

**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**

**INSERT DATES**

**Corporate Goals For All Departments**

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| --- | --- |
| Council Priorities | Work to achieve the priorities established by Mayor & Council. |
| Municipal Plan | Review the Municipal Plan and incorporate the recommendations into your short and long-term plans. |
| CAO Goals | Work to achieve the CAO goals and report at year end to the CAO. |
| Long-Term Financial Plan | Demonstrate support for the Long-Term Financial Plan. |
| Improvement & Innovation | 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. |
| Council Relations | Develop a respectful relationship with City Council and individual Council members. |
| Employee Engagement | Support and actively participate in the Employee engagement efforts. |
| Teamwork | Work cooperatively with your senior management colleagues. |
| Corporate Leadership | Spend time with your staff, even in remote locations. |
| Health & Safety | Participate in safety meetings and take a keen interest in the safety in your area. |
| Fiscally Responsible | Be fiscally responsible by managing your budget, keeping expectations reasonable and working to have an efficient operation by reducing expenditures. |
| Role Model | Be a role model for staff in attendance, wellness, safety, treatment of staff, respect all Departments and their staff, respect for Council and the public, always speak highly of your colleagues, and discourage gossip and do not participate in it. |
| Travel | Be aware of the amount of travel you do and work to maintain a reasonable amount of time at work. |

**Specific Goals for the Corporate Services Department**

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| --- | --- | --- |
|  **Goal** | **Outcomes/Measures** | **Target Completion Date** |
| **Goal #1:** Work toward building confidence in the robustness and stability of corporate information systems. |  |  |
| **Goal #2:** Seek to streamline/incorporate customer service efforts of the City (i.e. 311, Service Centre) |  |  |
| **Goal #3:** Work to integrate the new Departmental responsibilities. |  |  |
| **Goal #4:** Re-energize the Innovation & Improvement work. |  |  |
| **Goal #5:** Design and implement a corporate set of key performance metrics for both internal and external audiences. |  |  |
| **Goal #6:** Develop a profile for the Community Innovation efforts. |  |  |
| **Goal #7:** Continue to update and keep current the components of the Long-Term Financial Plan. |  |  |
| **Goal #8:** Develop better tools for City Council. |  |  |
| **Goal #9:** Continued work on Electronic Records Management. |  |  |