

Performance Appraisal of the Chief Administrative Officer for the Municipality of XXXX

Name of CAO: _____

Date Appointed to Position: _____

Date of Appraisal Meeting: _____

Current Salary: _____

Date of Last Revision: _____

Purpose of a Performance Evaluation Process

This performance evaluation of the CAO is a valued instrument of this Council and is used in order to:

- ✚ Underline the importance which the Council places on its relationship to CAO
- ✚ Ensure that both the Council and CAO understand essential components/competencies of this position
- ✚ Provide a balanced format that is deemed acceptable and useful to both parties and one that serves the purpose of outlining requirements and ensuring sound and regular feedback
- ✚ Provide the CAO with a forum for outlining and discussing his annual objectives and an assessment of the results

- + Establish any needed changes in the criteria for future evaluations.

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

- + Assistance to Council in understanding its governance role
- + Relationship building with the Mayor
- + Policy advice and leadership on the key issues
- + Fiscal management
- + Leadership of the administrative team
- + Team selection, assessment, training, mentoring
- + Development of community relationships
- + Accomplishment of goals
- + Areas for improvement

Guidance to Performance Assessment Factors

Rate each factor according to your perception of the performance of the CAO in the past year.

Please provide narrative comments or examples to illustrate, if possible.

RATING CRITERIA:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

- + **1.** Assistance to Council in understanding its governance role
 - a) Preparing an orientation program and suitable materials for a new Council*
 - b) Identifying the needs/priorities of this Council*
 - c) Committing to equal treatment/courtesy/assistance*
 - d) Providing advice on potential areas of conflict/pecuniary issues*
 - e) Seeking to develop a relationship based on mutual respect, trust and integrity*
 - f) Ensuring access to relevant training programs for Council members*

- g) Being responsive to the feedback and input received from members of Council*
- h) Communicating advice to Council that will assist it in its governance responsibilities*
- i) Communicating any issues of concern to Council impacting its relationship to the administration*
- j) Monitoring legal implications of issues; being aware of Council 's legal and legislative requirements*
- k) Ensuring ready access to useful policy-based information*
- l) Maintaining appropriate boundaries; assuring equal treatment*
- m) Providing quality control on advice going forward*
- n) Ensuring an ongoing degree of open communication with Council; presenting reasonable and professional views in a straight-forward yet pleasant manner.*

Rating: _____

Comments:

2. Relationship building with the Mayor

- a) Meeting with new Mayor immediately following election*
- b) Identifying concerns of the Mayor ; addressing his/her expectations, style and needs issues*
- c) Ensuring the apolitical nature of the relationship clear (including no personal connection to outgoing Mayor)*
- d) Identifying areas of potential overlap & strategies to address*
- e) Ensuring Mayor prepared for any engagements/speeches*

f) *Ongoing briefings and meetings held on scheduled basis*

Rating: _____

Comments:

3. Policy advice & leadership on the key issues

- a) *Assistance in identifying key issues; offering strategic advice addressing such issues*
- b) *Ensuring both Council and administration aware of importance of policy development*
- c) *Providing quality advice and guidance to Council on identified issues*
- d) *Coordination and preparation of draft policy statements*
- e) *Strength of administrative leadership as observed in terms of the CAO's decision-making ability (e.g. decisiveness, quality of decisions)*
- f) *Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session*
- g) *Implementing approved policy; monitoring policy implications*
- h) *Review/monitoring of financial controls/audit reports/business plan and budget*

Rating: _____

Comments:

4. Fiscal management

- a) *Ensuring the development of a comprehensive, inclusive and transparent process of business planning and budgeting*
- b) *Ensuring that Council provides guidance to the administration in the development of both plans and budgets*
- c) *Providing Council with accurate, comprehensive advice on the current status of the fiscal condition of the Municipality*
- d) *Advising Council on the status of any changes required by the external auditor; acting promptly on audit recommendations*

Rating: _____

Comments:

5. Leadership of the administrative team

- a) *Providing ongoing, consistent leadership to department heads and through them to the full administration*
- b) *Communicating effectively and regularly; providing ongoing guidance/direction*
- c) *Making administrative decisions within constraints of bylaw/policies*
- d) *Providing inspiration and modeling of a desire to be the best*
- e) *Delegating/empowering within reasonable limits*
- f) *Supervising direct reports and expecting results*
- g) *Disciplining behaviour and correcting promptly*
- h) *Ensuring sound corporate communications plan*
- i) *Ensuring that senior staff are involved in the process of developing Municipality goals and priorities; providing a forum for Council and senior staff to engage in discussions relative to the Municipality's strategic plan*

Rating: _____

Comments:

6. Discharge of all legislative and bylaw requirements

- a) *Determining changes to the organizational structure*
- b) *Continually assessing the needs of the system; seeking the advice of senior staff in this process*
- c) *Developing a sound policy-based and cross-organizational approach to recruitment & selection*
- d) *Ensuring a planned approach to training/development*
- e) *Attending suitable conferences/courses as an example*
- f) *Establishing mechanisms for mentoring other supervisory staff*
- g) *Fulfilling all Act and bylaw requirements*

Rating: _____

Comments:

7. Development of community relationships

- a) *Maintaining a positive profile in the Municipality of XXXX's jurisdiction as the senior administrative spokesperson and leader*
- b) *Ensuring that Council members and the Mayor have access to sound advice on how to engage the public (community communication plan)*
- c) *Maintaining contact with other administrative leaders in the region and with other key administrative leaders throughout the Province*
- d) *Developing a positive/constructive rapport with media*
- e) *Ensuring the development of administrative protocol to develop courteous relationships with the public*

Rating: _____

Comments:

Annual Objectives/Key Results

These should be developed by the CAO and reviewed with the Mayor and Council.

Key Objectives	Key Results

Overall impression of performance and results achieved.

Accomplishment of Goals

Comments:

Areas for Improvement (Rank in order of importance)

- 1.** Assistance in the Council 's governance processes

- 2.** Relationship building with the Mayor

- 3.** Policy advice & leadership on the key issues

- 4.** Fiscal management

- 5.** Leadership to the administrative team

- 6.** Discharge of all legislative and bylaw requirements

- 7.** Development of community relationships

Follow-Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve his performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

Sign Off

Signatures of the Mayor and CAO to indicate completion of the process

Signature of the CAO

Signature of Mayor (or designate)

Date