

CAO Performance Evaluation Committee

Thursday, February 4, 2021, 10:00 a.m.

Via Microsoft Teams

1. Call to Order
2. Declaration of Pecuniary Interest
3. Terms of Reference

[CAO Performance Evaluation Committee Terms of Reference](#)

4. 2021 CAO Workplan

- a. Closed Session Matter

That the CAO Performance Evaluation Committee does now go into closed session pursuant to Section 239 (2) of the Municipal Act to discuss:

- i. Personal matters about an identifiable individual including municipal or local board employee (2021 CAO Workplan)

5. Proposed 2021 CAO Evaluation Template

2019 [CAO Evaluation Template](#)

2020 [CAO Evaluation Template](#)

6. Next Meeting Date

7. Adjournment

CAO Performance Evaluation Committee

Purpose

A primary function of Council is to ensure the effective management of the affairs of the Corporation of the County of Grey.

Grey County's model of administration follows the Municipal Act in the establishment of a Chief Administrative Officer (CAO) position as the head of the administrative arm of the county government. The CAO is responsible to Council to administer the business affairs of the County in accordance with the policies and plans established and approved by Council.

The hiring of the CAO is one of the key responsibilities of Council. The CAO is the only position that Council is directly responsible for hiring.

Council is responsible for the evaluation of the performance of the CAO. The CAO Performance Evaluation Committee is delegated the responsibility of overseeing the process on behalf of Council.

Scope of Responsibility

Setting Objectives:

In consultation with the CAO and/or external human resource consulting resources, the Committee will oversee the process for establishing annual objectives for the CAO. The Canadian Association of Municipal Administrators (CAMA) CAO Performance Evaluation Process will provide guidance to the process and Grey County specific objectives will be developed based on CAMA's CAO Competencies, the CAO job description and the Grey County Strategic Plan (see Schedule 1)

Accomplishment and Measurement:

The committee will oversee the process for the annual appraisal of performance of the CAO as outlined in Schedule 2. The Committee will report to Council with recommendations as required.

Continuous Learning & Growth:

Ensure the development of the CAO through the establishment and completion of an annual Professional Development Plan for the CAO.

Membership

Committee membership will consist of the Warden and four members of County Council elected annually.

Quorum

A quorum shall consist of more than 50% of the membership of the Committee.

Chair

The Warden will Chair the committee. The annual Performance Appraisal process is initiated by the Chair. The Chair shall vote on all motions.

Meetings

The frequency and calling of meetings is at the discretion of the Chair and will follow the process outlined in Schedule 2. Committee meeting agendas shall be the responsibility of the Chair of the Committee with support from the CAO and the Clerk.

Notice of Meetings

Public notice of all committee meetings will be provided on the County's electronic general calendar at least 72 hours prior to a meeting. It is recognized that some items consistent with Section 239 in the Municipal Act may permit a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.

Meeting Minutes

Meeting minutes will be recorded and distributed to Council at the next Council meeting. Minutes of the previous Committee meeting will be included on the next Committee meeting agenda for information. Minutes will capture a summary of discussions and debate without attribution.

Committee Working Process

All decisions that lead to the formulation of recommendations for Council's consideration will take place at the Committee meetings only and not through electronic or other outside exchanges. All pertinent information will be shared with all Committee members in advance of meetings. This can include but not be limited to meeting minutes and any supplemental information.

Procedural Rules

Any rule not stated herein is deemed to be provided in the current Procedural By-law, as amended from time to time.

Statutory Authority

Grey County Procedural By-law

Municipal Act, 2001 as amended

Reporting Relationship

The CAO Performance Evaluation Committee reports to County Council.

Lead Staff:

Chief Administrative Officer

Executive Assistant to the CAO and Warden

CAMA CAO Competencies

1. Promotes the development and performance of staff and employees throughout the organization.
2. Helps elected officials and other community actors identify, work toward, and achieve common goals.
3. Service delivery management - maintains a consistently high level of quality in staff work, operational procedures, and service delivery.
4. Functional and operational expertise and planning.
5. Strategic leadership - sets an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action.
6. Democratic advocacy and citizen participation - demonstrates a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process.
7. Diversity - understands and values the differences among individuals and fosters these values throughout the organization.
8. Strategic planning - positions the organization and the community for events and circumstances that are anticipated in the future.
9. Advocacy and interpersonal communication - facilitates the flow of ideas, information, and understanding between and among individuals.
10. Presentation skills- conveys ideas or information effectively to others.
11. Media relations- communicates information to the media in a way that increases public understanding of local government issues and activities.
12. Integrity - Demonstrates fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities.

CAO Job Description - [CAO Job Description](#)

Schedule 2.

Annual Performance Appraisal Process and Timeline

The CAO performance Review is scheduled in October of each year. All components of the review, including any salary adjustment, will be completed by October 31st.

This means that:

In an election year, the outgoing County Council evaluates the CAO's performance over the prior year before the new Council is elected.

The CAO will already have performance goals/key objectives in place to share with a newly elected County Council in the first year of their term.

The incoming County Council will strike a CAO Performance Evaluation Committee and may choose to fine-tune the performance goals/key objectives of the CAO for that year.

The first time the new County Council evaluates the CAO is one year following their election.

CAO Review Process:

Step 1: Objectives and Goal Setting

Step 2: Mid Year Check In

Step 3: Annual Performance Review (see detailed schedule below)

CAO - prepares a self-assessment of goals, key performance objectives and accomplishments for the year as well as gathers data from any community surveys/feedback and employee surveys/feedback that reflect the satisfaction and well-being of the County and its workforce and provides it to the committee.

Committee – Each Committee member completes the performance review form individually and forwards to the Warden. The Executive Assistant to the Warden collates all feedback into a summary document.

External HR Consultant (optional) – If required, the external HR consultant prepares and administers confidential surveys of the Senior Management Team, other members of Council, or key stakeholders. Results of any surveys are provided to the CAO and members of the Committee.

Preparation for the Performance Review Meeting – The Executive Assistant to the Warden collates all information gathered from the CAO, Committee members and the external HR consultant. The Committee meets to discuss the results and

level of success in achieving the key objectives. A management letter to the CAO is prepared.

Performance Review Meeting

The Committee meets with the CAO to provide the management letter and any other feedback to the CAO. Recommendations regarding changes to the CAO job description, employment terms or compensation are prepared for Council consideration.

Annual Review Timeline

Deliverable	Who	Date
Develop key performance objectives for the coming year	CAO, Senior Management Team	November
Discuss key performance objectives for coming year with Committee and Council, finalize.	CAO/Committee	December
Mid-year check in <ul style="list-style-type: none"> - Discuss progress to date, determine any course correction or remedial action - Determine if external HR consulting or surveys will be required and arrange for these, if necessary 	CAO/Committee	May/June
CAO self-assessment, Committee members prepare individual assessments, results from external HR collated and provided to CAO and committee. Committee meets to discuss and prepare management letter.	CAO Committee	September
Committee meets with CAO to deliver feedback and discuss recommendations for the future.	Committee	October

Position Title: Chief Administrative Officer

Department: Administration

Reports To: County Council and the Warden

Purpose

To direct all administrative functions, operations, services and programs that is provided to Grey County by council's by-laws, resolutions and Provincial policy. To serve as corporate Chief of Staff respecting information, communication, statutory, operational, and advisory services.

To be the principal policy advisor to County Council, the Warden, Council's Committees and their Chair people.

To represent the County of Grey at a high level in relations with other municipalities, municipal associations, federal and provincial governments, public and private organizations, and the public.

Responsibilities

- Provides administrative support for Council, its Standing and Special Committees in conjunction with the Warden, Chair persons, Statutory Officers and Department Heads. Recognizes and manages within the traditional structure of Council and Standing Committees.
- Coordinates the development of plans strategies, policies and programs for Council's consideration. Directs the implementation of decisions made by Council and expressed in by-law and resolution.
- Provides direction and coordination on budget and fiscal policy development for council and the management of County services within approved budgets and forecasts.
- Directs the development, implementation and administration of all human resource, labour relations, employee development and utilization activities, including union relations, contracts, administration, staffing, health, safety, training, development, performance and discipline.
- Directs general administrative activities and corporate management practices that maintain a high standard of management for the County. Directs the efforts of consultants and contractors on County business.
- Coordinates the preparation of policy advice to Council and its Standing Committees, gives particular attention to those services and programs that cross departmental lines or affect all Departments. Ensures that Council is given straight ahead, consistent and coherent policy options with the legal, financial administrative implications of each choice. Makes recommendations for favourable options when required. Provides briefings to the Warden and Committee Chairs when required on issues and operations to ensure that

elected officials are properly informed on County services and operations.

- Represents the County in relations with other municipalities, municipal associations, other governments, agencies, the media and the public. Serves on inter-municipal task forces and committees when required and when approved by County Council.
- Maintains skills and knowledge at a high level with training and development through courses, seminars and selected reading.
- Responsible, as a manager and as an employee, for occupational health and safety.
- Undertakes such activities that may be required and assigned by Council to enhance the effectiveness and efficiency of the County administration

Working Conditions

Hours of work are as required to meet the requirements of the office. Usual core hours are 8:30AM to 4:30PM, Monday to Friday with additional time required for meetings, peak periods and to fulfil the obligations of the position.

Works in a high public profile environment; deadlines are imposed by council's business. Interruptions can be expected frequently because of the variety of working relationships that are part of the CAO's position. The Office of CAO is the bridge between policy making, legislation and administrative branches of County government.

Contacts

Internal Working Relationships

Accountable to the Warden and County Council for providing policy advice and carrying out decisions. Maintains a leadership relationship and supports the efforts of County's department heads and other staff.

External Working Relationships

Represents the County in dealings with Ministers and senior staff of provincial ministries and agencies, elected and appointed officials of other Counties and area municipalities, AMO, its Board of Directors and divisions, external agencies and organizations in the public and private sectors.

Knowledge and Skill

- Training and education in corporate management, public administration at the university level or an acceptable equivalent supplemented with significant experience in public sector management. Strong knowledge of the dynamics of municipal government and a working knowledge of legislation and policy that affects municipal government in Ontario.
- Organization and management skills in personnel, finance, material and information. Ability to apply leadership and guidance as well as to focus attention on priorities.
- Ability to communicate effectively in all media with elected and appointed officials, external contacts in the public and private sector as well as the public.

- Ability to synthesize information and to brief elected officials and to provide options on policy, strategy and general direction that are in the County's and public's best interests.

Impact of Error

Judgement errors that are committed in any aspect of the work would result in ineffective and misguided policy by Council, ineffective decision making at Council and staff levels as well as confusion, costly duplication of effort, poor morale, ineffective use of resources, unfavourable relations with the public and external contacts such as other governments and the public. Errors create the risk of severe financial, legal and political repercussions.

PERFORMANCE EVALUATION TEMPLATE FOR:

- CAO SELF-ASSESSMENT;
- MAYOR AND COUNCIL; OR (PLEASE CIRCLE USAGE)
- FINAL PERFORMANCE EVALUATION REPORT

CAO PERFORMANCE EVALUATION

Municipality: Grey County
Evaluation Period: Jan 2019 to June 2019 .

Name of CAO: Kim Wingrove
Name of Elected Official:

This form is to be completed by the Warden and each member of the CAO Evaluation Committee and returned to Penny Colton.

The CAO may also complete the form as self-evaluation.

Due date: July 11, 2019 Evaluations will be consolidated with any other gathered evaluation data and included on the agenda for discussion on July 25, 2019.

Warden's signature

CAO's signature

Date

Date

Elected Official's Signature

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 Instrument¹

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

LINKING COUNCIL’S STRATEGIC GOALS WITH THE CAO’S GOALS

At the beginning of this term-year, the following Goals and Key Results Areas were identified by the CAO and Council for the evaluation year. At the end of this form, there is space to note the new goals and results areas for the coming year.

Table 1: CAO Goals and Key Results Areas for 2019

Council’s Strategic Goal	CAO’s Goals for the Evaluation Year	Key Results Area for the CAO	Performance Metric	Target Completion Date
Use this space to identify each of the Council’s priorities that align with the CAO’s goals	Align each goal with the Council’s priorities.	Each result statement should directly support a strategic priority	Measure the success of results achieved against the goal	

Growing the Grey County Economy

- Innovation and New Business Development
- Community Transportation Program
- Labour Force and Business Development - Georgian College/Sydenham Campus

Healthy, Connected Communities

- Social Services Strategy
- Community Safety and Wellbeing Plan
- Long Term Care Transition and Redevelopment

Excellence in Governance and Service

- Strategic Plan and Priority Setting
- Resource and Service Alignment

- 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 ____ ÷ 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:

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

SERVICE DELIVERY MANAGEMENT

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

_____	Citizen Services	Supports Council in developing plans and initiatives to promote and serve community interests.
_____	Performance Measurement	Enhance performance measurement and improve the overall quality and accuracy of performance measures in the business plan.
_____	Performance Management	Develops leaders through regular coaching, career planning and proactive performance management.
_____	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.

CAO’s Comments:

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

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.

CAO’s Comments:

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

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.

CAO’s Comments:

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

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:

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

CAO’s Comments:

- 5 = Excellent
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- 3 = Average
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- 1 = Poor

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:

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

CAO’s Comments:

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

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:

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

CAO’s Comments:

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

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:

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

CAO's Comments:

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

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.

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:

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

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:

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

CAO’s Comments:

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

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)	
3 = Average (generally meets the performance standard)	
2 = Below average (generally does not meet the performance standard)	
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. Used with Permission.

- 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