



## Chief Administrative Officer Performance Appraisal System

# CAO Performance Appraisal Form

Implemented: November 2025

This Performance Appraisal Form is divided into the following five domains of performance criteria derived from the CAO Job Description:

1. **Standing Objectives** details the routine and repetitive aspects of the role.
2. **Organizational Culture Objectives** outlines the culture management responsibilities.
3. **Strategic Objectives** details the future-focused, novel aspects of the role.
4. **Emergent Objectives** pertain to response to unanticipated threats and opportunities.
5. **Ethical and Professional Objectives** identify expectations for moral conduct and adherence to ethical principles.

### Performance Scale Descriptors (0-6)

**Needs Support (0-1):** This behaviour is rarely demonstrated, even when the opportunity arises. The individual may lack the necessary skills or knowledge to engage in the expected behaviours and move toward the goal. They may not fully understand the importance of the goal or may lack the motivation to pursue it effectively. No substantial progress is observed toward the goal.

**Developing (2-3):** This behaviour is occasionally observed, but it tends to be more reactive than proactive. It is demonstrated only when absolutely necessary and not consistently. The behaviour may depend on the situation, with some indicators being shown at times, while others are missed or only partially displayed when needed. Only some indicators of goal achievement may have been attained, and those that were met might not have reached the pre-established standards.

**Consistently Effective (4-5):** The behaviours are consistently demonstrated, with the CAO taking proactive steps to engage in them, going beyond the bare minimum. All expected behavioural components and goal success indicators are reliably achieved according to pre-established standards and criteria. This consistent performance reflects the CAO's strong commitment to excellence.

**Exemplary (6):** This behaviour reflects a level of dedication and effort well beyond the typical expectations of the organization. It has been both influential and inspiring to others, distinguishing the individual from their peers in this role. The CAO may have sacrificed personal time, resources, or interests to achieve this outcome, further demonstrating their commitment. Such actions highlight exceptional strength, showcasing dedication even in the most challenging circumstances. This behaviour is particularly evident during critical moments when staying true to one's duties is difficult, emphasizing the individual's exceptional perseverance and leadership.

**Note: A well-crafted *Action Plan* will answer the following 4 questions:**

**Who will do what by when with what resources?**

## Standing Objectives

<b>Support for Council</b>			
<b><i>Council Decision and Policy Facilitation</i></b>			
Help elected officials by offering high quality policy advice, guidance, and direction for the development of Council's decisions and policies.			
Facilitate Council governance and decision-making, and assist other community players identify, work toward, and achieve common goals.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	
		4	5
		Consistently Effective	6
			Exemplary
CAO's Commentary:			
Wardens' Commentary:			
Action Plan(s):			
Action Plan Revisions:			

<b>Support for Council</b>			
<b><i>Timely Reporting to Council</i></b>			
Ensure County Council is provided with relevant information and reports in a timely manner from appropriate employees of the Corporation and/or external experts, necessary to make informed decisions, based on sound business practices.			
Keep Council fully informed of all significant operational, financial and advocacy matters and risks relevant to the municipality in a timely manner.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	
		4	5
		Consistently Effective	6
			Exemplary
CAO's Commentary:			
Wardens' Commentary:			
Action Plan(s):			
Action Plan Revisions:			

<b>Support for Council</b>			
<b><i>Warden's Office Support</i></b>			
Assist Warden in the delivery of his/her office through briefings, discussions and provision of data.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	
		4	5
		Consistently Effective	6
			Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

<b>Operations</b>			
<b><i>Operational Support</i></b> Provide support with functional and operational expertise and planning. Assist Departments with decisions on service delivery and work operations while encouraging teamwork and effective problem-solving among staff members, eliminating barriers between Departments.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Operations</b>			
<b><i>Administrative and Policy Advisory</i></b> Responsible for administrative and/or operational issues and advice as may be requested or required by Council, including attendance at all County Council meetings, being entitled to speak at the meeting with the consent of the County Warden or meeting Chairperson.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Finance</b>
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***Budgeting and Financial Analysis***

Prepare and manage a balanced budget to provide services at a level directed by Council and promote fiscal discipline and accountability to staff ensuring that the operation of the municipality is efficient and effective for the short term and the long term. Ensure the municipality is positioned to access all funding programs for which it is eligible from other levels of government.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO’s Commentary:

Wardens’ Commentary:

Action Plan(s):

Action Plan Revisions:

**Finance**

***Control and Reporting***

Responsible for the financial control of the Corporation with expertise from the Director of Financial Services/Treasurer, ensuring periodic reporting to County Council on the financial status of the municipality.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO’s Commentary:

Wardens’ Commentary:

Action Plan(s):

Action Plan Revisions:

**Finance**

***Budget Oversight***

Responsible for the annual estimates (current and capital budgets) and subsequent implementation and monitoring of such budgets as approved by County Council, through the office of the Director of Financial Services/Treasurer.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO’s Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

<b>Human Resources Management</b>			
<b><i>Policy Compliance</i></b>			
Ensure that policies and procedures regarding employee hiring, promotion, performance appraisal, and discipline are fair, legally compliant, and up-to-date. This involves creating clear, transparent guidelines that promote equity and merit-based decision-making.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Human Resources Management</b>			
<b><i>Employee Evaluation, Recognition, and Discipline</i></b>			
Ensure regular, objective performance evaluations and handle employee recognition and discipline in a consistent, ethical, and legally sound manner.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>External Relationships</b>			
<b><i>External Communication Management</i></b>			
Develop and maintain communication linkages with officials, groups, agencies, other jurisdictions and stakeholders as needed. Effectively communicate and interface with external contacts, such as the public,			

Provincial and Federal officials, other municipalities and municipal organizations, boards, agencies, and the media.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
5			
6			
CAO's Commentary:  Wardens' Commentary:  Action Plan(s):  Action Plan Revisions:			

<b>External Relationships</b>			
<i><b>Inter-Governmental Relations and Lobbying</b></i>			
Manage the interests of the Corporation on intergovernmental issues at the administrative level through active participation in professional associations and through lobbying efforts with applicable Provincial and Federal ministries, agencies and crown corporations.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
5			
6			
CAO's Commentary:  Wardens' Commentary:  Action Plan(s):  Action Plan Revisions:			

<b>External Relationships</b>			
<i><b>Media Relations</b></i>			
Build a positive relationship with the media demonstrating no bias and communicate information in a clear and compelling manner that increases public understanding of local government issues and activities.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
5			
6			
CAO's Commentary:  Wardens' Commentary:  Action Plan(s):			

Action Plan Revisions:

### Professional Development

#### *Continuous Learning and Competence Development*

Demonstrate a commitment to self-development and growth by attending personal or professional development and training and activities, both within and outside the corporation. This includes attending workshops and seminars where appropriate and/or advised and completing required compliance training upon request.

#### Performance Scale

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

## Organizational Culture Objectives

### Culture of High Performance

#### *Hold Self Accountable*

Hold self accountable and take responsibility for actions and own mistakes. Takes measures to prevent them and learn and grow from mistakes.

#### Performance Scale

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

### Culture of High Performance

#### *Hold Others Accountable*

Hold others accountable in a respectful manner. By offering constructive feedback, the CEO encourages team members to take ownership of their responsibilities, while also providing the support and resources necessary for them to succeed.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

**Culture of High Performance**

***Openness to Change***

Embrace change with flexibility, challenge the status quo and foster continuous improvement and innovation to keep the organization nimble.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

**Inclusion and Diversity**

***Foster Inclusivity***

Strive to include and collaborate with all individuals in the organization regardless of differences in backgrounds, race, gender, ethnicity, age, language, religious and political beliefs, fostering an inclusive environment where diverse voices are solicited and valued.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

<b>Inclusion and Diversity</b>			
<b><i>Foster Civility</i></b> Exhibit respect, empathy, and compassion towards all individuals despite disagreements and differences.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Inclusion and Diversity</b>			
<b><i>Workforce Attraction, Retention, and Development</i></b> Take steps to attract, retain, and develop a diverse workforce.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Fostering Participation &amp; Positive Relationships</b>			
<b><i>Organization Wide Transparency</i></b> Share appropriate information openly and transparently, ensuring the right people are informed at the right time. Facilitate the flow of ideas, information, and understanding between and among individuals to foster a more collaborative work environment.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p>			

Action Plan(s):

Action Plan Revisions:

<b>Fostering Participation &amp; Positive Relationships</b>			
<b><i>Conflict Resolution</i></b>			
Actively manage conflicts and takes measures to avoid destructive conflicts. Tries to maintain positive morale among the team despite problems, difficulties, and tensions.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Fostering Participation &amp; Positive Relationships</b>			
<b><i>Psychological Safety</i></b>			
Take steps to make sure everyone feels safe to express their ideas, concerns, and engage in discussions. Actively promote dialogue among individuals and between oneself and others in the organization, fostering an environment where employees feel safe to openly and constructively provide feedback to leadership.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	Consistently Effective
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Fostering Participation &amp; Positive Relationships</b>			
<b><i>Internal and External Relationship Management</i></b>			
Foster a positive working relationship with the Members of County Council and build a positive and collegial atmosphere with all County employees and bargaining units. Build positive relationships with other CAOs and municipalities, with COE Management Team, with COE Staff, with Council, and with			

the public. Initiate and maintain linkages with various local organizations, boards and agencies, as well as provincial and federal governments, agencies and associations.

Performance Scale						
0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>						

**Fostering Participation & Positive Relationships**

***Model Democratic Principles***

Demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process.

Performance Scale						
0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>						

**Strategic Objectives**

**Strategic Planning and Alignment**

***Objective Setting and Tracking***

Set clear, actionable objectives that align with the municipality's vision and mission, with progress trackable through short-term milestones.

Performance Scale						
0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p>						

Action Plan Revisions:

**Strategic Planning and Alignment**

***Maintain Linkages Between Strategic Objectives and Operational Decisions***  
 Link business decisions with the strategic direction of the organization to support its long-term sustainability.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:  
 Wardens' Commentary:  
 Action Plan(s):  
 Action Plan Revisions:

**Foresight**

***Forecasting and Planning***  
 Anticipating future events and circumstances by developing plans and programs that reflect the vision and strategic priorities of the Council, including annual reviews and the identification of new initiatives.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:  
 Wardens' Commentary:  
 Action Plan(s):  
 Action Plan Revisions:

**Knowing the Business and Business Environment**

***Situational Awareness***  
 Understand the role, the organization, and the public sector. Seek out ways to stay informed of leading market, industry and professional changes. Know what's happening throughout the County.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

## Emergent Objectives

### Situational Analysis

#### *Monitoring and Responding*

Environmental scans to determine threats and opportunities to the municipality stemming from internal and external events and demands. Keep abreast of trends and bring threats and opportunities to Council for their review and consideration. Respond to threats and opportunities as Council directs.

#### Performance Scale

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

### Crisis Management

#### *Adaptability and Creativity Under Pressure*

Handle crises and/or emerging problems. Promote innovation, creativity, and adaptability to respond to challenging situations, address novel problems, adapt to unforeseen circumstances, and develop creative solutions for emerging issues that have not been encountered before.

#### Performance Scale

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

<b>Flexibility and Commitment</b>			
<b><i>Dedication and Engagement</i></b>			
Be prepared to work additional days or hours as needed, including attendance at meetings of County Council, events, conferences, and/or to attend to urgent issues that arise unexpectedly.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	
		4	5
		Consistently Effective	6
			Exemplary
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

<b>Taking On Additional Delegated Duties</b>			
<b><i>Fulfilling other Duties as Assigned</i></b>			
Engage in additional administrative responsibilities and duties as may be delegated by Council through resolution or by-law.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	
		4	5
		Consistently Effective	6
			Exemplary
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>			

## Ethical and Professional Expectations

<b>Social Responsibility</b>			
Show commitment to sustainability, environmental care, and social responsibility by reducing environmental impact, supporting relevant community projects, and performing the job with consideration of its social and environmental impact.			
<b>Performance Scale</b>			
0	1	2	3
Needs Support		Developing	
		4	5
		Consistently Effective	6
			Exemplary
<p>CAO's Commentary:</p>			

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

**Rule Compliance**

Compliance with rules, established procedures, and ethical principles of doing the job. Upholding ethical standards and integrity in all activities, complying with laws, regulations, and established standards.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

**Conflict of Interest Avoidance**

Not be involved as a partner, shareholder, employee, advisor, contractor, or otherwise in any business, occupation, or undertaking, which might, in any way, constitute, or be perceived by the public to constitute, a conflict of interest as defined in the Municipal Conflict of Interest Act, as may be amended from time to time.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary

CAO's Commentary:

Wardens' Commentary:

Action Plan(s):

Action Plan Revisions:

**Fostering a Culture of Ethical Behaviour**

Demonstrate a high degree of personal integrity, fairness, honesty, and ethics in decision-making. Promote ethical behaviour and hold individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards. Identify and reinforce ethical and professional behaviour in others and implement measures to prevent unprofessional conduct within the organization.

**Performance Scale**

0	1	2	3	4	5	6
Needs Support		Developing		Consistently Effective		Exemplary
<p>CAO's Commentary:</p> <p>Wardens' Commentary:</p> <p>Action Plan(s):</p> <p>Action Plan Revisions:</p>						