



This is an example of a Mandate Letter that a Chief Administrative Officer/City Manager can provide to each Director/Commissioner/Chief/Department Head each year at their performance evaluation. The first section outlines the expectations for all Departments based on the CAO's goals approved by Council and being a role model and good corporate leader. The second section lists the specific expectations for each Department.

## **MANDATE LETTER TEMPLATE CORPORATE SERVICES DEPARTMENT**

### **All Departments**

- Work to achieve the priorities established by Mayor & Council.
- Review the Municipal plan and incorporate the recommendations into your short and long term plans.
- Work to achieve the CAO goals and report at the year end to the CAO.
- Demonstrate support for the Long-Term Financial Plan.
- Demonstrate support for Improvement and Innovation by identifying potential projects, participate in a value stream mapping exercise, commit staff to participate in projects, and to act as facilitators and project team members.
- Develop a respectful relationship with City Council and individual Council members.
- Support and actively participate in the Employee engagement efforts.
- Work cooperatively with your senior management colleagues.
- Spend time with your staff, even in remote locations.
- Participate in safety meetings and take a keen interest in the safety in your area.
- Be fiscally responsible by managing your budget, keeping expectations reasonable and working to have an efficient operation.
- Work to reduce expenditures.
- Be a role model for staff:
  - Attendance
  - Wellness
  - Safety
  - Treatment of staff
  - Respect for all Departments and their staff
  - Respect for Council and the Public
  - Always speak highly of your colleagues.
  - Discourage gossip and do not participate in it.
- Be aware of the amount of travel you do and work to maintain a reasonable amount of time at work in Fredericton.

### **Corporate Services**

- Continue to implement the components of Digital Fredericton.
- Work toward building confidence in the robustness and stability of corporate information systems.
- Seek to streamline/incorporate customer service efforts of the City (i.e. 311, Service Center).
- Work to integrate the new Departmental responsibilities.
- Re-energize the Innovation & Improvement work.
- Design and implement a corporate set of key performance metrics for both internal and external audiences.
- Develop a profile for the Community Innovation efforts.
- Continue to update and keep current the components of the Long Term Financial Plan.
- Develop better tools for City Council.
- Continued work on Electronic Records Management.