

Chief Administrative Officer Bylaw

Bylaw Number 53



A Bylaw regarding the appointment, authority, and accountability of the Chief Administrative Officer.

BE IT ENACTED by the Council of the Town of Stratford as follows:

1. Title

1.1. This Bylaw shall be known as the “*CAO Bylaw*.”

2. Authority

2.1. The *Municipal Government Act* R.S.P.E.I. 1988, Cap. M-12.1.

3. Purpose

3.1. The purpose of this Bylaw is to set clear management, accountability, and performance requirements for the Chief Administrative Officer of the Town.

4. Definitions

4.1. In this Bylaw:

- (a) “Act” means the *Municipal Government Act* R.S.P.E.I. 1988, Cap. M-12.1. as amended from time to time;
- (b) “Chief Administrative Officer” or “CAO” means the Chief Administrative Officer of the Town appointed pursuant to this Bylaw;
- (c) “Corporation” means the Town in its capacity as a body corporate, as established under section 4 of the Act;
- (d) “Council” means the Mayor and other members of the Town’s Council;
- (e) “Minister” means the member of the Province of Prince Edward Island’s Executive Council charged by order of the Lieutenant Governor in Council with the administration of the Act;
- (f) “Senior Leadership Team” means the group of senior managers employed by the Town so designated by the Chief Administrative Officer;
- (g) “Town” means the Town of Stratford.

5. Appointment

- 5.1. Council shall, by resolution, appoint an individual to the position of Chief Administrative Officer.
- 5.2. Council shall establish the terms and conditions of the Chief Administrative Officer position including:
 - (a) the term of the appointment; and
 - (b) the salary and benefits to be paid or provided to the Chief Administrative Officer.
- 5.3. Council may, at its discretion, hold a competition for the position of Chief Administrative Officer or, alternatively, appoint an existing staff member to the CAO position.
- 5.4. Council may engage the services of a third party to assist with the selection and hiring process for the Chief Administrative Officer.
- 5.5. Prior to appointing a Chief Administrative Officer, the Town shall enter into a written employment agreement with the successful candidate on terms and conditions acceptable to the Council.

6. General Powers and Duties

- 6.1. The Chief Administrative Officer
 - (a) is the administrative head of the Town and reports directly to Council;
 - (b) shall ensure that the resolutions and policies of the Town are complied with and that its programs are implemented;
 - (c) shall advise and inform the Council on the operation and affairs of the Town;
 - (d) is responsible for hiring, directing, managing and supervising the employees of the Town;
 - (e) is responsible for dismissing employees and may not delegate that power;
 - (f) is responsible for contracting, directing, managing and supervising the activities of all contractors hired or persons or firms retained by the Town to work on behalf of Council;
 - (g) shall exercise the powers and carry out the duties and functions assigned to the Chief Administrative Officer by the Council and by the Act or any other provincial enactment; and
 - (h) shall notify Council if any action or inaction by Council or the Town is contrary to a bylaw or resolution of Council or a provision of the Act or any other provincial enactment.
- 6.2. The Chief Administrative Officer shall carry out their powers, duties and functions in compliance with:

- (a) the Act;
- (b) this Bylaw;
- (c) any other provincial enactment;
- (d) any other bylaw, resolution, policy or procedure passed or adopted by Council;
or
- (e) any contract binding on the Town.

7. Authority over the Corporation

- 7.1. The Chief Administrative Officer shall be responsible for directing the Corporation.
- 7.2. Subject to any Town bylaw or policy, contract of employment, or provision of the Act or any other provincial enactment, the Chief Administrative Officer has the authority to:
 - (a) establish administrative policies and procedures and in particular employment policies and procedures including policies and procedures to govern the actions of employees;
 - (b) hire, appoint, suspend, remove or terminate any employee from any position in the Corporation;
 - (c) direct, supervise and review the performance of the Corporation; and
 - (d) establish the structure of the Corporation including creating, eliminating, merging or dividing departments provided that any such reorganization does not result in a decreased level of services to the Town.
- 7.3. The Chief Administrative Officer shall report to Council on any changes to the structure of the Corporation.
- 7.4. The Chief Administrative Officer shall be responsible for ensuring that members of the Senior Leadership Team are familiar with the duties and responsibilities of the Chief Administrative Officer, Council processes and procedures, issues being addressed by Council and issues of concern to the Town.

8. Responsibility for Records

- 8.1. The Chief Administrative Officer shall take charge of and safely keep all books, documents and records of the Town that are committed to his or her charge and shall
 - (a) produce, when called for by the Council, auditor, Minister or other competent authority, all books, documents, records and money belonging to the Town; and
 - (b) on ceasing to hold office, deliver all books, documents, records and money belonging to the Town to his or her successor in office or to any other person the Council may designate.
- 8.2. The Chief Administrative Officer shall ensure that

- (a) all minutes of Council and Council committee meetings are recorded;
- (b) the names of Council members present at Council and Council committee meetings are recorded;
- (c) the minutes of each Council meeting are given to Council for approval at the next regular Council meeting;
- (d) the corporate seal of the Town, bylaws and minutes of Council meetings and all other records and documents, funds and securities of the Town are kept safe;
- (e) the Council is advised of its responsibilities pursuant to the Act or any other provincial enactment or a bylaw;
- (f) the Minister is provided with statements, reports or other information regarding the Town that the Minister requires or is entitled to under the Act or any other provincial enactment;
- (g) the official correspondence of the Council is carried out according to the Council's directions;
- (h) an indexed register containing certified copies of the bylaws is maintained; and
- (i) an indexed register containing certified copies of the resolutions is maintained.

9. Financial powers and functions

9.1. The Chief Administrative Officer shall:

- (a) annually, or as required or directed by Council, prepare and submit operating and capital budgets to Council in accordance with the Act;
- (b) ensure that a complete and accurate account of assets and liabilities and all transactions affecting the financial position of the Town is maintained in accordance with the Canadian accounting standards for the public sector, as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada;
- (c) ensure that all the assets and records of the Town are maintained safely;
- (d) monitor and report to Council, as required or directed by Council, on the operating and capital budgets approved by Council and, in particular, report on variances between budgeted and actual expenditures;
- (e) subject to the limitations in the Act, authorize over-expenditures within departmental operating or capital budget line items, provided that the cumulative operating and capital expenditures do not exceed the approved total departmental operating budget or the capital budget line item;
- (f) open one or more accounts in the name of the Town are opened in a chartered bank or other financial institution approved by the Council and that money of the Town is collected, received and deposited in the accounts;
- (g) ensure that the funds of the Town are disbursed only in the manner and to the persons as directed by law or by the bylaws or resolutions of Council;

- (h) ensure an audited financial statement is completed and provided to Council in accordance with the Act; and
- (i) invest funds on behalf of the Town as directed by Council and in accordance with section 157 of the Act.

10. Accountability

10.1. The Chief Administrative Officer shall:

- (a) be the contact between the Corporation and Council and communication from the Corporation to Council shall flow through the Chief Administrative Officer;
- (b) be responsible for advising on and communicating with Council with respect to:
 - i. the operations of the Town,
 - ii. the financial state of the Town,
 - iii. Council policies and procedures, and
 - iv. administrative policies and procedures;
- (c) prepare and submit to Council such reports, including recommendations where appropriate, and answer such inquiries, as required by Council;
- (d) attend all Council meetings and the meetings of such other boards, authorities or other bodies as might be required by Council or by the Act; and
- (e) be accountable to Council for the exercise of all the powers, duties and functions delegated to the Chief Administrative Officer by the Act, this Bylaw, any other provincial enactment, any other Town bylaw, and any resolutions, policies or procedures adopted by Council from time to time whether such powers, duties and functions are exercised by the Chief Administrative Officer personally, or by someone to whom the Chief Administrative Officer has delegated that power, duty or function.

11. Miscellaneous Powers

11.1. The Chief Administrative Officer is authorized to:

- (a) retain and instruct legal counsel on matters involving any actual or potential legal and administrative proceedings involving the Town including, without limiting the foregoing:
 - i. providing legal services to Council and the Corporation, and
 - ii. appearing in all legal and administrative proceedings including commencing, defending, and intervening in such proceedings to define, enforce and defend the Town's (and such other boards, authorities agencies and other entities as may be required by Council) legal and equitable rights;
- (b) accept service of all notices and other documents on behalf of the Town;

- (c) provide any and all certificates or statutory declarations on behalf of the Town;
- (d) sign:
 - i. along with the person presiding at the meeting, all minutes of Council meetings,
 - ii. along with the Mayor, all bylaws, and
 - iii. along with the Mayor or designate, agreements and cheques and other negotiable instruments except where the authority is delegated by Council for the Chief Administrative Officer to sign alone;
- (e) ensure the sufficiency of any petitions that may be submitted to the Town in accordance with the requirements of the Act; and
- (f) ensure that oaths are administered and affidavits, declarations and affirmations are taken and received in matters relating to the Town in accordance with the Act or any other provincial enactment.

12. Performance Management

- 12.1. Council shall direct, manage and supervise the Chief Administrative Officer.
- 12.2. Council shall appoint from among its members a CAO Evaluation Committee which shall include the Mayor and any or all members of Council.
- 12.3. The CAO Evaluation Committee shall conduct a review of the performance of the Chief Administrative Officer annually using the process and evaluation template in Appendix A - the CAO Performance Evaluation Template, which forms part of this Bylaw, and which may be changed at any time by simple resolution.

13. Interpretation

- 13.1. Any reference in this Bylaw to the Act, any other provincial enactment, any other bylaw, resolution, policy or procedure shall include all amendments thereto, all regulations and orders thereunder and any successor thereto.

14. Conflict

- 14.1. In the event that the provisions of this Bylaw conflict with the provisions of any other bylaw, this Bylaw shall prevail.

15. Effective Date

- 15.1. This Bylaw is effective on the date of approval and adoption below.

First Reading:

This Bylaw was read and formally approved by a majority of Council members present at the Council meeting held on _____.

Second Reading:

This Bylaw was read and formally approved by a majority of Council members present at the Council meeting held on _____.

Approval and Adoption by Council:

This bylaw was formally adopted by a majority of Council members present at the Council meeting held on _____.

Signatures

Mayor (signature sealed)

Chief Administrative Officer (signature sealed)

Certified to be a true copy of the Town of Stratford CAO Bylaw, Bylaw # 53.

Chief Administrative Officer Signature

Date

This Bylaw was filed with the Minister of Fisheries and Communities on this ____ day of _____ 2021.

APPENDIX A – STRATFORD CAO BYLAW

CAO PERFORMANCE EVALUATION TEMPLATE



- CAO SELF-ASSESSMENT;
- INDIVIDUAL COMMITTEE MEMBER; OR (PLEASE CIRCLE USAGE)
- FINAL PERFORMANCE EVALUATION REPORT

The following is the process to be followed for the CAO Performance Evaluation:

- The CAO and CAO Evaluation Committee will meet at the start of the CAO's employment to set goals and expectations for the remainder of the fiscal year.
- In early November of each year, the CAO will assemble background information and complete a self-assessment using this CAO Evaluation Template.
- The CAO will send the background information and completed self-assessment to the CAO Evaluation Committee prior to November 15 in each year.
- In mid to late November of each year, the CAO Evaluation Committee will meet with the CAO to review the documents submitted by the CAO.
- In early December of each year, the CAO Evaluation Committee will meet to complete the evaluation of the performance of the CAO using this CAO Evaluation Template.
- Prior to the end of December of each year, the CAO Evaluation Committee will meet with the CAO to review the performance evaluation and to agree on goals and expectations for the following year.
- The CAO Evaluation Committee may use a facilitator to assist with the Chief Administrative Officer's (CAO's) performance evaluation process.
- The CAO Evaluation Committee may conduct a mid-term or special review if deemed necessary.
- The CAO Evaluation Committee may, in any year, incorporate a 360-degree review into the evaluation process with the assistance and advice of a facilitator. The facilitator shall develop and distribute a questionnaire to stakeholders chosen by the CAO Evaluation Committee. The facilitator shall protect the confidence of the individual contributors in accordance with their wishes. The summary report shall be provided to the CAO Evaluation Committee prior to the end of November in that year.

CAO PERFORMANCE EVALUATION

Town of Stratford

Name of CAO:

Evaluation Period: to

Name of Elected Official:

This form is to be completed by the CAO as a self-assessment prior to November 15 in each year.

This form is to be completed by the members of the CAO Performance Evaluation Committee after receiving the CAO's self-assessment and prior to meeting as a committee to review CAO performance.

This form is to be completed by Chair of the CAO Performance Evaluation Committee, with or without the help of a facilitator, after the committee meets and agrees on the evaluation.

Instructions for using the Rating Instrument:

This Performance Evaluation contains twelve 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 CAO Evaluation committee member will complete this form. All evaluations will be shared with the committee who shall meet to agree on a final evaluation report. 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 Instrument

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)

- 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 fiscal year, the following Goals and Key Results Areas were identified by the CAO, Mayor 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 [year]

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	

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

LEADERSHIP AND SUPERVISION

LEADERSHIP AND SUPERVISION

_____	Coaching/Mentoring:	Provides direction, support, and feedback to enable others to meet their full potential.
_____	Coaching/Mentoring:	Exercises knowledge of feedback techniques, ability to assess performance and identify others' developmental needs to coach and mentor staff and employees throughout the organization.
_____	Compensation and Benefits:	Ensures that staff compensation and benefits are competitive and fairly applied, within Stratford's ability to pay.
_____	Empowerment:	Creates a work environment that encourages responsibility and decision-making at all organizational levels by sharing authority and removing barriers to creativity.
_____	Delegating:	Encourages heads of departments to make decisions within their jurisdictions with minimal involvement, yet maintains general control of operations by defining expectations, providing direction and support, and evaluating results.

CAO Evaluation Committee Member'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

POLICY FACILITATION

HELPS ELECTED OFFICIALS AND OTHER COMMUNITY ACTORS IDENTIFY, WORK TOWARD,
AND ACHIEVE COMMON GOALS

_____	Political Acumen:	Anticipates the possible impacts of decisions on the political environment and helps staff to understand Council decisions.
_____	Facilitative Leadership:	Facilitates Council's governance, decision-making, and committee work.
_____	Facilitating Council Effectiveness:	Helps elected officials develop a policy agenda that can be implemented effectively and that serves the best interest of the community (requires knowledge of role/authority relationships between elected and appointed officials).
_____	Council Support	Respects the division of authority between the Council and CAO and supports the decisions of the Council, both inside and outside the organization, after a decision has been reached.
_____	Proactive Policy Support:	Reviews bylaw and policy procedures periodically to suggest improvements to their effectiveness.

CAO Evaluation Committee Member'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

OPERATIONAL EXPERTISE AND PLANNING

KNOWLEDGE OF SERVICE AREAS AND DELIVERY OPTIONS

_____	Negotiation:	Negotiates agreements with a focus on respect, collaboration and win-win solutions
_____	Operational Planning:	Anticipates future needs.
_____	Operational Planning:	Organizes work operations and establishes timetables for work units or projects
_____	Performance Measurement:	Enhances performance measurement and improves the overall quality and accuracy of performance measures in the business plan.
_____	Operational Planning:	Predicts the impact of service delivery decisions

CAO Evaluation Committee Member'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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STRATEGIC LEADERSHIP

SETS AN EXAMPLE THAT URGES THE ORGANIZATION AND THE COMMUNITY TOWARD EXPERIMENTATION, CHANGE, CREATIVE PROBLEM SOLVING, AND PROMPT ACTION

_____	Responsiveness:	Actively responds to inquiries and effectively communicates municipal policies, procedures and processes.
_____	Leadership:	Leads the municipal corporation and articulates a clear plan for the corporation that reflects Council's vision, mission and strategic plan, and is well understood, widely supported, consistently applied, and effectively implemented.
_____	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.

CAO Evaluation Committee Member'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
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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:	Seeks to understand the needs of citizens and other stakeholders.
_____	Democratic Advocacy:	Ensures the effective participation of the Town in provincial and federal decisions that impact the Town.
_____	Citizen Participation:	Recognizes the right of citizens to influence local decisions and promotes active citizen involvement in local governance.
_____	Citizen Participation:	Ensures that communication, consultation and collaboration activities are carried out in accordance with the Town's Engagement Strategy
_____	Informed Decisions:	Ensures that decisions are informed by evidence

CAO Evaluation Committee Member'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.

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DIVERSITY AND INCLUSION

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 that reflects the community.
_____	Mutual Respect:	Sustains a respectful workplace and accommodates varying needs.
_____	Mutual Respect:	Builds alignment and engagement among Council, Council committees and staff.
_____	Inclusion:	Ensures that programs and services are designed to include all residents, regardless of ability or other distinguishing factor, to the extent feasible.
_____	Communications:	Ensures that communications are conducted via a variety of mediums, for diverse audiences.

CAO Evaluation Committee Member'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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BUDGETING AND FISCAL RESPONSIBILITY

OVERSEES THE BUDGET AND ENSURES FINANCIAL ACCOUNTABILITY

_____	Fiscal Management:	Ensures that budgets are prepared to provide services at a level directed by Council
_____	Revenue Generation	Seeks and identifies alternative revenue streams to help pay for new initiatives.
_____	Fiscal Management:	Develops long term forecasts of revenue and expenses to enable long term decision making
_____	Asset Management	Employs an asset management lifecycle cost approach to capital budget priority setting, the maintenance and funding of critical infrastructure, and identification of funding gaps
_____	Fiscal Management:	Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.

CAO Evaluation Committee Member'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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FINANCIAL ANALYSIS AND MANAGEMENT

INTERPRETS FINANCIAL INFORMATION TO ASSESS THE SHORT-TERM AND LONG-TERM FISCAL CONDITION OF THE COMMUNITY.

_____	Fiscal Management:	Ensures the cost-effectiveness of programs, and compares alternative strategies.
_____	Procurement	Follows procurement policies and trade agreements and manages allocated funds effectively and efficiently
_____	Risk Management:	Makes decisions based on an assessment of risk and opportunities.
_____	Fiscal Discipline:	Promotes fiscal discipline and accountability for funds and assets
_____	Funding Opportunities:	Ensures the municipality is positioned to access all funding programs for which it is eligible from senior levels of government and other funding organizations.

CAO Evaluation Committee Member'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.

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HUMAN RESOURCES MANAGEMENT

ENSURES THE POLICIES AND PROCEDURES FOR EMPLOYEE HIRING, PROMOTION, PERFORMANCE APPRAISAL, AND DISCIPLINE ARE EQUITABLE, LEGAL, AND CURRENT

_____	Decision-making and Performance:	Ensures that human resources are adequate to accomplish programmatic objectives
_____	Ethics/Integrity:	Promotes ethical behaviour and holds individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards
_____	Staff Morale:	Creates and sustains a positive workplace environment and effectively responds to any issues of staff morale and satisfaction.
_____	Hiring:	Recruits and retains competent personnel for staff positions
_____	Performance Appraisal:	Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

CAO Evaluation Committee Member'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.

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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 municipal corporation and articulates a clear plan for the corporation 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.

CAO Evaluation Committee Member'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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INTERPERSONAL COMMUNICATION AND PRESENTATION SKILLS

FACILITATES THE FLOW OF IDEAS, INFORMATION, AND UNDERSTANDING BETWEEN AND AMONG INDIVIDUALS.

_____	Effective Presentation:	Effectively exchanges (obtains and transmits) information, in a variety of mediums, for diverse audiences
_____	Effective Communication	Disseminates complete and accurate information equally to all Council members in a timely manner
_____	Interpersonal Communication:	Exchanges verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives
_____	Relationship Building:	Builds strong working relationships with key government officials and stakeholders to further the Town's objectives
_____	Leadership:	Builds trust through presenting ideas clearly and effectively listening to others, even when not in agreement

CAO Evaluation Committee Member'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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INTEGRITY AND PERSONAL DEVELOPMENT

DEMONSTRATES FAIRNESS, HONESTY, AND ETHICAL AND LEGAL AWARENESS IN PERSONAL AND PROFESSIONAL RELATIONSHIPS AND ACTIVITIES

_____	Personal Integrity:	Influences others by promoting and modeling the importance of Stratford values
_____	Time Management:	Applies effective time management to activities.
_____	Professional Development:	Ensures personal growth and competence through his / her own education and training.
_____	Organizational Integrity:	Promotes ethical behaviour and holds individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards.
_____	Organizational Integrity:	Instills accountability into operations and communicates ethical standards and guidelines to others.

CAO Evaluation Committee Member'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

Competency	Average Rating
Leadership And Supervision	
Policy Facilitation	
Operational Expertise and Planning	
Strategic Leadership	
Democratic Advocacy and Citizen Participation	
Diversity and Inclusion	
Budgeting and Fiscal Responsibility	
Financial Analysis and Management	
Human Resources Management	
Strategic Planning	
Interpersonal Communication and Presentation Skills	
Integrity and Personal Development	
Total Rating (total/average)	

CAO Performance Evaluation Committee Comments:

Elected Official Signature

Date

CAO Comments:

CAO Signature

Date

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 20__

Council’s Strategic Goal	CAO’s Goals for the Evaluation Year	Key Results Area for the CAO	Performance Metric	Target Completion Date