



This is an example of a **Final CAO Performance Evaluation Report** that has been completed by the CAO with the feedback from all Council members. Each member of Council will also complete this template separately with the Final Report including all comments, and is presented to the CAO. In this example, the CAO had a Mandate Letter. Please modify this template to suit your municipality's requirements.

Final CAO Performance Evaluation Report

Name of Chief Administrative Officer	John Doe
Evaluation Period	January 1, 2022 to December 31, 2022
Name of Elected Official	Mayor and Council Final CAO Performance Evaluation Report

An annual performance evaluation should be an important part of the relationship between Council and the CAO, and ultimately the success of the municipality. The main purpose is to have an informal discussion about the past year.

Evaluation Principles:

- The approach to the CAO evaluation should be in a positive manner with the broad objective of improving the organization and positively impacting the CAO, Council and City staff.
- All written and oral comments regarding the performance evaluation of the CAO are strictly confidential.
- The evaluation should be conducted in an honest and fair manner. One should not permit feelings of personal likes or dislikes to enter the evaluation. Don't let one single incident make such a vivid impact that you lose sight of the total picture. All comments should be objectively based upon facts and events during the past reporting period.
- All components of the evaluation such as comments and conclusions must be able to be substantiated if required.
- The evaluation process should be conducted in a manner that provides for and promotes open and honest dialogue.
- The CAO should feel that he/she has been adequately included in the process.

Prior to completing the evaluation, 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?

Evaluation of Specific Annual Council and CAO Goals for Evaluation Period (As Outlined in the CAO's Mandate Letter)

Referencing the specific annual Council and CAO goals listed in the CAO's Mandate Letter from last year's review, please outline your success in achieving the goals and likewise identify any issues/roadblocks that prevented you from achieving your goals.

Goal	Results Reported by the CAO	Comments From Mayor & Council
<p>Goal #1: Infrastructure. Provide sound stewardship of the City's infrastructure and facilities; develop an Asset Management Plan.</p>	<p>Council adopted a new Long Term Asset Management Plan including new financial policies for the Capital Budget to ensure 75% is allotted to existing infrastructure, 15% for maintenance, and 10% for new infrastructure. I applaud Council for adhering to our strict financial policies.</p>	<p>We give you and your staff top marks for prudent financial management including our Asset Management Plan. While we sometimes get frustrated with the limited flexibility in our budgets, we will continue to support staff and our policies for spending.</p>
<p>Goal #2: Invest in Neighbourhood Parks. Complete an inventory of neighbourhood parks and required upgrades, and develop a plan.</p>	<p>Council adopted a new Five-Year Neighbourhood Park Plan which includes new parks and several enhancements to existing green spaces. The launch of this new plan to the public was extremely well received.</p>	<p>Staff did an exceptional job on this plan showing a clear vision of the new green spaces and the upgrades to others. These spaces improve the quality of life for our citizens and as noted, very positive feedback was received. Well done!</p>
<p>Goal #3: Reduce Worker Compensation costs with safety being a priority for each Department.</p>	<p>Given Council's concerns around our safety record this was given a priority this year. The CAO and/or the Deputy CAO and Directors attend every safety meeting in the organization with this topic also being discussed at every Director's meeting. As a result, there was a 17% reduction in long term injuries, and long term disability and property damage claims. The goal was 20%.</p>	<p>Thank you for taking this goal seriously and for your efforts. We look forward to seeing a continued decline in the coming months.</p>

<p>Goal #4: Citizen Satisfaction will increase and the City will conduct quarterly surveys to measure satisfaction.</p>	<p>All staff took mandatory customer service training including the senior management team. The quarterly citizen survey results showed a satisfaction rate of 70%, 73%, 82%, and 84%.</p> <p>It is a new world out there and traditional media and communication is becoming less relevant every day. We are working on different ways for people to engage with the City and will work on this in the coming year.</p>	<p>This is a significant improvement, but Council would like to see enhancements to the customer experience for citizens. We still have complaints about service in specific Departments. It's important the community feels the City is listening to them, especially the development community so they know we value what they do.</p> <p>As well, we too believe we have much more to do on our communication. We would like you to focus more on strategic communications. It would also be good if we could share our successes more loudly in the community, so we get credit for our good work.</p>
<p>Goal #5: Government Funding. Seek funding from other levels of government for Council's priorities/projects. While the City is sound financially, more must be done in developing relationships to get our fair share of money from the funding programs available.</p>	<p>Government Relations was moved under the CAO's Office and it was a priority for our Deputy CAO to develop a Government Relations Strategy that included senior staff and the Mayor and Council, to lobby the other levels of government. Funds were successfully secured for the Playhouse Project and the new Northside Arena from the provincial and federal governments through cost-sharing agreements.</p>	<p>Great job! We are very pleased with the movement on this file over the past year after many years of unsuccessful lobbying efforts.</p>
<p>Goal #6: Affordable Housing. Address the affordable housing challenges by lobbying the provincial and federal government representatives.</p>	<p>As a result of our efforts, 50 new affordable housing units were built in the City in 2022 and an additional 50 are projected for 2023.</p>	<p>Congratulations to you and your staff on working on this complex issue that has no easy fix. This is a great start, and we look forward to continued movement on this file.</p>

CAO Personal Annual Development Plan

Development Objective	Specific Experience/Course/Activity	Target Completion Date	Completed Yes/No
National Professional Development & Networking	Attend the 2022 CAMA Annual Conference in Regina, SK	June 2022	No: Due to COVID-19 this event was cancelled.
Provincial Professional Development & Networking	Attend the 2022 AMANB Conference in Moncton, NB	June 2022	Yes
ICMA Webinar	Organizational Culture: Use the Return to Work to Attract and Retain Talent	September 2022	Yes
Regional CAO Meetings	Each quarter the regional CAO's meet to discuss issues and how to effectively work together	March 2022, June 2022, September 2022 and December 2022	Yes

Evaluation Focus

The main areas to be addressed during the evaluation will be:

Leadership & Relationships	CAO Comments	Mayor & Council Comments
Leadership Style	<p>I believe we have very dedicated staff and I try to find that balance between delegation and supervision. I feel that I am always firm but fair and follow our processes, make fact-based decisions, and leave the emotions out of it.</p> <p>The Council Strategic Plan and my CAO Annual Goals guide my leadership each year to ensure that we are all on the same path and do not deviate from the plan.</p>	<p>We feel you are a strong leader who has a talented and loyal team. One suggestion is for the senior leadership team to let some of their junior staff present to Council so they can get some experience.</p> <p>We like your forward-thinking style and encourage you to bring your ideas to Council more often. We like to think we are a supportive group and open to new ideas and the risks that go with them.</p>

I am a change agent and like to be progressive, watching trends and making sure we are nimble enough to change the course if we need to. I appreciate Council's support for the changes I am making.

We like how you always keep us focused on our annual goals with regular updates and help us resist the temptation to deviate from the plan. We also enjoy the work you do in getting us together to discuss the direction of the City. This is strong leadership.

Relationship with Mayor and Council

I always take my lead from City Council and support Council and staff working as one to accomplish our shared vision. I appreciate the pressures Council often feel and will always look for ways to solve problems.

We are satisfied with your attention to Council's concerns and how approachable you are and open to our ideas. We have a lot of respect for your political abilities and know you have our backs.

It's important that we have a safe and trusting relationship because there are times, I have to give you advice that you may not want to hear.

While you respond to Council's requests promptly there are some areas of the organization that are known to not respond as quickly as we think they should.

Leadership to the Organization and Staff:

- Does there seem to be a reasonable degree of mutual support and respect?
- Does the employee morale seem to be positive?
- How is the retention of employees?

I believe we have excellent staff and the majority are engaged and happy.

We also believe we have outstanding staff and provide quality services to our citizens.

Special attention is paid to ensuring that our policies and procedures for employee hiring, promotion, performance appraisals, and discipline are equitable, legal, and current.

You are an excellent example for your staff. You aren't afraid to get your hands dirty and that is well received by your staff and by Council. We would like to be briefed on the status of our workforce especially around succession planning.

We have a reputation as being a respectable employer and our retention rate has remained stable at 90% even through the pandemic which has caused volatility in the job market across Canada.

Some of us have heard that there is favoritism in some areas of the organization but it's just hearsay. We are not sure if performance appraisals of staff

I plan to address issues with some senior management who don't seem to value the importance of working cooperatively as a team and some changes may be necessary.

I support my staff but I also acknowledge when we are at fault. All I ask is Council provide its comments in a constructive manner. We want to be encouraging to our staff – not discouraging.

We conducted an employee engagement (not morale) survey this year and we came in the middle of the pack when compared to others. We have a staff team that analyzes the results and works to improve our scores.

are conducted across the organization, but if they aren't, they probably should be.

We know you work hard to grow and develop your team and we can see how happy and productive they are due in large part to your leadership, however there are a few senior staff that could receive more mentorship from you on the challenge of working in a political environment. Also, as you have noted, we do see some friction with some Department Heads who don't seem to be on board corporately.

We do not believe our workforce reflects the diversity of our community. We require a recruitment strategy that targets underrepresented groups in our workforce.

Relationships to the Community and External Stakeholders

I recognize the value in building relationships with various community leaders but sometimes things get busy and not enough effort is put into these external relations. I plan to make this one of my personal goals for the coming year. I will endeavour to attend more community functions and meet with community leaders on a more frequent basis.

We agree that you should develop more and better relationships with the leaders of various community organizations and be more visible. You have good facilitation skills and once you have strengthened these relationships, we feel good results will occur.

Questions

Question	CAO Comments	Mayor & Council Comments
<p><u>Corporate Leadership.</u> Has the CAO accomplished the Annual Corporate Leadership Expectations outlined in the Mandate Letter?</p>	<p>I believe I am a solid leader for the organization working hard to maintain the professionalism expected of anyone in this position, and practicing the competencies outlined in my Mandate Letter everyday being a mentor to all staff.</p>	<p>Agreed. We support your leadership in the operations of the organization and want you to know that you have our trust.</p> <p>We give you high marks on your ethics and integrity. Being a CAO comes with high expectations and you always represent us and your profession well.</p>
<p><u>Annual Goals.</u> Has the CAO accomplished the Specific Annual Council and CAO Goals (outlined above)?</p>	<p>It's been a great year and I feel staff has worked hard as a team to implement the annual goals.</p>	<p>We are pleased that you pay attention to Council's priorities and we see them represented in the various departmental plans and budgets.</p>
<p><u>Strengths.</u> Based on your overall evaluation of the CAO, what areas would you list as his/her strong points as a manager?</p>	<p>I feel I do a good job in the way that I handle conflicts, disagreements, and issues.</p> <p>Status quo is never an option. I always seek new learning opportunities. I appreciate Council's support for my attendance at provincial, regional and national Conferences to network with my colleagues.</p>	<p>Council feels you have a good feel for all aspects of municipal operations and have a well-run organization and demonstrate fairness, honesty and are very ethical. We respect your professionalism in all that you do.</p> <p>You are also an effective communicator. Council appreciates your efforts to keep us informed on all issues.</p>
<p><u>Improvements.</u> Based upon your evaluation, what areas would you suggest the CAO work on to improve his/her skills to be more effective in specific areas or situations?</p>	<p>Vacation is such a valuable benefit, and I am going to make a concentrated effort in having more "unplugged" vacations. I have great staff that can always be available in my absence.</p>	<p>We know that it's difficult for the CAO position, but it's great to hear that you will be focusing on using your vacation and be a role model for your employees on work-life balance.</p> <p>You seem to be in the media frequently. We feel, except for technical issues, the Mayor should speak for the City.</p>

Specific Annual Council and CAO Goals for the Coming Year

What are the new strategic goals and key results (which link to the CAO's goals, the municipality's Strategic Plan, and Council's priorities) for the coming year? A Mandate Letter outlining the annual expectations and annual goals may also be completed if you and Council choose to use this tool.

Goal	Outcomes/Measures	Target Completion Date
Goal #1: Reduce Worker's Compensation costs with safety being a priority for each Department.	The CAO and/or the Deputy CAO and Directors will continue to attend every safety meeting in the organization with this topic also being discussed at every Director's meeting. The goal will be a 25% reduction in long term injuries, and long term disability and property damage claims.	Year End 2023.
Goal #2: Communication, Citizen Satisfaction and Engagement will increase. The City will conduct two surveys and develop a Strategic Communications Plan to share our successes.	A Strategic Communications Plan will be developed outlining new trends to engage and communicate with the public with a focus on sharing our successes. Two surveys will be sent out to the citizens with a goal of 90% satisfaction. All staff will continue to focus on exceptional customer service to internal and external customers including the Mayor and Council.	<u>Strategic Communications Plan</u> : First Quarter 2023 <u>Surveys</u> : May 2023 and November 2023
Goal #3: Human Resource Management including succession planning, performance appraisals and training.	Develop a corporate Succession Plan for the organization. Ensure that performance appraisals are being conducted for each employee. Provide all senior management with political acumen training.	First Quarter 2023. All training to be completed by June 2023.
Goal #4: Strong Community Relations. The City will develop a strong community affiliation.	The CAO will interview community leaders to determine how to strengthen the relationships and meet regularly. This will result in new partnerships with the community.	First Quarter 2023.
Goal #5: Continuous Improvement Program to ensure our community will be an affordable place to live.	Every Department will participate in a corporate Lean Program with no increase in taxes and the annual Operating Budget.	Continuous.

Goal #6: The City will have a vibrant downtown.

The City will create a “Downtown Revitalization Plan” with a joint committee of staff and external players. Funds will be included in the Capital Budget for downtown projects.

Third Quarter 2023.

Mayor's Signature
Date

CAO's Signature
Date