

CAO PERFORMANCE REVIEW

LEGEND

CAO Performance Review Rating Scale Guide

CORE REVIEW ELEMENTS	
RATING (30%)	RATING DESCRIPTION
N/A	Not Applicable. Not enough data to assess particular attribute.
1	Poor. Rarely meets the performance standards. Immediate improvement is required
2	Developing. Demonstrates basic competency in most areas; however, there are areas that require improvement or further training.
3	Successful. Demonstrates sound performance that regularly meets the expectations of this review element.
4	Exceptional. Exceeds all performance expectations associated with this review element with high frequency.
GOALS	
RATING (70%)	RATING DESCRIPTION
1	Poor. Did not meet goals.
2	Developing. Some elements of Goal met but did not fully meet Goal.
3	Successful. Key deliverables of goal met.
4	Exceptional. Exceeded expectations in all goal key deliverables.

ATTRIBUTES	4	3	2	1	EXPLANATION
I. Leadership and Staff Effectiveness					
• Demonstrates integrity, openness and ethics with a leadership stature that projects confidence and composure					
• Establishes organizational goals and performance standards in alignment with the Council's Strategic Plan to drive organizational performance					
• Demonstrates leadership by managing timelines and achieving tangible results through the Service Delivery Review Implementation Plan and the Town of Cobourg's Organizational Review Plan					
• Leads the establishment of business plans and priorities to ensure Council's vision and direction is implemented.					
• Supports a workplace that is ethical, safe, inclusive and respectful.					
• Demonstrates a personal orientation towards action, resists status-quo and removes barriers that delay progress towards goals.					
Cumulative Average:					
II. Fiscal Accountability and Financial Management					
• Oversees the preparation and administration of the budget, revenues and expenditures; directs and approves expenditures in accordance with Town policy; and directs the preparation and implementation of budgetary adjustments as necessary; ensures the existence and use of appropriate systems and procedures in order to provide budgetary control					
• Works collaboratively to oversee business/financial planning, revenue generation, asset management plan, operating and capital budget and sound stewardship of fiscal, human and physical assets					
• Ensures the establishment of fiscal policies and their management					
• Ensures effective processes are in place for capital budget priority setting, maintenance and funding of critical infrastructure and identification of funding gaps					
• Ensures the organization is well positioned to access funding opportunities from other levels of government					
Cumulative Average:					
III. Building Partnerships and Collaboration					
• Builds and leads a team who model the Town's values by providing excellent service delivery					
• Supports team building activities as a means to facilitate cooperation and motivation within and across teams					
• Fosters respectful and collaborative relationships with all of Council, staff, colleagues, community organizations and citizens					
• Ensures that suitable policies, practices and other supports are in place to foster networking and collaboration					
• Possesses strong interpersonal skills that inspire commitment, collaboration and teamwork					
• Demonstrates a high degree of interpersonal skills, tact, and diplomacy					
Cumulative Average:					
IV. Communication					
• Communicates with Council effectively through written and oral presentation, maintaining and openness with Mayor and Council through the provision of feedback and direction					
• Incorporates varied communication vehicles and opportunities to promote dialogue and developed shared understanding and consensus					
• Communicates complex and strategic organizational issues with tact, diplomacy, discretion and sensitivity					
• Strives to maintain strong and effective external relationships with municipal auditors, solicitors, consultants, community organizations, federal-provincial agencies and the public on behalf of the Town					
• Promotes an organizational environment that is open to alliances and attracting partnerships					
Cumulative Average:					

V. Innovation and Change Management					
• Embraces and adapts to new ideas and/or organization change					
• Promotes an environment where staff are engaged and motivated; where creativity and innovation flourish, and where continuous review and improvement of practices is not only encouraged, but required					
• Enhances corporate performance by being creative, promoting new ideas and introducing new solutions or processes					
• Demonstrates the ability to initiate, facilitate and implement change					
Cumulative Average:					
VI. Service Delivery & Accountability/Transparency					
• Champions the Performance Management process and ensures its ongoing effectiveness by providing direction and sufficient resources					
• Oversees and optimizes human, financial and physical resources, undertakes qualitative and quantitative measurement, planning and control of resources to maximize results					
• *Enhance corporate responsibility by leading a major transition of corporate policies, procedures and third-party agreements					
• Leads continuous improvement throughout the organization.					
• Conducts regular reviews and of assessments of the programs, services, and organizational structure to evaluate effectiveness and ensure adequate measurement systems are in place					
Cumulative Average:					
VII. Professionalism					
• Demonstrates and supports organizational ethics and values and adheres to professional codes of conduct to manage self, others, information and resources					
• Models, inspires and nurtures a learning culture					
• Exercises those statutory duties and powers of the Chief Administrative Officer as set out in the Municipal Act, 2001 as may be amended from time to time					
Cumulative Average:					

SCORING PARTS I THROUGH VII

TOTAL SCORE _____

Member of Municipal Council

Signature.

Received a copy of the CAO Performance Review