

2019 CAO Goals and Objectives Setting

Competency	2019 Activities and Commitments
<p>1. Staff development and performance</p> <ul style="list-style-type: none"> - Staff training budgets - Harvard program - Health and Safety, Wellness programs - Accountability and leadership 	<ul style="list-style-type: none"> • Propose competency based evaluation for senior managers/direct reports, discuss with Council. • Complete succession plans for each department • Continue to complete annual evaluations for all direct reports • Centralize the training budgets, tie to skills and competency requirements, report on utilization and achievements • HR operational review to be completed 2019. Report to Council with recommendations • Consider reallocating resource to training and development manager position once Sienna conversion complete • Implement recommendations for staff achievement awards program • Implement phase 2 of Harvard program with HMM Spark
<p>2. Achieving Common Goals</p>	<ul style="list-style-type: none"> • Propose creation of task force to examine next steps for quarry property • Work with incoming Council on updating the strategic and annual operational plan during Q1 2019 • Develop collective impact approach with stakeholders/contributors on key initiatives e.g. environmental health with GB Health Unit, GSCA, transportation and attainable housing
<p>3. Service delivery management</p>	<ul style="list-style-type: none"> • Agendas – will see if a link to the executive summary could “pop up” if you hover over an item in the electronic agenda. • Service reviews to support continuous improvement – requires further analysis. • Council communication – review opportunities to enhance e-blast content, include social media postings, project starts and wind ups.

4. Functional and operational expertise and planning	<ul style="list-style-type: none"> • Continue to support all departments to take full responsibility for their financial decisions i.e. budgeting, forecasting, variance reporting and communicate with CAO and Treasurer in a timely manner. • Bring best practices and innovations to the SMT table for consideration and follow up
5. Strategic leadership/Innovation	<ul style="list-style-type: none"> • Identify specific areas to target as part of the 2019 strategic plan refresh with Council.
6. Champion democracy and citizen engagement	<ul style="list-style-type: none"> • Include focused citizen/stakeholder engagement as part of the 2019 strategic plan refresh. • Continue to improve stakeholder identification and analysis skills in each department. Determine best practices for engagement.
7. Foster a culture that values diversity and differences between individuals	<ul style="list-style-type: none"> • Continue to actively seek out alternative points of view and ways of approaching challenges. • Participate fully in CAMA and OMAA • Board member and Executive Committee member Grey-Bruce CMHA for 3 year term 2018-2021
8. Strategic planning	<ul style="list-style-type: none"> • Include updates from WOWC and GLSC on Council agenda and provide reports as necessary.
9. Advocacy and communication	<ul style="list-style-type: none"> • Continued commitment
10. Presentation Skills and 11. Media Relations	<ul style="list-style-type: none"> • Challenging area for me, especially when time is short. Will continue to take additional training and work with Communications department to strengthen skills and presentation materials
12. Integrity	<ul style="list-style-type: none"> • Continued commitment