

The Canadian Association of Municipal Administrators (CAMA) has introduced a three-step CAO Performance Evaluation Toolkit that will benefit municipalities across the country.

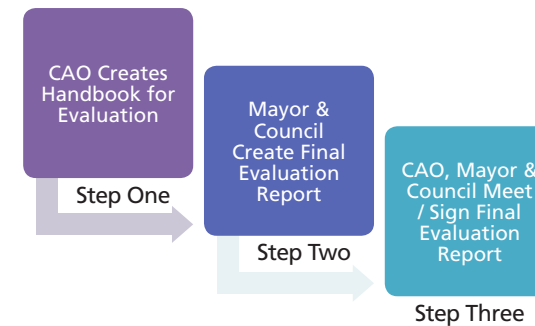
Developed and piloted over a two-year period, the toolkit will enhance the CAO / Council relationship and help local elected officials achieve their strategic goals and objectives. It is available for free to member and non-member municipalities.

An effective working partnership between Council and its CAO can be one of the most critical prerequisites for municipal success.

Local elected officials rely on their CAO to be the link between them and municipal operations; to implement the municipality's policies and programs; and, to help them achieve their strategic goals and objectives.

That said, in a survey conducted by CAMA in 2014, while a majority of elected officials and CAOs indicated they participated in a performance evaluation process, far less reported they felt prepared for the process or that the outcomes were tied to actual results. Overwhelmingly, both parties identified the need for a performance evaluation system benefiting each.

As a result, CAMA developed the three-step CAO Performance Evaluation Toolkit.



**CAMA's Three-step Performance Evaluation System**

The toolkit was prepared using surveys and best practice research, with input and support from CAMA members, the Federation of Canadian Municipalities (FCM), public sector / human resource experts, and the International City/County Managers Association (ICMA).

The result is a toolkit that uses a "pick and choose" format, which can be adapted to support existing evaluation processes. It builds on foundational steps and core competencies to help set clear goals for the success of the municipality, to guide and support the evaluation process, and to foster open conversations between Council and CAOs.

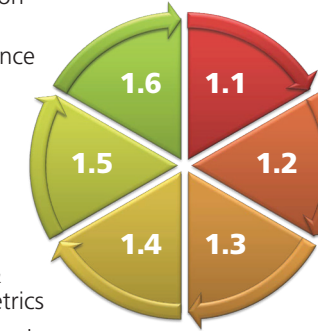
## CAO Performance Evaluation Toolkit

### Quick Reference Guide

#### CAO's Process

Creating the CAO Handbook for Performance Evaluation

- 1.1 Review Governance Requirements
- 1.2 Review Hiring Documents
- 1.3 Review Goals & Key Results
- 1.4 Review Core Competencies & Performance Metrics
- 1.5 Pull the Data Together
- 1.6 Conduct the Self-Assessment



#### Mayor and Council's Process

Creating the Final Performance Evaluation Report

- 2.1 Council Receives the CAO's Information Package
- 2.2 Mayor and Council Organize Their Review
- 2.3 Use a Template for Performance Evaluation
- 2.4 Mayor and Council Discuss Their Review of the CAO's Self-assessment
- 2.5 Council Prepares for the Discussion with the CAO
- 2.6 Council Shares the Final Performance Evaluation Report with the CAO



#### CAO, Mayor and Council Meet to Discuss the Performance Evaluation Report

- 3.1 Joint Review of the Final Performance Evaluation Report
- 3.2 Final Review of Proposed New Goals for the CAO
- 3.3 Meet to Sign off on the Final Performance Evaluation Report
- 3.4 A new year



## About CAMA

The Canadian Association of Municipal Administrators (CAMA) is a national, non-profit association open to all Chief Administrative Officers / City Managers and any person employed in a senior management position that reports directly to the CAO.

With a membership of approximately 550 senior municipal employees, from all parts of Canada, CAMA collectively represents more than 70% of the nation's population.

## Find out more by visiting

[camacam.ca/CAOevaluation](http://camacam.ca/CAOevaluation)  
or contacting the CAMA National Office at **1-866-771-2262**  
or [admin@camacam.ca](mailto:admin@camacam.ca).

Building **Better**  
Municipalities **Together**

## CAO Performance Evaluation Toolkit

A Free Resource Benefiting Canadian Municipalities.