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Sent: Monday, November 15, 2021 11:38 AM
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Subject: RE: EGOTF Meeting - Nov 17th

Hi Assunta: In preparation for our EGOTF meeting on Wednesday, attached are some materials from the Canadian Association of Municipal Administrators (CAMA) regarding CAO/City Manager Performance Management. Please share these with the taskforce members.
Thank you
KK

QUICK REFERENCE GUIDE TO THE CAO PERFORMANCE EVALUATION TOOLKIT

CANADIAN ASSOCIATION OF MUNICIPAL ADMINISTRATORS

Please contact us with your questions and comments. CAMA will help connect you with other colleagues.

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To access templates and best practices documents related to this Toolkit, please use the Member's section of CAMA's website (which is password protected), at: http://www.camacam.ca/en/MembersArea.asp

CONTENTS

OVERVIEW

The Toolkit fosters open conversations between CAO and Mayor and Council to set clear goals for the successes of the organization and community. For both parties, the Toolkit promotes:

- a foundation for good communication;
- an approach to dialogue and conversation that reduces misunderstandings;

- a process for setting annual work-related goals;
- a shared understanding of performance measures;

- a recognition of the CAO's achievements and assessment of what is being accomplished;
- an identification of performance gaps and proactive measures; and
- a focus on aligning the CAO's goals with the strategic plan for the organization.

To facilitate performance conversations, the *Toolkit* tasks CAOs and Mayor and Council to pick and choose from tools and templates to create deliverables. In the CAO's case, the deliverable is *The CAO Handbook for Performance Evaluation* for Mayor and Council's response. The *Handbook* includes a Performance Evaluation Template that each elected official scores. A consultant may be hired, or a sub-committee struck to compile the scores together into the *Final Performance Evaluation Report.* At this time, the CAO, Mayor and Council review the final report together.

1. THE CAO'S PROCESS
CREATING THE *CAO HANDBOOK FOR PERFORMANCE EVALUATION*

Note that your municipality may not have all the elements described in the process, but because this Toolkit is a "pick and choose" model, you don't need all of the elements. Use the elements that you do have, and consider, as you read through, whether you'd like to investigate additional elements for next year. As you work through Part 1, you will collect information into a Handbook to give to Mayor and Council for their work in preparing the *Final Performance Evaluation Report* in Part 2. A checklist for your information gathering is provided in Appendix 2: CAO Process Checklist.

1.1 Review Governance Requirements: The CAO gathers and reviews all policies, bylaws, regulations, and acts that relate to or clarify the role of the CAO or that Councils must follow in regard to performance evaluations of their CAO.

1.2 Review Hiring Documents: The CAO gathers and reviews the CAO job description, contract, and covenants (if any).

1.3 Review Goals & Key Results: The CAO gathers and reviews previously agreed-upon strategic goals, key result areas, the strategic plan, and/or Council priorities.

1.4 Review Core Competencies & Performance Metrics: The CAO gathers and reviews previously agreed-upon core competencies and the performance metrics.

Figure 2: Annual CAMA Performance Evaluation Cycle, Part 1

1.5 Pull the Data Together: The CAO has completed a review of relevant documents, gathered the quarterly reviews, and is prepared to share the review with Mayor and Council.

1.6 Conduct the Self-Assessment: The CAO uses Template 1.6A: Performance Evaluation template to conduct the self-assessment. This template will provide you with your own self-assessment process, which you can evaluate prior to the Mayor and Council using the same assessment on you.

2. MAYOR AND COUNCIL'S PROCESS
CREATING THE *FINAL PERFORMANCE EVALUATION REPORT*

Part 2 of the performance evaluation cycle occurs when Mayor and Council have the CAO's Handbook for Performance Evaluation in hand. The deliverable for this stage is the *Final Performance Evaluation Report.*

2.1 Council Receives the CAO's Information Package: Analyze the data that the CAO has provided. This includes the CAO's Self-assessment prepared on the performance evaluation template as well as all the background/foundational data the CAO gathered as part of the package.

2.2 Mayor and Council Organize their Review: The task of gathering and assessing the data involves agreeing on how to get input from all members, whether to designate a committee of Council to lead the exercise and, whether assistance is required from Human Resources or a consultant.

2.3 Using a Template for Performance Evaluation: This is the traditional step of the process wherein Mayor and Council rate the CAO's performance using Template 1.6A: Performance Evaluation.

Figure 3: Annual CAMA Performance Evaluation Cycle, Part 2

2.4: Mayor and Council Discuss their Review of the CAO's Self-assessment – In this step Mayor and Council need to agree on the process for capturing (note taking) agreement on their feedback and developing the *Final Performance Evaluation Report* (rolled up feedback).

2.5: Council Prepares for the Discussion with the CAO – Things to be considered include: the rules of feedback, the purpose and desired outcome of the performance evaluation discussion, and who is chairing the discussion.

2.6: Council Shares the Final Performance Evaluation Report with the CAO – A date is set for discussion.

Canadian Association of Municipal Administrators
Quick Reference Guide to the CAO Performance Evaluation Toolkit (Version 1.0 / 2016)

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3. CAO, MAYOR AND COUNCIL MEET TO DISCUSS THE PERFORMANCE EVALUATION REPORT

Figure 4: Annual CAMA Performance Evaluation Cycle, Part 3

3.1: Joint Review of the Final Performance Evaluation Report – The conversation presents and discusses the *Final Performance Evaluation Report*. The templates offer tips about providing constructive feedback. Discussion revolves around the key elements of the Toolkit.

- How well did the CAO's performance align with Council's Strategic Goals?
- What were the overall ratings?
- What discussion arises from the final notes? Are there any themes that emerged?

3.2: Final Review of Proposed New Goals for the CAO - A final review of the proposed Strategic Goals and Key Result Areas for the coming year links the CAO's goals with the municipality's strategic plan/priorities.

3.3: Meet to Sign off on the Final Performance Evaluation Report – The CAO, Mayor and Council sign off on the document.

3.4: A New Year – Begin the performance evaluation cycle again.

ACKNOWLEDGEMENTS

CAMA CAO Performance Evaluation Project Task Force

Chair
Janice Baker (CAMA Representative for Ontario and CAO/City Manager for the City of Mississauga, ON)

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PERMISSIONS

CAMA gratefully acknowledges support and permissions from the following municipalities and association for use of sample forms and templates used for performance evaluation purposes.

City of Calgary (Alberta Government)	County of Grande Prairie
City of Grande Prairie	Municipality of Jasper
City of Mississauga	Town of Beaumont
City of Moose Jaw	Town of Canmore
City of St. Albert	Town of Essex
City of Summerside	Town of Olds
Comox Regional District	Town of Torbay
Conroy Ross	Town of White City
County of Elgin	International City/Council Management Association (ICMA)

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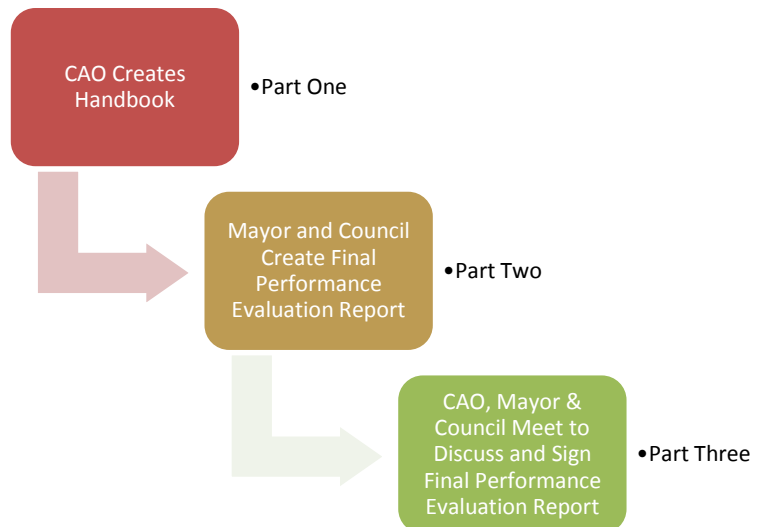
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COMMUNICATIONS

CAO Performance Evaluation At-A-Glance

"To champion excellence in municipal administration and develop resilient leadership through professional development, networking and advocacy."

CAMA ◆ ACAM
Administrative Excellence

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CAO Creates Handbook •Part One

Mayor and Council Create Final Performance Evaluation Report •Part Two

CAO, Mayor & Council Meet to Discuss and Sign Final Performance Evaluation Report •Part Three

Performance evaluation is a process and not an event. To facilitate the process, CAMA has pulled together performance evaluation practices from municipalities across Canada.

The Toolkit is "pick and choose" with guidance and templates including:
➢ a single performance evaluation template of core competencies;
➢ a list of alternative competencies;
➢ a "start to finish, how-to guide";
➢ a quick reference guide; and
➢ best practices for all steps in the performance evaluation process.

1. THE CAO'S PROCESS

1.6 Conduct the Self-assessment
1.1 Review Governance Requirements
1.2 Review Hiring Documents
1.5 Pull the Data Together
1.4 Review Core Competencies & Performance Metrics
1.3 Review Goals & Key Results

2. MAYOR & COUNCIL'S PROCESS

2.6 Council Shares Final Performance Evaluation Report
2.1 Council Receives the CAO's Information Package
2.2 Mayor & Council Organize their Review
2.5 Council Prepares for the Discussion with the CAO
2.4 Mayor & Council Discuss their Review of the CAO's Self-assessment
2.3 Mayor & Council Use a Template for Performance Evaluation

3. CAO, MAYOR & COUNCIL MEET

3.4 A New Year: Begin the Performance Evaluation Cycle Again
3.1 Joint Review of Final Evaluation Report
3.3 Meet to Sign Off On the Report
3.2 Final Review of Proposed New Goals for CAO