

PERFORMANCE ACHIEVEMENTS ASSESSMENT

For the Performance Year, please identify key priorities/accountabilities or goals for the year. Provide commentary and feedback for each item.

PRIORITY/ACCOUNTABILITY/GOAL

CAO Commentary on Performance Achievement

Elected Officials' Commentary on Performance Achievement

PRIORITY/ACCOUNTABILITY/GOAL

CAO Commentary on Performance Achievement

Elected Officials' Commentary on Performance Achievement

PRIORITY/ACCOUNTABILITY/GOAL

CAO Commentary on Performance Achievement

Elected Officials' Commentary on Performance Achievement

SUPPORTING DOCUMENTATION

List any documentation or links included as a part of this package

DEVELOPMENT PLAN

LEARNING GOAL	KEY LEARNING ACTIONS	CAO COMMENTS	COUNCILLOR COMMENTS

OVERALL EMPLOYEE COMMENTS

LEADERSHIP COMPETENCIES

For each competency please select the statement that best describes the person you are evaluating. These are competency ratings and are NOT the final rating***.

COMPETENCY	ELECTED OFFICIALS' RATING
<p>STRATEGIST</p> <ul style="list-style-type: none"> • Develops a long range course of action that aligns to Council Strategic Priorities. Has strong knowledge about the strengths and weaknesses of their organization • Understands and acts upon rapidly changing environmental trends, opportunities and threats • Sets the big picture, constantly imagines future scenarios and creates strategies to move organization forward • Is able to clearly and vividly articulate their desired future state in a way that is understood and meaningful to others • Uses financial information and data/information from multi sources to support decision making and planning • Understands risks, and accepts and pursues actions within an acceptable level of risk • Takes a collaborative approach to developing strategy to gather best thinking and ensure input and alignment from key internal and external stakeholders 	<ul style="list-style-type: none"> <input type="checkbox"/> Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others <input type="checkbox"/> Applies the competency in considerable difficult situations. Generally requires little or no guidance. <input type="checkbox"/> Applies the competency in difficult situations. Requires occasional guidance. <input type="checkbox"/> Applies the competency in somewhat difficult situations. Requires frequent guidance. <input type="checkbox"/> Applies the competency in the simplest situations. Requires close and extensive guidance.
<p>CHANGE LEADER</p> <ul style="list-style-type: none"> • Always communicates a compelling rationale for change. Makes required adaptive responses for both feasible and desirable to all stakeholders. Creates genuine motivation and commitment from others to act as sponsors of innovation and change, allocating required resources to support change • Serves as catalyst for change. Continuously seeks ways to improve performance and the strategic orientation of the organization • Effectively and consistently communicates messages about the need for change and the vision of the organization after the change • Ensures provisions of adequate resources for change efforts. Includes funding, technology, and human resources • Holds others accountable for cross organization cooperation and collaboration to support change. 	<ul style="list-style-type: none"> <input type="checkbox"/> Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others <input type="checkbox"/> Applies the competency in considerable difficult situations. Generally requires little or no guidance. <input type="checkbox"/> Applies the competency in difficult situations. Requires occasional guidance. <input type="checkbox"/> Applies the competency in somewhat difficult situations. Requires frequent guidance. <input type="checkbox"/> Applies the competency in the simplest situations. Requires close and extensive guidance.

<p>RELATIONSHIP BUILDER</p> <ul style="list-style-type: none"> Establishes relationships with, and influences a complex network of others, whose cooperation is required for organizational success. Stakeholders might include Council members, local area municipalities, provincial or federal representatives/employees, residents, current or future business partners, labour representatives, Town employees and other stakeholders Takes responsibility for the development and the quality of internal and external stakeholder relationships Understands stakeholder needs and concerns over the short term to enable support and cooperation Ability to apply different communication approaches for interacting and communicating to align to the thinking and perception preferences of others 	<ul style="list-style-type: none"> <input type="checkbox"/> Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others <input type="checkbox"/> Applies the competency in considerable difficult situations. Generally requires little or no guidance. <input type="checkbox"/> Applies the competency in difficult situations. Requires occasional guidance. <input type="checkbox"/> Applies the competency in somewhat difficult situations. Requires frequent guidance. <input type="checkbox"/> Applies the competency in the simplest situations. Requires close and extensive guidance.
<p>ORGANIZATIONAL GUARDIAN</p> <ul style="list-style-type: none"> Consistently holds self and others accountable for the continued growth and health of the organization. Makes decisions, often difficult, that are in the best interest of the Town. Continuously promotes the Town both internally and externally. Does everything possible to continuously grow a positive reputation for the Town both internally and externally Ensures accountability for continuous improvement for the purpose of cost effectiveness and quality of service Champions and facilitates cross departmental integration Ensures that innovation, collaboration, and best practices are reflected in products and services provided by the Town. 	<ul style="list-style-type: none"> <input type="checkbox"/> Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others <input type="checkbox"/> Applies the competency in considerable difficult situations. Generally requires little or no guidance. <input type="checkbox"/> Applies the competency in difficult situations. Requires occasional guidance. <input type="checkbox"/> Applies the competency in somewhat difficult situations. Requires frequent guidance. <input type="checkbox"/> Applies the competency in the simplest situations. Requires close and extensive guidance.
<p>BUSINESS ACUMEN</p> <ul style="list-style-type: none"> The ability to manage human, financial and information resources strategically with the purpose of enabling Council's Strategic Plan and health of organizations both over the short and longer term Has a strong understanding of the Town's financial processes. Oversees the development and management of annual budgets Protects physical assets and ensures the fulfillment of all regulatory requirements 	<ul style="list-style-type: none"> <input type="checkbox"/> Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others <input type="checkbox"/> Applies the competency in considerable difficult situations. Generally requires little or no guidance. <input type="checkbox"/> Applies the competency in difficult situations. Requires occasional guidance. <input type="checkbox"/> Applies the competency in somewhat difficult situations. Requires frequent guidance.

<ul style="list-style-type: none"> • Builds and manages workforce based on organizational goals, budget considerations and resourcing requirements. Ensures integrity in all people practices. • Ensures effective use of technology and technology systems to achieve results 	<input type="checkbox"/> Applies the competency in the simplest situations. Requires close and extensive guidance.
<p>NAVIGATES COMPLEXITY</p> <ul style="list-style-type: none"> • Logically works through complex situations, problems, issues and opportunities with the purpose of creating positive solutions or actions • Breaks down a complex situation into manageable parts in a systematic way. • Seeks to understand root causes of difficult problems • Recognizes several likely causes of events, and/or consequences of actions • Deals constructively with problems that do not have a clear solution or outcome • Evaluates pros and cons, risks and benefits of different solution options 	<input type="checkbox"/> Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others <input type="checkbox"/> Applies the competency in considerable difficult situations. Generally requires little or no guidance. <input type="checkbox"/> Applies the competency in difficult situations. Requires occasional guidance. <input type="checkbox"/> Applies the competency in somewhat difficult situations. Requires frequent guidance. <input type="checkbox"/> Applies the competency in the simplest situations. Requires close and extensive guidance.
<p>DRIVES ENGAGEMENT</p> <ul style="list-style-type: none"> • Creates an environment where current and future employees consider the Town to be the employer of choice. Current employees are motivated to do their best to help the organization achieve its objectives • Communicates vision and priorities to employees in a way that generates excitement, enthusiasm and commitment • Models desired behaviour including corporate values • Uses multiple strategies to promote organizational morale and productivity • Consistently keeps employees informed of key organizational information, activities and other elements that have an impact on the collective group • Invites input from others at all levels from across the organization • Makes people feel that their contributions are valued 	<input type="checkbox"/> Applies the competency in exceptionally difficult situations. Serves as a key resource and advises others <input type="checkbox"/> Applies the competency in considerable difficult situations. Generally requires little or no guidance. <input type="checkbox"/> Applies the competency in difficult situations. Requires occasional guidance. <input type="checkbox"/> Applies the competency in somewhat difficult situations. Requires frequent guidance. <input type="checkbox"/> Applies the competency in the simplest situations. Requires close and extensive guidance.

OVERALL PERFORMANCE RATING

Please select an overall performance rating from the list below:

Exceptional Performance

- Significantly and consistently exceeded all or significant goals and expectation(s)
- Results added value beyond the scope of the role consistently benefiting the organization and the Town
- Successfully navigated higher levels of complexity; with successful delivery of desired outcomes
- Demonstrated a high level of leadership with Council, peers, reports and all employees
- Was seen as a model of exceptional behaviour
- Consistently exhibited behaviours that exemplified the values of the organization

High Performance

- Exceeds or outperformed some established goals and expectation(s)
- Work is above average quality in significant areas of responsibility
- Demonstrated a high level of initiative to achieve Council Strategic Priorities and or Town Requirements
- Demonstrated a high level of leadership with Council, peers, reports and all employees
- Was seen as a model of exceptional behaviour
- Consistently exhibited behaviours that exemplified the values of the organization

Successful Performance

- Overall consistently performed all core functions of their role as laid out in their job description and/or employment agreement
- Successfully met performance expectations, goals and objectives as outlined in annual objectives and development plans
- Was self-motivated and required an appropriate level of direction
- Provided strong value to the organization through their output, effort and behaviours
- Demonstrated an appropriate level of leadership with Council, peers, reports and all employees
- Was seen as a model of exceptional behaviour
- Consistently exhibited behaviours that exemplified the values of the organization

Needs Development

- Met some but not all of the expectations of their role as laid out in their job description
- Further development is required to meet all core functions of the job
- Some goals and objectives were met; may have required above average direction

***Note: An employee should not receive this rating for greater than one year in the same role**

Unsatisfactory

- Does not meet the expectations and job requirements of the role.
- Improvement is needed in most aspects of the job
- Did not demonstrate the competence and knowledge required to perform their job functions/duties

Overall performance rating: _____

SIGNATURES

CAO, Town of Pelham

Mayor, Town of Pelham