

Chief Administrative Officer (CAO) Performance Evaluation

General Function: Provides best advice to Council, and leads the municipal organization to carry out the direction of Council. Models consistent values of high ethical awareness, honesty, fairness, courage. Develops objectives and implements strategic and operational plans to achieve the vision for the Municipality, as well as the financial and operating objectives. Oversees the operations of the municipal organization, develops management, allocates resources, and ensures controls to safeguard municipal assets. Acts as chief spokesperson for the Municipality. Works with the Council to develop policy and maintain oversight.

Instructions: Rank answers from 0-5:

- 0 - Don't know
- 1 - Falls short of requirements
- 2 - Improving towards requirements
- 3 - Meets requirements
- 4 - Performing beyond basic requirements
- 5 - Exceptional

COUNCIL RELATIONS

a) Presents all issues to Council in a timely fashion.	0	1	2	3	4	5
b) Acts on Council's motions and direction in a timely manner.	0	1	2	3	4	5
c) Facilitates Council's governance, decision-making and committee work.	0	1	2	3	4	5
d) Facilitates the orientation and effectiveness of Councilors.	0	1	2	3	4	5
e) Keeps Council fully informed on all important aspects of the status and development of the Municipality.	0	1	2	3	4	5
f) Respects the division of authority between Council and the CAO.	0	1	2	3	4	5
g) Maintains a positive working relationship with the Mayor and Councilors.	0	1	2	3	4	5



EXTERNAL RELATIONS

- | | | | | | | |
|--|---|---|---|---|---|---|
| a) Serves as chief spokesperson, communicating effectively with all stakeholders. | 0 | 1 | 2 | 3 | 4 | 5 |
| b) Appropriately represents Council's direction. | 0 | 1 | 2 | 3 | 4 | 5 |
| c) Appropriately represents the Municipality and Council in the community. | 0 | 1 | 2 | 3 | 4 | 5 |
| d) Appropriately represents the Municipality and Council outside of the community. | 0 | 1 | 2 | 3 | 4 | 5 |

CUSTOMER IMPACT

- | | | | | | | |
|---|---|---|---|---|---|---|
| a) Ensure that rate-payers perceive the Council and the Municipality in a positive light. | 0 | 1 | 2 | 3 | 4 | 5 |
| b) Ensure that the Municipality retains appropriate rate-payer engagement. | 0 | 1 | 2 | 3 | 4 | 5 |

ORGANIZATIONAL PERFORMANCE

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|---|---|---|---|---|---|---|
| a) 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. | 0 | 1 | 2 | 3 | 4 | 5 |
| b) Establishes objectives, operating, and financial plans for the Municipality that meets the needs of the rate-payers, employees, and the broader community. | 0 | 1 | 2 | 3 | 4 | 5 |
| c) Monitors and continuously evaluates objectives and plans to ensure they are being achieved and takes action as needed. | 0 | 1 | 2 | 3 | 4 | 5 |
| d) Ensures the Municipality meets or exceeds the financial and operating performance goals as set out in the annual plans. | 0 | 1 | 2 | 3 | 4 | 5 |



- | | | | | | | |
|--|---|---|---|---|---|---|
| e) Reviews and where appropriate adjusts the long term strategies and objectives of the Municipality in consultation with Council. | 0 | 1 | 2 | 3 | 4 | 5 |
| f) Effectively manages both the short and long term growth of the Municipality in a manner consistent with the strategic direction adopted by Council. | 0 | 1 | 2 | 3 | 4 | 5 |

ORGANIZATIONAL EFFECTIVENESS

- | | | | | | | |
|--|---|---|---|---|---|---|
| a) Actively supports and encourages professional development amongst the staff. | 0 | 1 | 2 | 3 | 4 | 5 |
| b) Effectively attracts, retains, motivates and leads an effective team capable of achieving the municipal objectives. | 0 | 1 | 2 | 3 | 4 | 5 |
| c) Ensures staff succession, including long-term development of candidates for the CAO position. | 0 | 1 | 2 | 3 | 4 | 5 |
| d) Maintains a good working relationship between staff and the elected officials. | 0 | 1 | 2 | 3 | 4 | 5 |
| e) Has ensured an effective participative process of strategic planning to achieve the vision and mission such that Council and employees feel ownership of the final product. | 0 | 1 | 2 | 3 | 4 | 5 |
| f) Obtains and allocates resources consistent with strategic objectives. | 0 | 1 | 2 | 3 | 4 | 5 |
| g) Effectively identifies, assesses and manages the principal risks to the Municipality. | 0 | 1 | 2 | 3 | 4 | 5 |

LEADERSHIP EFFECTIVENESS

- | | | | | | | |
|---|---|---|---|---|---|---|
| a) Leadership style fits the Community needs. | 0 | 1 | 2 | 3 | 4 | 5 |
| b) Demonstrates a good understanding of the | 0 | 1 | 2 | 3 | 4 | 5 |



major issues facing the Council and the Community.

- c) Exercises good judgment in dealing with major issues. 0 1 2 3 4 5
- d) Sets the tone for the Community by exemplifying consistent values of high ethical awareness, honesty, fairness and courage. 0 1 2 3 4 5
- e) Demonstrates a clear understanding of the local, regional, provincial and national and global issues impacting the Community. 0 1 2 3 4 5
- f) Provides positive leadership to the staff and elected officials. 0 1 2 3 4 5

OBJECTIVES (These should be developed by the Manager and reviewed with the Mayor and Council.)

Key Objectives	Results

OVERALL IMPRESSION OF PERFORMANCE AND RESULTS ACHIEVED



COMMENTS:

1. What are the CAO's greatest strengths?
2. What are the things that you have most appreciated that the CAO has accomplished so far this year?
3. What are specific areas where the CAO needs to turn his/her attention in the coming year?

SAMPLE

