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| 1. Poor | 4. Exceeds Expectations |
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FOLLOWING IS A SAMPLE OF THIS DOCUMENT COMPLETED AS THE FINAL EVALUATION REPORT FOR THE ELECTED OFFICIALS WHEN COMPLETING THE CAO’S PERFORMANCE EVALUATION (WITH THE CAO’S COMMENTS). A DECISION SHOULD BE MADE BY THE ELECTED OFFICIALS AND THE CAO ON WHAT COMPETENCIES ARE BEING USED FOR THE EVALUATION AT THE BEGINNING OF THE PROCESS. THIS TEMPLATE IS PROVIDED AS A GUIDE. PLEASE MODIFY IT TO SUIT YOUR MUNICIPALITY’S REQUIREMENTS.

MAYOR AND COUNCIL AND CAO PERFORMANCE EVALUATION

TEMPLATE 1.6B: ALTERNATIVE PERFORMANCE EVALUATION CRITERIA

As with Template 1.6A: Performance Evaluation Template, this template is based on the International City/Council Management Association (ICMA) Practices for Effective Local Government Management. The same headings used in Template 1.6A are used here, though the alternative evaluation criteria under each heading differ.

Through our survey of CAMA membership, we gathered best practice documents from across Canada. The Alternative Performance Evaluation Criteria have been selected from these documents and are presented here in a similar format and in alignment with the headings used in Template 1.6A.

When you are building your CAO Performance Evaluation Toolkit, you may choose to add in some of these competencies for evaluation.

1 STAFF EFFECTIVENESS

STAFFING

- 4 Recruits and retains competent personnel for staff positions
- 4 Applies an appropriate level of supervision to improve any areas of substandard performance
- 4 Stays accurately informed and appropriately concerned about employee relations
- 4 Professionally manages the compensation and benefits plan
- 4 Promotes training and development opportunities for employees at all levels of the organization

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

We are very satisfied with the staff at the City. We do have some concern with a few of the senior staff but we can discuss that privately.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO’s Comments:

I believe we have very dedicated staff and I try to find that balance between delegation and supervision. I am aware of some senior staff who could benefit from further mentoring around political acumen.

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SUPERVISION

- 4 Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- 4 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 4 Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager’s office
- 4 Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- 4 Encourages teamwork, innovation, and effective problem-solving among the staff members

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:
Like the previous section we are pleased with the way you manage the senior leadership group.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO’s Comments:

It’s important that Council also demonstrates support and encouragement to the senior group.

2 POLICY FACILITATION

COUNCIL RELATIONS

- 4 Presents all issues to Council in a timely fashion.
- 4 Facilitates Council’s governance, decision-making, and committee work.
- 4 Takes initiative to advise Council on non-routine matters.
- 4 Respects the division of authority between Council and the CAO.
- 4 Identifies and establishes formal business partnerships to achieve mutual benefits and desired business outcomes.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:
We are pleased with your efforts in supporting Council and responding to our needs. We have a lot of respect for your abilities.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO’s Comments:

I appreciate these comments. 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.

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POLITICAL ACUMEN

- 4 Offers workable alternatives to the governing body for changes in law or policy when an existing policy ordinance is no longer practical.
- 4 Appropriately represents Council’s direction and guides the work of senior management in support of Council direction.
- 4 Anticipates the possible impacts of decisions on the political environment.
- 3 Coaches others to consider the political implications of decisions.
- 4 Communicates key issues and/or influencing factors and explains the impact with the organization.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Generally Council is happy with you and most of the senior staff. We do feel a few senior staff could receive more mentorship from you on the challenges of working in a political environment.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO’s Comments:

Political acumen comes with experience and mentorship. Give me some time to work with some of the newest members of our group. I will personally work with them to improve their skills in this area. CAMA has a great resource called the Political Acumen Toolkit that is great for CAOs, senior managers, and elected officials. It can be found at politicalacumen.camacam.ca and has some great tools for everybody.

STRATEGIC PLANNING

- 3 Leads the municipality and articulates a clear plan for the municipality that reflects Council’s vision, mission and strategic plan, and is well understood, widely supported, consistently applied, and effectively implemented.
- 3 Establishes direction based on continual assessment of environment and emerging trends, issues, and opportunities.
- 3 Develops programs and services that work toward achieving the vision and strategic initiatives set by Council.
- 3 Possesses the strategic skills to anticipate opportunities and overcome challenges.
- 3 Obtains and allocates resources consistent with strategic objectives.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

While we are aware that we have a Strategic Plan, Council is not always clear on what it is, how budgets relate to the Strategic Plan and if we are achieving results.

Rating: Add the ratings and enter subtotal $15 \div 5 = 3$ score for this component.

CAO’s Comments:

I agree that we are all over the place at times however it’s important that once we (staff and Council) agree on a path forward we resist the temptation to deviate from that plan.

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ACCOMPLISHMENT OF GOALS

- 4 Participates in the development of annual priorities with Council and senior management; identifies new initiatives for Council to consider.
- 4 Ensures there is a clear mandate to achieve certain objectives on behalf of Council.
- 4 Is comfortable working in a collegial fashion with senior management in identifying and accomplishing the priorities of Council; able to provide leadership to staff in their departmental business planning.
- 4 Engages others in order to accomplish organizational goals and strategies.
- 4 Reaches deals and compromises that work best for the organization, considers other opinions while holding strong to firm directions and goals.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We are pleased with your efforts in this area but would like to recommend we get regular updates on our progress in achieving our goals. We enjoy the work you do in getting us together to discuss the direction of the City.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

I truly believe our goals should be developed jointly by Council and senior staff. We do feel you could strengthen your relationships with community leaders that would embrace our discussions.

NEGOTIATION

- 5 Responds to conflict directly and uses facts to gain support.
- 4 Seeks fairness and equity in decisions yet may take a firm position with stakeholders when circumstances warrant.
- 4 Builds trust and strong supports to push objectives forward and develop win/win solutions.
- 5 Remains objective and neutral, clarifies the issues and concerns of all sides to assist in collaboration and solution building.
- 5 Recognizes when parties are unwilling to compromise and adapts approach in order to resolve the issue.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We feel you are very strong in this area. You are always firm but fair.

Rating: Add the ratings and enter subtotal $23 \div 5 = 4.6$ score for this component.

CAO's Comments:

Thank you. I try to stick to the facts and leave the emotions out of it.

EXCELLENCE IN POLICY FACILITATION

- 4 Responds to conflict directly and uses facts to gain support.
- 4 Seeks fairness and equity in decisions yet may take a firm position with stakeholders when circumstances warrant.
- 4 Builds trust and strong supports to push objectives forward and develop win/win solutions.
- 4 Remains objective and neutral, clarifies the issues and concerns of all sides to assist in collaboration and solution building.
- 4 Recognizes when parties are unwilling to compromise and adapts approach in order to resolve the issue.

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Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Like the previous section we feel you do a good job in the way you handle conflicts, disagreement and issues. You are always seen as fair.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

Once again, I like to follow our processes and make fact-based decisions.

3 FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING

TECHNICAL & PROFESSIONAL PROFICIENCY

- 4 Stays current with technical knowledge.
- 4 Attends to personal professional development and training.
- 4 Uses exemplary reporting and research approaches.
- 4 Consistently demonstrates effective organizational skills.
- 4 Effectively uses analytical and application skills.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council supports you attending professional development opportunities and new learning opportunities. We know its in the best interest of the organization.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

I appreciate Council's support for my attendance at Provincial, regional and national conferences.

IMPLEMENTS THE APPROVED BUSINESS PLAN

- 4 Drive improvements in corporate performance through innovation training.
- 4 Enhance performance measurement and improve the overall quality and accuracy of performance measures in the business plan.
- 4 Promote fiscal discipline and accountability.
- 4 Ensure proper processes are in place for capital budget priority setting, the maintenance and funding of critical infrastructure, and identification of funding gaps.
- 4 Ensure the municipality is positioned to access all funding programs for which it is eligible from senior levels of government.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We support your efforts to make staff accountable for performance and for seeking out new training for staff. We like that you are working to develop meaningful KPI's for the organization. As we have discussed previously, we feel strongly that we need a new government relations strategy if we are to have success in attaining funding from senior levels of government.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

Changing the culture of an organization takes time and I appreciate Council's support for the changes I am making.

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INPUT TO CHANGE

- 4 Develops new work methods or techniques to carry out assigned tasks in a more efficient or productive manner.
- 4 Readily adjusts to new concepts and/or procedures.
- 4 Willingly makes changes in responsibilities and routines to meet the needs of the situation, and to provide the best possible service.
- 4 Shows leadership in implementing changes and providing guidance to peers as a change agent.
- 4 Flexibly adjusts activities and service deliverables when problems or deviations to action plans occur.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:
 Council appreciates your efforts to change things up in the organization. For too long we have felt that we have accepted status quo and were not being progressive enough. Keep up the good work!

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

Once again, many thanks for your support. I know staff can't always move as quick as Council may want but we do our best.

4 ADDITIONAL SERVICE DELIVERY MANAGEMENT

COMMUNICATES AND BUILDS RELATIONSHIPS

- 4 Communicates complex ideas in a persuasive and compelling manner.
- 3 Champions and facilitates cross-departmental integration and develops partnerships to promote collaboration.
- 3 Maintains a robust network of mutually beneficial professional contacts.
- 4 Demonstrates an organization-wide prospective on business issues.
- 4 Proactively works to eliminate barriers between departments.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:
 We feel you are a good communicator and facilitator. However, we do see some friction with some Department Heads who don't seem to be on board corporately.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

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

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SERVICE ORIENTATION

- 5 Follows through on commitments and responds to inquiries, emails, requests and complaints in a timely fashion.
- 3 Builds and maintains connections with internal and external groups that could improve organizational delivery and/or client satisfaction.
- 4 Analyzes and anticipates the clients long term business needs by establishing a clear sense of their organizational and business strategies.
- 3 Builds strong collaborative and mutually beneficial relationships with clients and partner agencies.
- 4 Identifies future/prospective clients and develops strategies for gaining/attaining their business.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We feel you have strength in some areas and areas for improvement in others. We like that you respond to Council's requests promptly however there are some areas of the organization that are renown to not respond as quickly as we think they should.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

We can discuss Council's concerns when we meet. Council can also reach out to me anytime they have specific concerns.

DEMONSTRATES JOB KNOWLEDGE

- 5 Appreciates role in the overall success of the municipality.
- 4 Continually makes a conscious effort to improve job related knowledge, skills and/or capabilities.
- 4 Proves technical or vocational knowledge to competently perform the job duties.
- 4 Maintains current knowledge of legislative and/or regulatory requirements.
- 4 Takes courses and/or seminars and applies the new knowledge/skill appropriately for work improvements

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We are satisfied with your competencies, knowledge and skills and your efforts to keep abreast of current trends.

Rating: Add the ratings and enter subtotal $21 \div 5 = 4.2$ score for this component.

CAO's Comments:

Thank you – I try my best to keep up on current trends, however I also try and not be away from the office too much.

EFFECTIVENESS OF RELATIONSHIPS

- 5 Approaches duties with a customer focus.
- 5 Demonstrates consideration and respect for the different disciplines, cultures and values of the public, clients, other staff and Council members.
- 4 Maintains emotional control and objectivity when dealing with the service requests and public inquiries.
- 4 Promotes a positive image of the municipality in the community and demonstrates effective interaction with clients, community officials, visitors, and the public.
- 5 Promptly returns phone messages.

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Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We give you high marks on your efforts to build and maintain effective relationships. We think you could strengthen them further by being more visible in the community.

Rating: Add the ratings and enter subtotal $23 \div 5 = 4.6$ score for this component.

CAO's Comments:

I will endeavor to attend more community functions and meet with community leaders on a more frequent basis.

PRODUCTIVITY

- 4 Experience in the position has improved productivity.
- 4 As productivity increases, the quality of work remains high.
- 4 All projects and assignments for which the CAO is responsible are successfully completed.
- 4 Frequency of errors is low and the employee's attitude towards them is positive and responsible.
- 4 Reports and recommendations contain reliable information and work is thorough and succinct.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We would encourage you to continue to keep Council's projects on top of your priority list.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

As your only employee I always keep the interests of Council top of mind.

USES EFFICIENT PRACTICES

- 4 Drives continuous improvement to ensure organizational practices support the strategic priorities.
- 4 Assists Council in resolving problems at the administrative level to avoid unnecessary council action.
- 4 Uses fact based business cases which balance intuition of what will drive results.
- 4 Champions effective resource management to deliver quality results.
- 4 Prepares for employees eligible for retirement by focusing on talent management and succession planning.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

It's important that staff continues to utilize our limited resources wisely. We support the LEAN Continuous improvement program you have introduced to the organization. We also want you to exercise your authority on operations and know that you have our trust. While succession planning is strong in some Departments, we do see some weaknesses in others.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

I appreciate Council's support for our continuous improvement program and see the changes as the elimination of waste and not reduction. You may hear from some staff that the changes are cuts to service, and they are not.

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COMMITMENT TO QUALITY OF LIFE FOR CITIZENS

- 4 Ensures actions taken and results achieved are consistent with the values and environment desired by municipal residents.
- 3 Continues to leverage technology to grow citizen self-service opportunities with more online and mobile services and information.
- 4 Supports Council in developing plans and initiatives to promote and serve community interests.
- 3 Is an effective ambassador for the municipality by speaking at conferences and community events as requested.
- 4 Ensures focus on and advancement of key strategic projects.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council would like to see improvements to the customer experience for citizens. We still have complaints about service for the City. It's important the community feels the City is listening to them. We feel you should be working with business organizations in the community, especially the development community so they know we value what they do.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

We do have a lot of work to do on our customer facing services – I recognize that and I will work with our planning staff, finance, IT and the service centre to analyze our systems and processes.

5 STRATEGIC LEADERSHIP

DEMONSTRATES BUSINESS ACUMEN

- 4 Models business planning discipline and financial rigour.
- 5 Fosters the creation and use of fact-based business cases.
- 4 Makes timely decisions that balance risks and benefits of a range of potential solutions.
- 4 Links business decisions with the strategic direction and long-term sustainability of the organization.
- 4 Leverages an understanding of interpersonal dynamics to influence business results.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council supports our efforts to have staff develop well thought out business cases for making important business decisions. While we may sometimes challenge staff on their presentations, we do so with the ideas of improving the business cases. We hope staff do not take our questions personally.

Rating: Add the ratings and enter subtotal $21 \div 5 = 4.2$ score for this component.

CAO's Comments:

I try and help staff understand that their business cases must be sound and that they do not contain personal biases or opinions. I am always the one who asks the tough questions before Council ever sees the reports.

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INNOVATION

- 5 Looks for creative solutions that support a culture of continuous improvement.
- 4 Creates a culture that supports risk-taking and innovation.
- 4 Evaluates implementation and learns from mistakes.
- 4 Approaches problem solving from different angles to achieve the best solution.
- 4 Overcomes obstacles with resourcefulness and creativity, and rewards the same in others.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We like what staff are doing and recognize that we have a part to play in supporting staff who want to try new things that don't always work out as planned. We don't want to discourage risk taking.

Rating: Add the ratings and enter subtotal $21 \div 5 = 4.2$ score for this component.

CAO's Comments:

I too share your thoughts on risk taking and not taking failures as reasons for not looking at innovation. We need to foster an atmosphere of support and encouragement.

LEADERSHIP

- 4 Creates and nurtures a culture that attracts, retains, and motivates talented people.
- 4 Exercises discretion and judgment in handling sensitive information.
- 4 Maintains a high degree of personal integrity and commitment.
- 4 Builds trust through presenting ideas clearly and effectively listening to others, even when not in agreement.
- 4 Leads management team by providing constructive feedback, corrective action, and recognition as appropriate.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

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 junior staff present to Council so they can get some experience.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

Good suggestion. I will encourage staff other than the senior team to make presentations to City Council and/or the Committees of Council.

ADAPTABILITY

- 3 Responds positively to changing needs and conditions.
- 4 Recognizes potential situations and responds with solutions, tactics or approaches to reduce or eliminate issues.
- 4 Considers benefits, costs and impacts to the overall organization.
- 4 Strategically plans and initiates long term goals and changes to ensure the organization is responsive to a diverse range of needs and situations.
- 4 Shifts priorities and alters strategies to respond to emerging opportunities or risks.

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Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

We feel you are able to adapt to evolving situations and are open to change. This is especially important when working with elected officials whose tendency is to react to situations.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO’s Comments:

I recognize the need to be flexible especially when there are pressures on City Council. I feel part of my task is to mitigate and anticipate changes that may occur in our municipality and be prepared to change with them.

DECISION MAKING & PERFORMANCE

- 5 Demonstrates problem solving skills.
- 3 Seeks to understand the needs of customers (external and internal) and meets their expectations.
- 4 Generates creative ideas and solutions.
- 4 Demonstrates innovative thinking.
- 4 Ensures effective use of human and material resources.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

Generally, Council is pleased with your performance in this area. However, we also believe not enough is being done to understand the needs and wants of our citizens and perhaps that is a shared responsibility between Council and staff.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO’s Comments:

Some of the concerns you have noted are shared by me. Sometimes we as an organization fail to recognize the importance of considering the views of our customers and how they may be impacted by our decisions.

LEADERSHIP STYLE

- 4 Demonstrates strength of administrative leadership through decisiveness, and the high quality of decisions.
- 4 Offers high quality of policy advice, guidance, and direction to Council for the development of its decisions and policies.
- 4 Shows qualities of approachability; responsiveness to the feedback and input received from members of Council.
- 4 Demonstrates ability to identify and communicate to Council issues or areas of concern impacting Council’s relationship to the administration
- 4 Demonstrates comfort in suggesting new initiatives; reviews the current state of affairs and recommends positive improvements.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

We are satisfied with your attention to Council’s concerns and how approachable you are and open to our ideas.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO’s Comments: Thank you for these comments. I appreciate the pressures Council often feels and will always look for ways to solve problems.

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RISK MANAGEMENT

- 4 Seeks solutions and improvements based on an assessment of risk and exposure.
- 3 Demonstrates leadership to foster safe work practices and policies.
- 4 Shifts priorities and alters strategies to respond to emerging opportunities or risks.
- 4 Effectively identifies, assesses and manages the principal risks to the municipality
- 3 Keeps Council fully informed of all significant operational, financial, and advocacy matters and risks relevant to the municipality.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

We do have some concerns about the City’s safety record and the resulting increase in our premiums. The other concern is we sometimes find out about issues through social media and are caught off guard.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO’s Comments:

It’s a fine line to know what is media worthy and what isn’t. I like to promote a “no surprises” strategy but it isn’t always possible.

DRIVES INNOVATIVE CHANGE

- 4 Introduces and champions the rationale for change.
- 4 Anticipates the effects of change and develops plans to manage impacts.
- 4 Proactively leads change processes.
- 4 Fosters innovation and demonstrates a willingness to take calculated risks and learn from mistakes.
- 4 Monitors organizational progress and adjusts change processes accordingly.

Council’s Comments (if required), or examples provided for other than “Achieves Expectations” rating:

We feel very good about the organization and the role you play in facilitating the discussion around trends and changes we need to think about as we anticipate future changes.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO’s Comments:

I believe part of my role is to think about the future and make sure we are nimble enough to change course if we need to.

6 DEMOCRATIC ADVOCACY AND CITIZEN PARTICIPATION

EFFECTIVENESS FACTORS – EXTERNAL & INTERNAL INFLUENCES

- 4 Develops solutions that consider internal and external factors with the focus on the long term objectives of the organization.
- 3 Uses best practices to manage significant external influences that impact the municipality.
- 3 Mobilizes community resources and address prevailing public expectations of the municipality.
- 4 Analyzes whether municipal resources are linked, integrated, and appropriated allocated.
- 4 Identifies human elements required to respond to issues and opportunities.

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Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We are pleased with our long-term planning and our community generally views us as a well-run organization. However, it would be good if we could share our successes more loudly in the community, so we get credit for our good work. Your recent restructuring has shown some positive benefits as well.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

We are currently working on updating our long-term financial plan and starting to work on an asset management plan. I am hopeful Council will adopt our updated plans.

7 DIVERSITY

CITIZEN RELATIONS

- 5 Demonstrates no bias when working with all news media.
- 3 Works to understand community concerns by meeting with and listening to members of the community.
- 3 Takes initiative to maintain citizen satisfaction with municipal services.
- 4 Offers dedicated service to the municipality.
- 4 Ensures that the municipality retains appropriate rate-payer engagement.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Generally we are pleased with our media coverage and scope. We believe we need to do more to engage our community so they can have input into our processes – perhaps more could be done in this area.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

I agree, every City struggles with community engagement. Few people attend our open houses anymore. People want new ways to engage with their City. We will work on this in the coming year.

DEVELOPING OTHERS

- 4 Provides visible and positive leadership through empowerment, coaching and mentoring and delegation.
- 4 Fosters a positive, productive and accountable working environment that rewards excellence.
- 4 Delegates authority and responsibility to employees giving them latitude to make decisions and perform tasks in their own way.
- 5 Develops an effective senior management team.
- 4 Ensures personal growth and competence through his / her own education and training.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We give you high marks in this area. We have a great senior management team and we know you work hard to grow and develop the team.

Rating: Add the ratings and enter subtotal $21 \div 5 = 4.2$ score for this component.

CAO's Comments: You have a part to play by supporting the senior team even when it doesn't always go well. We need to have each other's backs.

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DEVELOPS CULTURE & PEOPLE

- 4 Influences others by promoting and modeling the importance of municipal values.
- 4 Develops leaders through regular coaching, career planning and proactive performance management.
- 4 Creates effective leadership teams and supports an open exchange of ideas.
- 4 Delegates appropriate levels of authority and empowers others.
- 3 Appreciates the impact of cross-cultural and generational differences.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We can see how happy and productive City staff are due in large part to your leadership and the example you set for the organization. We do need to do more work on diversifying the workforce.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

We have a great team. I am working with Human Resources on some new tactics to get more women into leadership positions and more newcomers among our ranks.

8 BUDGETING

RESOURCE AND FISCAL MANAGEMENT

- 3 Understands and appreciates the time restrictions of others; limits questioning and conversations to essential requirements of the position.
- 4 Adheres to all internal control procedures, forwards concerns and complies with organizational policies, procedures and practices surrounding resources, time and finances.
- 4 Monitors organizational or departmental budgets, ensuring compliance, offering feedback and cost saving alternatives to senior management.
- 4 Develops and maintains an internal control system that protects organizational funds and assets.
- 4 Monitors and develops overall liabilities, revenues and expenditures; revises and realigns budgets and commitments based on changing needs.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We realize this is the domain (mostly) of the Chief Financial Officer but as the leader of the organization you have a lot of influence over our spending and financial oversight and we support your strong financial management.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

We have a very capable Chief Financial Officer who is leading us on the development of the long-term financial plan. It is important that we have financial policies that keep us disciplined to spending on the things that are most important.

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|--------------------------|-------------------------|
| 1. Poor | 4. Exceeds Expectations |
| 2. Below Expectation | 5. Extraordinary |
| 3. Achieves Expectations | Performance |

9 FINANCIAL ANALYSIS

FINANCIAL PLANS

- 4 Establishes objectives, operating, and financial plans for the municipality that meet the needs of the rate-payers, employees, and the broader community.
- 4 Ensures the municipality meets or exceeds the financial and operating performance goals as set out in the annual plans.
- 3 Ensures business strategy is linked to creating value for customers.
- 4 Uses sound risk management strategies and engages legal counsel as appropriate.
- 4 Incorporates best practices from public and private sectors related to management and administration.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We are pleased with our financial planning. We do however need more community engagement around our annual budgets to make sure we are in line with the community.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

I agree, we will be rolling out a new engagement financial planning document to Council in the second quarter for your consideration.

FISCAL MANAGEMENT

- 4 Prepares a balanced budget to provide services at a level directed by council.
- 4 Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.
- 4 Prepares a budget and budgetary recommendations in an intelligent and accessible format.
- 4 Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
- 4 Appropriately monitors and manages fiscal activities of the organization.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We are pleased with our organization's financial management. Perhaps we could find ways to streamline the annual budget process so that it doesn't drag on so long.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

I agree. It's a lot of work for staff to prepare the annual budget and I would like to take a hard look at how we might streamline the process.

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| 1. Poor | 4. Exceeds Expectations |
| 2. Below Expectation | 5. Extraordinary |
| 3. Achieves Expectations | Performance |

10 HUMAN RESOURCES MANAGEMENT

BUILDING EFFECTIVE OPERATIONS

- 3 Works closely with Council to develop long range perspective to organizational and administrative issues.
- 4 Listens to staff input and responds accordingly and involves senior staff in decision making processes.
- 3 Actively builds and maintains positive relationships across the organization, with the public, user groups and external stakeholders.
- 4 Actively responds to inquiries and communicates municipal policies, procedures and processes.
- 3 Balances the interests of the public with those of the Corporation to maximize overall results..

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:
We are satisfied for the most part on this competency but would encourage you to get more actively involved in the community to build these relationships.

Rating: Add the ratings and enter subtotal $17 \div 5 = 3.4$ score for this component.

CAO's Comments:
I will do my best to meet regularly with community organizations.

11 STRATEGIC PLANNING

ANALYTICAL THINKING

- 4 Recognizes situations and examines facts in order to develop clear steps and solid assumptions.
- 4 Looks at past practice and gathers additional information in order to make sound choices.
- 4 Adjusts and reprioritizes timeframes and deadlines in response to new situations or information.
- 4 Adjusts and reprioritizes timeframes and deadlines in response to new situations or information.
- 4 Evaluates, interprets and analyses critical, complex information.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:
We have no issues here. We feel that you and your staff do great work on the business cases we are presented with. They also seem to reflect that staff are open to the changing environment.

Rating: (Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:
I am a strong proponent of business cases. I encourage all Department Heads to develop those before presenting anything to me or Council.

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| 1. Poor | 4. Exceeds Expectations |
| 2. Below Expectation | 5. Extraordinary |
| 3. Achieves Expectations | Performance |

RESULTS ORIENTATION

- 3 Operates with high attention to detail regarding organizational and departmental performance goals.
- 4 Demonstrates a focus on finishing all tasks assigned in a timely manner while taking complete ownership of tasks.
- 4 Acts as a role model or coach for others to drive positive results.
- 4 Holds oneself and others accountable for effectively meeting and exceeding organizational and departmental goals.
- 4 Establishes challenging goals for oneself and acts to reach and exceed them; holds others accountable for their own goals.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

There are some areas where there is room for improvement. We find that planning reports often take longer than other areas.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

I agree and I will certainly work with our planning staff to streamline the process.

ACCOUNTABILITY

- 4 Effectively leads and manages the business and financial affairs of the municipality.
- 5 Takes responsibility for actions.
- 5 Honours commitments.
- 4 Results oriented – can be relied upon to achieve desired or best achievable outcome.
- 4 Aligns the objectives and practices of multiple teams to accomplish the municipality's mission and goals.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We know you are dedicated to this organization and always take responsibility when things don't go as planned.

Rating: Add the ratings and enter subtotal $22 \div 5 = 4.4$ score for this component.

CAO's Comments:

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.

ACCOUNTABLE FOR RESULTS

- 4 Sets clear and focused organizational and departmental objectives and plans & implements business plan as approved by Council
- 3 Links organizational plans to strategic priorities and articulates specific expectations and benefits
- 3 Demonstrates a strong sense of initiative in pursuing organizational objectives
- 4 Drives accountability by establishing performance measurement against objectives
- 4 Proactively addresses performance issues and drives solutions to improve outcomes

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| 1. Poor | 4. Exceeds Expectations |
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| 3. Achieves Expectations | |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We believe we do good work in this area, but we are not sure how everything is connected. Perhaps you could refresh us occasionally on how our plans, priorities and objectives interconnect.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

I will certainly bring our goals and strategic planning objectives to Council's attention on a regular basis. There is also a section in our administrative reports that relates to goals and objectives.

WORK HABITS

- 3 Exhibits a conscious effort towards safety and orderliness at the work site for clients, other employees and the public.
- 3 Initiates or recommends any safety precautions to avoid potential recurrence of an accident/incident.
- 3 Reports for work on time (i.e., scheduled starts, breaks and finishing of the day) and has good attendance.
- 5 Conveys a clean, safe, and professional image through personal hygiene, grooming, and appearance.
- 5 Applies effective time management to activities.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

You personally set a good example for the rest of the organization. We do have some concerns about our safety record as an organization and perhaps we could give it more focus in the coming year.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

I agree. Safety needs to be a priority. In the coming year, the Deputy CAO and myself will be attending all Department safety meetings.

12 ADVOCACY AND INTERPERSONAL COMMUNICATION

APPLIES STRATEGIC AGILITY

- 4 Develops processes to monitor and assess the potential implications of emerging internal and external trends.
- 3 Proactively identifies key community issues, anticipates impacts and develops strategies to address them.
- 4 Leads in creating and refining the strategic direction of the organization.
- 4 Uses flexibility to refine and adapt strategic direction/priorities/tactics as change occurs.
- 4 Communicates the strategic direction and priorities of the organization in a clear and compelling manner.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We like our strategic planning efforts, but they seem to be inwardly focused. Perhaps in our next efforts we could incorporate some community input so it is also outwardly facing.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

I agree with this suggestion.

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| 1. Poor | 4. Exceeds Expectations |
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13 PRESENTATION SKILLS

COMMUNICATIONS

- 4 Possesses strong verbal, written and presentation skills demonstrating a clear, concise and positive style
- 3 Effectively establishes rapport with stakeholders including Council, employees, external agencies, partners and community members
- 4 Maintains positive media relations
- 4 Effectively exchanges (obtains and transmits) information, in a variety of mediums, for diverse audiences
- 5 Disseminates complete and accurate information equally to all Council members in a timely manner.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

You are a strong communicator. Perhaps you could present to some community groups as well to tell citizens about their City government and the services that we offer.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

I will be engaging with the community this coming year on several fronts.

CITIZEN & COUNCIL RELATIONSHIPS

- 4 Promotes a positive image of the municipality.
- 3 Demonstrates effective interaction with clients, community officials, and visitors.
- 3 Acts as the facilitator to define and manage excellent relationships with the region, the Provincial Government, the Association of Municipal Organizations (AMO), the Federation of Canadian Municipalities and other branches of government and the broader public sector in general.
- 4 Co-ordinates and facilitates the flow of information between the administration and Council and its committees.
- 3 Capitalizes on opportunities to enhance stakeholder relations.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We would like to see more emphasis on community organizations and also with government relations. We don't seem to have a very good relationship with the other levels of government.

Rating: Add the ratings and enter subtotal $17 \div 5 = 3.4$ score for this component.

CAO's Comments:

In the coming year, we will work on these two areas, but you also have a role to play in fostering better relationships within the community and with other levels of government.

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| 1. Poor | 4. Exceeds Expectations |
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| 3. Achieves Expectations | Performance |

14 MEDIA RELATIONS

EFFECTIVE MEDIA RELATIONSHIPS

- 4 Effectively engages the media when called upon to do so.
- 3 Develops and maintains positive media relations.
- 3 Uses the most efficient and appropriate medium to communicate without risking mutual understanding (e.g. email, telephone, face-to-face, advertising, meetings, etc.)
- 3 Effectively communicates ideas through meetings, conferences and written reports.
- 3 Works with the media to communicate important information about municipal activities, programs, and issues.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We aren't dissatisfied with our media relationships but often are with how our activities are reported. We rarely see good news coming out of City Hall. How do we get our message out there?

Rating: Add the ratings and enter subtotal $16 \div 5 = 3.2$ score for this component.

CAO's Comments:

It's a new world out there. Traditional media is becoming less relevant every day. We need a strategic communications plan that helps us work in a 7/24 social media world. We are just not equipped for that yet.

15 INTEGRITY

ETHICS/INTEGRITY

- 4 Acts to create a positive image for the municipality and/or have a positive impact on the community.
- 4 Ensures public processes are transparent and accountability is clear when dealing with issues.
- 4 Exercises good judgment, understands and prioritizes conflicting demands.
- 4 Promotes ethical behaviour and holds individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards.
- 5 Models consistent values of high ethical awareness, honesty, fairness, and courage.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We give you high marks on this one. Being a CAO comes with high expectations and you always represent us and your profession well.

Rating: Add the ratings and enter subtotal $21 \div 5 = 4.2$ score for this component.

CAO's Comments:

Thank you. I know the importance of my role and work hard to maintain the professionalism expected of anyone in this position.

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| 1. Poor | 4. Exceeds Expectations |
| 2. Below Expectation | 5. Extraordinary Performance |
| 3. Achieves Expectations | |

ACHIEVEMENTS

- 3 Considers customer satisfaction while carrying out duties and achieves positive results for the customer.
- 4 Uses sound/viable/realistic research and analysis of available facts and options in decision-making processes.
- 3 Seeks input/involvement of all stakeholders in action planning and decision-making processes and conducts adequate follow-up/feedback to stakeholders re: implementation and impact/benefits.
- 3 Any tasks/projects initiated beyond the job responsibilities and set goals and objectives contributed to the Corporation's operational improvement and/or enhanced customer service.
- 5 Accepts responsibility and accountability for the results of actions.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

While we deliver satisfactory service, many on Council still receive complaints about poor customer service, especially at the Service Centre and planning area. We would like some attention to these concerns.

Rating: Add the ratings and enter subtotal $18 \div 5 = 3.6$ score for this component.

CAO's Comments:

We will never satisfy everyone but I do know we have room for improvement. We need on-line payment options for citizens and I will speak with the Planning Director about customer concerns.

AWARENESS OF MORALE

- 4 Empowers and supports decision-makers.
- 4 Motivates others by communicating a clear sense of purpose.
- 4 Fosters employee engagement and takes time to recognize successes.
- 4 Coaches leaders on how to support people through change government.
- 4 Effectively responds to any issues of staff morale and satisfaction.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Council feels there is high morale in the organization. Perhaps you could highlight what efforts are being done to keep morale high.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

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

BUILDS TRUST THROUGH COUNCIL AND STAFF RELATIONS

- 4 Carries out directives of the Council as a whole rather than those of any one council member.
- 5 Is courteous, sincere and positive in attitude and response to citizens and Council.
- 5 Shows willingness to be helpful and responds promptly and effectively to inquiries and requests by Council and others.
- 5 Receptive to constructive criticism and advice.
- 3 Regular status reports are provided on progress towards Council objectives.

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| 2. Below Expectation | 5. Extraordinary |
| 3. Achieves Expectations | Performance |

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We have a lot of respect for your thoughts and opinions and your fairness. Council is comfortable approaching you and know you have our backs. We would like to see more regular updates on the status of our objectives.

Rating: Add the ratings and enter subtotal $22 \div 5 = 4.4$ score for this component.

CAO's Comments:

Duly noted.

FOSTERS A CLIMATE OF MUTUAL RESPECT

- 4 Lives the corporate values.
- 4 Build alignment and engagement among employees and teams.
- 4 Sustains a respectful workplace.
- 4 Attracts, retains and develops a talented and diverse labour pool.
- 3 Demonstrates active support for the development of individuals identified through a Succession Program.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

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.

Rating: Add the ratings and enter subtotal $19 \div 5 = 3.8$ score for this component.

CAO's Comments:

We are strong in some areas in terms of succession planning and in other areas not so much. I am including the development of a succession plan for each Department Head in their annual mandate letters.

16 PERSONAL DEVELOPMENT

- 4 Values lifelong learning in oneself and others.
- 4 Reads trade journals, professional vocational-related material, community-oriented needs/development issues, articles or surveys, etc. regularly to keep informed of changes in the industry and/or community.
- 4 Actively participates in personal or professional development activities, both within and outside the Corporation
- 4 Identifies any professional development needs or opportunities.
- 4 Ensures personal growth and competence through his / her own education and training.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

We encourage you to stay current and abreast of all new trends in the business. That will ultimately benefit the organization.

Rating: Add the ratings and enter subtotal $20 \div 5 = 4$ score for this component.

CAO's Comments:

Personally I am an active member of my provincial association and of CAMA, our national organization. They are great organizations that help me personally and professionally. Their Annual Conferences provide me with an opportunity to network with many CAOs and senior staff in our Province and across the country.

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| 1. Poor | 4. Exceeds Expectations |
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| 3. Achieves Expectations | Performance |

SOURCES:

International City/Council Management Association City Manager Performance Evaluation
Town of Canmore Annual Performance Review for the Chief Administrative Officer
Town of White City Town Manager's Performance Evaluation
Municipality of Jasper Organizational Success Discussion Guidelines (CAO Performance Evaluation) Feb 6, 2015
Updated Version
Town of Essex Chief Administrative Officer Performance Evaluation
Town of Olds Performance Evaluation of the Chief Administrative Officer
Town of Torbay Staff Evaluation: Chief Administrative Officer
City of Mississauga Performance Evaluation: Senior Management 2015
County of Elgin Performance Development and Review Program