

**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 DEPARMENT**

**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.