



CAO Performance Appraisal

CAO Name:

Evaluation Period:

Elected Official Name:

Accomplishments – Core Responsibilities/Goals

Completed during the evaluation period.

In progress/to be completed in the next evaluation period.

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Rate each competency according to your perception of the performance of the CAO during the evaluation period. Please provide comments or examples to illustrate, if possible.

Rating Criteria:

- 1 = Below Standard
- 2 = Standard
- 3 = Above Standard
- 4 = Outstanding

Competency	Rating	Behavioural Examples
<p>STAFF EFFECTIVENESS</p> <ul style="list-style-type: none"> • Recruits and retains competent staff. • Applies an appropriate level of supervision to improve areas of substandard performance. • Encourages heads of departments to make decisions within their jurisdictions. • Stays accurately informed and appropriately concerned about employee relations. • Promotes training and development opportunities at all levels of the organization. 		
<p>FISCAL MANAGEMENT</p> <ul style="list-style-type: none"> • Ensures the development of a comprehensive, inclusive, and transparent process of business planning and budgeting. • Ensures the Town meets or exceeds the financial and operating performance goals as set out in the annual plans. • Uses sound risk management strategies and engages legal counsel as appropriate. • Provides Council with accurate, comprehensive advice on the current status of the fiscal condition of the Town. • Monitors organizational budgets, ensuring compliance, offering feedback and cost saving alternatives. 		
<p>POLITICAL ACUMEN</p> <ul style="list-style-type: none"> • Offers workable alternatives for changes in policy when an existing policy ordinance is no longer practical. • Appropriately represents Council's direction and guides the work of the senior leaders in support of Council direction. • Anticipates the possible impacts of decisions on the political environment and coaches others to do the same. • Communicates key issues and/or influencing factors and explains the impact with the organization. 		

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<p>STRATEGIC PLANNING</p> <ul style="list-style-type: none"> • Leads the Town and articulates a clear plan that reflects Council's vision, mission and strategic plan. • The plan is well understood, consistently applied and effectively implemented. • Establishes direction based on continual assessment of the environment and emerging trends, issues and opportunities. • Develops programs and services that work toward achieving the strategic initiatives set by Council. • Obtains and allocates resources consistent with strategic objectives. 		
<p>COUNCIL RELATIONS</p> <ul style="list-style-type: none"> • Presents all issues to Council in a timely fashion. • Facilitates Council's governance, decision making, and committee work. • Takes initiative to advise Council on non-routine matters. • Respects the division of authority between Council and the CAO. 		
<p>COMMUNITY RELATIONSHIPS</p> <ul style="list-style-type: none"> • Maintains a positive profile in the Town as the senior administrative spokesperson and leader. • Ensures the Mayor and Council have access to sound advice on how to engage with the public. • Maintains contact with other administrative leaders in the Region and with other key leaders throughout the province. • Develops a positive/constructive rapport with media. • Ensures the development of administrative protocol to develop courteous relationships with the public. 		
<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. • 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. 		
<p>COMMUNICATION</p>		

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<ul style="list-style-type: none"> Possesses strong verbal, written and presentation skills demonstrating a clear, concise and positive style. Effectively establishes rapport with stakeholders including Council, employees, external agencies, partners and community members. Effectively exchanges information, in a variety of mediums, for diverse audiences. Disseminates complete and accurate information equally to all Council members in a timely manner. 		
Additional Comments		
CAO Comments		
Elected Official Comments		

CAO Signature _____ Date: _____

Elected Official Signature _____ Date: _____