



# CAO Performance Evaluation Toolkit

*A Free Resource Benefiting  
Canadian Municipalities*

# Agenda

- Who are we?
- Performance Evaluations
- Survey Results
- Developing a process.
- What's in the toolkit?
- Where can I get it?

# Who Are We?



Canadian Association of Municipal Administrators  
Association canadienne des administrateurs municipaux



# Performance Evaluations

- A performance evaluation:
  - Establishes goals and expectations for employees
  - Is the basic foundation for performance management system.
  - It is an obligation of Council/Board (as the employer) to provide the CAO with an annual evaluation.



"You're out here because you're supposed to receive a performance review? I'm out here because I'm supposed to give one!"

# 1<sup>st</sup> Step: Survey

- Survey conducted in Fall of 2014.
- Majority participated in a performance evaluation process.
- Far less felt prepared for process or indicated outcomes were tied to results.
- Overwhelmingly, both parties identified need for a common performance evaluation process.

# Developing an Evaluation Process

- An opportunity to benefit CAMA members and enhance CAO/elected official relationship.
- Carried out best practice research in 2014.
- Developed a CAO Performance Evaluation Toolkit
- Piloted by members in 2015/16; Launched to full membership in 2016.
- Ready to share with municipalities for free.

# What's in the Toolkit?



**“During the negotiations on my recent employment contract, I included the CAMA CAO Evaluation Toolkit as a mandatory step in evaluating my annual performance. My Mayor and the Councillor on the negotiating team had recently returned from FCM and had read the CAMA brochure and both were supportive of the tool based on the information provided in the document.”**

**-Manitoba City Manager**



# Step #1 – CAO Process



# Step #2 – Mayor/Head of Council & Council Process



# Step #3 – Discussion/Final Review





# Early Adopters?

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**-Manitoba City Manager**

# Where Can I Get The Toolkit?

[camacam.ca/CAOevaluation](http://camacam.ca/CAOevaluation)

1-866-771-2262

[admin@camacam.ca](mailto:admin@camacam.ca)

## Questions?