



CAO Annual Performance Evaluation

CAO Name: _____ Date: _____

Elected Official Name: _____ Evaluation Period: _____

This form is to be completed by each member of the CAO Evaluation Committee and returned to People Services. The CAO may also complete the form as self-evaluation.

Due date: _____. Evaluations will be consolidated with any other gathered evaluation data and included on the agenda for discussion on _____ (date).

Elected Official's Signature

CAO's Signature

Date

Date

Instructions for using the Rating Instrument:

This Performance Evaluation contains sixteen performance competency areas. Each competency includes statements about standards of behaviour for that competency. For each statement, use the scale below to show your rating of the CAO's performance. Each elected official will complete this form and all evaluations will be consolidated into a final report, which will be shared with Council and with the CAO. Note that for each statement you leave without a score, a value of "3: Average" will be awarded.

In addition to the ranking sections, there is space for written comments. If using handwriting, please ensure that handwriting is legible.

Rating Instrument

Rank answers from 1 to 5. Any item left blank will be interpreted as a score of "3 = Average"

5 = Excellent: almost always exceeds the performance standard

4 = Above average: generally exceeds the performance standard

3 = Average: generally meets the performance standard

2 = Below average: generally does not meet the performance standard

1 = Poor: rarely meets the performance standard

¹ ICMA's City Manager Performance Evaluation Criteria

5 = Excellent
4 = Above average
3 = Average
2 = Below average
1 = Poor

STAFF DEVELOPMENT AND PERFORMANCE

PROMOTES THE DEVELOPMENT AND PERFORMANCE OF STAFF AND EMPLOYEES THROUGHOUT THE ORGANIZATION

_____	Coaching/Mentoring:	Provides direction, support, and feedback to enable others to meet their full potential.
_____	Team Leadership:	Facilitates and leads teamwork by demonstrating ability to direct and coordinate group efforts.
_____	Empowerment:	Creates a work environment that encourages responsibility and decision-making at all organizational levels by sharing authority and removing barriers to creativity.
_____	Delegating:	Assigns responsibility to others by defining expectations, providing direction and support, and evaluating results.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal $___ \div 4 = _____$ score for this component.

CAO's Comments:

- 5 = Excellent
- 4 = Above average
- 3 = Average
- 2 = Below average
- 1 = Poor

POLICY FACILITATION/ACHIEVING COMMON GOALS

HELPS ELECTED OFFICIALS AND OTHER COMMUNITY ACTORS IDENTIFY, WORK TOWARD, AND ACHIEVE COMMON GOALS

- _____ **Facilitative Leadership:** Builds cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them.
- _____ **Facilitative Leadership:** Recognizes interdependent relationships and multiple causes of community issues and anticipates the consequences of policy decisions.
- _____ **Facilitating Council Effectiveness:** Helps elected officials develop a policy agenda that can be implemented effectively and that serves the best interest of the community.
- _____ **Mediation/Negotiation:** Acts as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques).

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal ____ ÷ 4 = ____ score for this component.

CAO's Comments:

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SERVICE DELIVERY MANAGEMENT

MAINTAINS A CONSISTENTLY HIGH LEVEL OF QUALITY IN STAFF WORK, OPERATIONAL PROCEDURES, AND SERVICE DELIVERY

<hr style="border: none; border-top: 1px solid black;"/>	Citizen Services	Supports Council in developing plans and initiatives to promote and serve community interests.
<hr style="border: none; border-top: 1px solid black;"/>	Performance Measurement	Enhance performance measurement and improve the overall quality and accuracy of performance measures in the business plan.
<hr style="border: none; border-top: 1px solid black;"/>	Performance Management	Develops leaders through regular coaching, career planning and proactive performance management.
<hr style="border: none; border-top: 1px solid black;"/>	Quality Assurance	Ensures actions taken and results achieved are consistent with the values and environment directed by Council.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal _____ ÷ 4 = _____ score for this component.

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STRATEGIC LEADERSHIP

SETS AN EXAMPLE THAT URGES THE ORGANIZATION AND THE COMMUNITY TOWARD EXPERIMENTATION, CHANGE, CREATIVE PROBLEM SOLVING, AND PROMPT ACTION

_____	Initiative/Risk Taking:	Demonstrates a personal orientation toward action and accepting responsibility for the results; resists the status quo and removes stumbling blocks that delay progress toward goals.
_____	Vision:	Conceptualizes an ideal future state and communicates it to the organization and the community.
_____	Creativity:	Applies existing ideas and practices to new situations.
_____	Innovation:	Develops new ideas or practices.
_____	Technological Literacy:	Demonstrates an understanding of information technology and ensures that it is incorporated appropriately to improve service delivery, information sharing, organizational communication, and citizen access.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal _____ ÷ 5 = _____ score for this component.

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DEMOCRATIC ADVOCACY AND CITIZEN PARTICIPATION

DEMONSTRATES A COMMITMENT TO DEMOCRATIC PRINCIPLES BY RESPECTING ELECTED OFFICIALS, COMMUNITY INTEREST GROUPS, AND THE DECISION-MAKING PROCESS

- _____ **Democratic Advocacy:** Ensures the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations).
- _____ **Citizen Participation:** Recognizes the right of citizens to influence local decisions and promote active citizen involvement in local governance.
- _____ **Citizen Participation:** Acquires knowledge of the social, economic, and political history of the community.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal _____ ÷ 3 = _____ score for this component.

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DIVERSITY

UNDERSTANDS AND VALUES THE DIFFERENCES AMONG INDIVIDUALS AND FOSTERS THESE VALUES THROUGHOUT THE ORGANIZATION AND COMMUNITY

_____	Mutual Respect:	Attracts, retains and develops a talented and diverse labour pool
_____	Mutual Respect:	Sustains a respectful workplace
_____	Mutual Respect:	Build alignment and engagement among employees and teams
_____	Adaptability:	Strategically plans and initiates long term goals and changes to ensure the organization is responsive to a diverse range of needs and situations.
_____	Communications:	Effectively exchanges (obtains and transmits) information, in a variety of mediums, for diverse audiences

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

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FINANCIAL MANAGEMENT

INTERPRETS FINANCIAL INFORMATION TO ASSESS THE SHORT-TERM AND LONG-TERM FISCAL CONDITION OF THE COMMUNITY.

_____	Fiscal Management:	Determines the cost-effectiveness of programs, and compares alternative strategies.
_____	Fiscal Analysis:	Analyzes whether municipal resources are linked, integrated, and appropriated allocated.
_____	Fiscal Analysis:	Uses sound/viable/realistic research and analysis of available financial data in decision-making processes.
_____	Fiscal Discipline:	Promotes fiscal discipline and accountability
_____	Funding Opportunities:	Ensures the municipality is positioned to access all funding programs for which it is eligible from senior levels of government.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

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STRATEGIC PLANNING

POSITIONS THE ORGANIZATION AND THE COMMUNITY FOR EVENTS AND CIRCUMSTANCES THAT ARE ANTICIPATED IN THE FUTURE.

_____	Accomplishment of Goals:	Participates in the development of annual priorities with Council and senior management; identifies new initiatives for Council to consider
_____	Adaptability:	Establishes direction based on continual assessment of environment and emerging trends, issues, and opportunities.
_____	Accountable for Results:	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
_____	Anticipates Change:	Anticipates the effects of change and develops plans to manage impacts, and possesses the strategic skills to anticipate opportunities and overcome challenges.
_____	Succession Planning:	Prepares for employees eligible for retirement by focusing on talent management and succession planning.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

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ADVOCACY AND INTERPERSONAL COMMUNICATION

FACILITATES THE FLOW OF IDEAS, INFORMATION, AND UNDERSTANDING BETWEEN AND AMONG INDIVIDUALS.

_____	Advocacy:	Advocates effectively in the community interest.
_____	Advocacy:	Communicates personal support for policies, programs, or ideals that serve the best interests of the community.
_____	Interpersonal Communication:	Exchanges verbal and nonverbal messages with others in a way that demonstrates respect for the individual.
_____	Interpersonal Communication:	Exchanges verbal and nonverbal messages in a way that furthers organizational and community objectives
_____	Interpersonal Communication:	Demonstrates skill in selecting the most effective communication method for each interchange.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

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PRESENTATION SKILLS

CONVEYS IDEAS OR INFORMATION EFFECTIVELY TO OTHERS

- _____ **Effective Presentation:** Possesses strong verbal, written and presentation skills demonstrating a clear, concise and positive style
- _____ **Ethics/Integrity:** Ensures public processes are transparent and accountability is clear when dealing with issues.
- _____ **Effective Presentation:** Disseminates complete and accurate information equally to all Council members in a timely manner.
- _____ **Leadership:** Builds trust through presenting ideas clearly and effectively listening to others, even when not in agreement.

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MEDIA RELATIONS

COMMUNICATES INFORMATION TO THE MEDIA IN A WAY THAT INCREASES PUBLIC UNDERSTANDING OF LOCAL GOVERNMENT ISSUES AND ACTIVITIES

_____	Media Relations:	Builds a positive relationship with the press.
_____	Networking:	Maintains a robust network of mutually beneficial professional contacts
_____	Responsiveness:	Actively responds to inquiries and communicates municipal policies, procedures and processes.
_____	Media Relations:	Communicates the strategic direction and priorities of the organization in a clear and compelling manner

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

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INTEGRITY

DEMONSTRATES FAIRNESS, HONESTY, AND ETHICAL AND LEGAL AWARENESS IN PERSONAL AND PROFESSIONAL RELATIONSHIPS AND ACTIVITIES

_____	Personal Integrity:	Demonstrates accountability for personal actions.
_____	Personal Integrity:	Conducts personal relationships and activities fairly and honestly.
_____	Professional Integrity:	Conducts professional relationships and activities fairly, honestly, legally and with knowledge of administrative ethics.
_____	Organizational Integrity:	Fosters ethical behaviour throughout the organization through personal example, management practices, and training.
_____	Organizational Integrity:	Instills accountability into operations and communicates ethical standards and guidelines to others.

Council's Comments (if required), or examples provided for other than "Achieves Expectations" rating:

Rating: (Add the ratings and enter subtotal _____ ÷ 5 = _____ score for this component.

CAO's Comments:

OVERALL RATING AND FINAL NOTES

5 = Excellent: almost always exceeds the performance standard	
4 = Above average: generally exceeds the performance standard	
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1 = Poor: rarely meets the performance standard	

Any item left blank will be interpreted as a score of "3 = Average"

Overall Council Rating:

Overall CAO Comments:

SETTING GOALS FOR THE COMING PERIOD

Copy any ongoing goals from Table 1 and include any new Goals and Key Results for the coming evaluation cycle in Table 2.

Table 2: CAO Goals and Key Results Areas for [year]

Council's Strategic Goal	CAO's Goals for the Evaluation Year	Key Results Area for the CAO	Performance Metric	Target Completion Date

SOURCES:

Main Source: Based on the International City/Council Management Association (ICMA) Practices for Effective Local Government Management.

Other Sources: City of Mississauga Performance Evaluation: Senior Management 2015

City of Moose Jaw Competency-Based Performance Review

County of Elgin Performance Development and Review Program

International City/Council Management Association City Manager Performance Evaluation

Town of Canmore Annual Performance Review for the Chief Administrative Officer

Town of Essex Chief Administrative Officer Performance Evaluation

Town of Olds Performance Evaluation of the Chief Administrative Officer

Town of Torbay Staff Evaluation: Chief Administrative Officer

Town of White City Town Manager's Performance Evaluation