



This is an example of a CAO Performance Evaluation template that the CAO will complete and submit to Council prior to them completing their evaluation. Each member of Council will also complete this template separately and then the Final Evaluation Report is completed and presented to the CAO. Please modify this template to suit your municipality's requirements.

CAO Performance Evaluation

Name of Chief Administrative Officer

Evaluation Period

Name of Elected Official

An annual performance evaluation should be an important part of the relationship between Council and the CAO, and ultimately the success of the municipality. The main purpose is to have an informal discussion about the past year.

Evaluation Principles:

- The approach to the CAO evaluation should be in a positive manner with the broad objective of improving the organization and positively impacting the CAO, Council and City staff.
- All written and oral comments regarding the performance evaluation of the CAO are strictly confidential.
- The evaluation should be conducted in an honest and fair manner. One should not permit feelings of personal likes or dislikes to enter the evaluation. Don't let one single incident make such a vivid impact that you lose sight of the total picture. All comments should be objectively based upon facts and events during the past reporting period.
- All components of the evaluation such as comments and conclusions must be able to be substantiated if required.
- The evaluation process should be conducted in a manner that provides for and promotes open and honest dialogue.
- The CAO should feel that he/she has been adequately included in the process.

Prior to completing the evaluation, take a few minutes to ask yourself the following questions and make some brief notes, including specific examples:

- ✓ How are things going?
- ✓ What has the CAO done well?
- ✓ What could have been done better?
- ✓ Are we on track?
- ✓ What could Council do to help?
- ✓ What could the CAO do to make the organization better?

Evaluation of Specific Annual Council and CAO Goals for Evaluation Period (As Outlined in the CAO's Mandate Letter)

Referencing the specific annual Council and CAO goals listed in the CAO's Mandate Letter from last year's review, please outline your success in achieving the goals and likewise identify any issues/roadblocks that prevented you from achieving your goals.

Goal	Results Reported by the CAO	Comments From Mayor & Council
Goal #1		
Goal #2		
Goal #3		
Goal #4		
Goal #5		
Goal #6		

CAO Personal Annual Development Plan

Development Objective	Specific Experience/Course/Activity	Target Completion Date	Completed Yes/No

Evaluation Focus

The main areas to be addressed during the evaluation will be:

Leadership & Relationships	CAO Comments	Mayor & Council Comments
Leadership Style		
Relationship with Mayor and Council		
Leadership to the Organization and Staff: <ul style="list-style-type: none">• Does there seem to be a reasonable degree of mutual support and respect?• Does the employee morale seem to be positive?• How is the retention of employees?		
Relationships to the Community and External Stakeholders		

Questions

Question	CAO Comments	Mayor & Council Comments
<u>Corporate Leadership.</u> Has the CAO accomplished the Annual Corporate Leadership Expectations outlined in the Mandate Letter?		
<u>Annual Goals.</u> Has the CAO accomplished the Specific Annual Council and CAO Goals (outlined above)?		
<u>Strengths.</u> Based on your overall evaluation of the CAO, what areas would you list as his/her strong points as a manager?		
<u>Improvements.</u> Based upon your evaluation, what areas would you suggest the CAO work on to improve his/her skills to be more effective in specific areas or situations?		

Specific Annual Council and CAO Goals for the Coming Year

What are the new strategic goals and key results (which link to the CAO's goals, the municipality's Strategic Plan, and Council's priorities) for the coming year? A mandate letter outlining the annual expectations and annual goals may also be completed if you and Council choose to use this tool.

Goal	Outcomes/Measures	Target Completion Date

Mayor's Signature
Date

CAO's Signature
Date