our citizens*
- ❖ *ensure that we formally evaluate the performance of the CAO at least once annually and involve the CAO in this process so as to ensure a full understanding of the Council’s candid assessment.*

Signatures:

Mayor

Councillor _____ Councillor _____

Councillor _____ Councillor _____

Councillor _____ Councillor _____

I, THE CHIEF ADMINISTRATIVE OFFICER WILL:

- ❖ *conduct myself as your chief policy advisor in an honest and ethical manner*
- ❖ *ensure that the Mayor and Councillors are accorded respect in all of my personal and public comments*
- ❖ *provide advice (on all issues) which is professionally sound, ethical, legal and in accordance to the policies and objectives of Council*
- ❖ *guide the actions of the administration so that they are in accordance with the policies and objectives of Council*
- ❖ *act only on the will of Council as a whole as established by the resolutions, policies and bylaws of Council*
- ❖ *forward any complaints or concerns of Council to the appropriate department and individual so that reasonable and prompt follow-up is assured*
- ❖ *ensure that Council is made aware of the full picture with regard to each issue at least to the extent that the administration is aware of such information and ensure that Council has access to the reasonable decision options as well as my recommendation as your CAO*
- ❖ *seek to ensure that Council is aware of any key issues as they arise and thus avoid the problems associated with surprises*
- ❖ *maintain a current understanding of the applicable legislation as well as relevant programs, policies and initiatives of other levels of government*
- ❖ *admit to any mistakes of substance made by myself or my staff and take corrective action*
- ❖ *listen carefully to the concerns of Council vis-à-vis my performance and seek to improve any deficiencies on an ongoing basis*
- ❖ *ensure that all major issues are tracked in sufficient detail so as to advise Council of any progress, anticipated problems or decision points.*

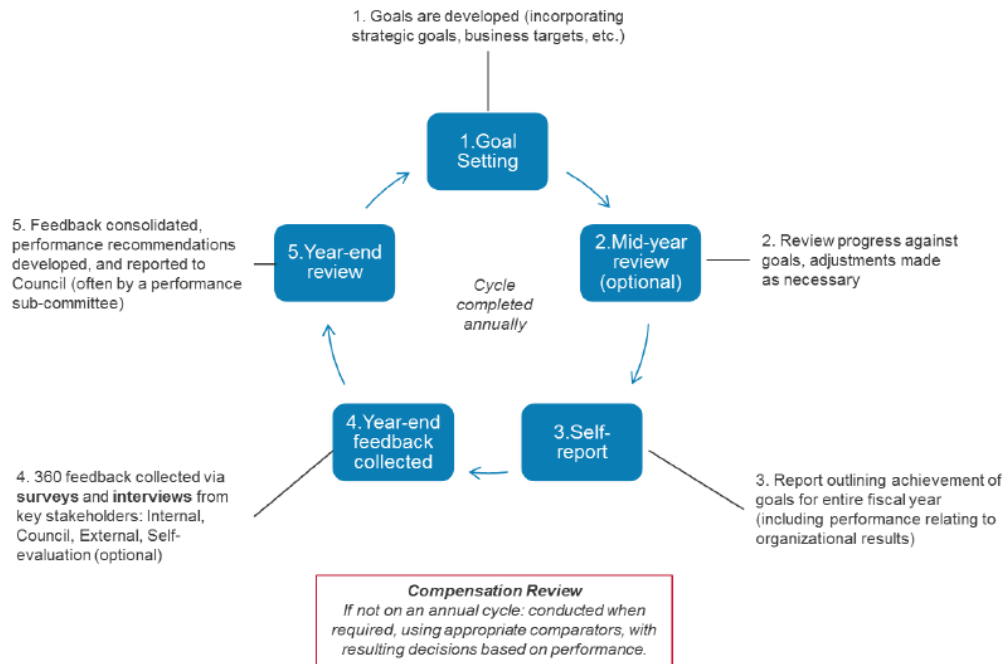
Signature:

CAO _____

3 Conroy Ross’s Evaluation Cycle

Gord Syme of Conroy Ross encourages municipalities to determine the frequency of evaluations based on time/cost as yearly evaluations with interviews and surveys are comprehensive and could serve for 4 years, with two or three lighter reviews taking place in the interim years. He notes that this cycle could be matched to Strategic Planning.

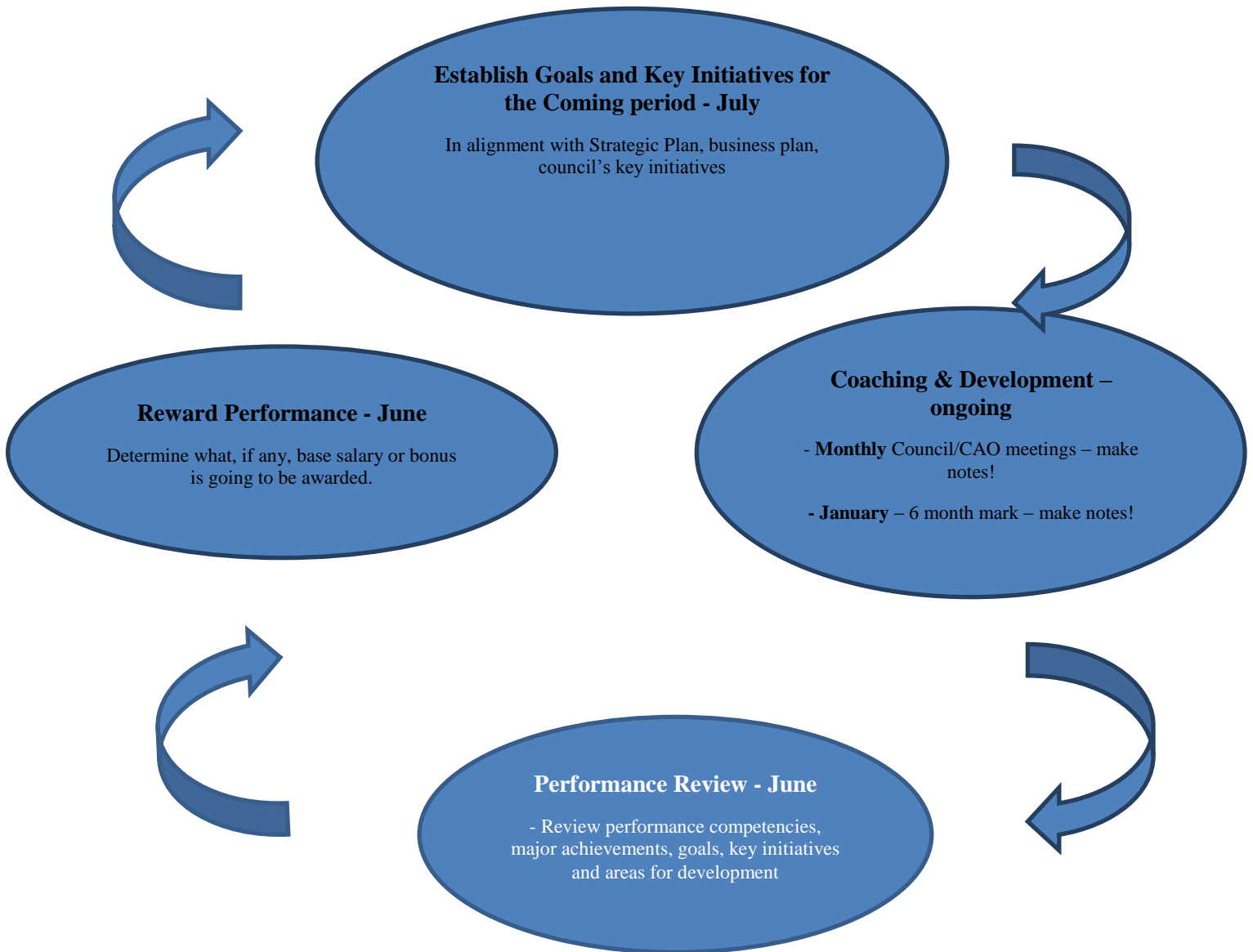
THE EVALUATION CYCLE



4 Town of Canmore's Guide to Evaluating the CAO's Performance

This document Includes the Annual Performance Appraisal Cycle, which complements the Conroy Ross cycle (above).

The Annual Performance Appraisal Cycle:



A key responsibility of Council is to evaluate the performance of the CAO. To be effective, this evaluation needs to be carried out on a regular basis, and in a planned and thoughtful manner.

What Are the Benefits of a Formal Performance Appraisal of the CAO?

- Having Council focus on, and agree about, performance criteria related to the organization's direction and priorities
- Making sure the CAO is being evaluated on organizational goals and accomplishments, rather than personality traits
- Enabling the CAO to give staff clear directions for their work and performance
- Identifying opportunities, challenges, and strategic issues that Council and the CAO can address before problems arise
- Giving the CAO a clear picture of how the board perceives the quality of their work
- Improving the performance of the CAO and the organization
- Building a better working relationship between the CAO and Council

Performance needs to be reviewed throughout the year. The annual performance review should not be viewed as the place to tell the CAO the things that have gone wrong over the past year. Ongoing communication that shares what is going well and what needs to change is critical.

The Manager of Human Resources will help Council with the process – sending reminders for key dates, helping Council prepare for the conversations etc.

How Do You Prepare for the Performance Appraisal?

Council will need to decide who will have the primary responsibility for the CAO performance appraisal. You may decide to have all of Council participate in the performance appraisal, or you may wish to have a committee that works with input from the rest of Council.

- Throughout the year, perhaps after your monthly Council/CAO meetings take a few minutes to ask yourself the following questions and make some brief notes, including specific examples:
 - How are things going?
 - What has the CAO done well?
 - What could have been done better?
 - Are we on track?
 - What could Council do to help?
 - What could the CAO do to make the organization better?

How Do You Conduct the Performance Appraisal?

Keep in mind that evaluation meetings are often uncomfortable for everyone involved. To help lessen the discomfort, everyone needs to be clear about the purpose of the performance appraisal meeting before it begins.

- Have the CAO complete a self-evaluation as part of the process. Remember that performance appraisals are an opportunity to clarify expectations, and to strengthen the relationship between Council and the CAO. While there may be differing opinions, it is important that both Council and the CAO have a chance to share their perspectives.
- Review your notes to the questions listed above.

Some of the points you may wish to emphasize include:

- Recognizing the CAO's accomplishments
- Building on the CAO's strong points
- Improving the CAO's performance by identifying her areas of growth and development, and creating a plan to support this
- Establishing new performance goals for the organization and the CAO

Here are some points to think about as you plan the performance appraisal meeting:

- Be sure that the person leading the evaluation meeting is comfortable in this role. This person needs to be able to keep the conversation on track, and keep everyone involved – even if there is constructive feedback to provide
- Set the meeting time to avoid outside distractions.
- Provide enough time for everyone involved in the performance appraisal to provide input.
- Take time to carefully arrange the tables and chairs for the meeting. Avoid putting the CAO on one side of the table with the “evaluators” on the other.
- Start the meeting with accomplishments and positive statements. Be as specific as possible in your examples. Remember that you want to recognize what is going well, and build on those strengths.
- Be diplomatic and specific in your suggested areas for improvement. Explore possible reasons why goals or expectations were not met. These might include:
 - The goal or expectation was unrealistic.
 - The goal or expectation was not specific enough.
 - There were insufficient resources and/or time to complete the goal.
 - The CAO did not have the necessary knowledge or skills to complete the goal.
- You need to decide whether you will drop the goal or keep it for the next appraisal period. If you decide to keep it, you must also decide what will be done differently to make achievement possible.
- Establish goals for the next performance period. Make sure that the goals are in alignment with the Strategic Plan, are specific, and realistic.

What Do You Include in the Written Performance Appraisal?

A member of the evaluating group needs to prepare a final written report. This should include:

- Council and CAO comments and examples for each Performance Competency.
- Review of goals including an explanation for any goals not met.
- Goals for the next appraisal period.
- A description of any follow up that may be required.
- Identification (in the summary section) of any professional development needs or opportunities.

What is the Final Step?

The final step in the performance appraisal process is to evaluate the overall effectiveness of the process:

- What went well?
- What could we do better?
- Do we want the same people to participate next year? (E.g. If all of Council participated this year do we want to try a committee next year)

Performance appraisals are not easy to do. They require time, energy, skill, and resources. However, when done well with honest, sincere and open communication, performance appraisals can help to build a strong Council and CAO relationship that leads to a more effective, high-performing organization.